

City of El Monte



User Fee Study

November 2023





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Executive Summary

The City of El Monte engaged Willdan Financial Services (Willdan) to determine the full costs incurred by the City to support the various activities for which the City charges user fees. Due to the complexity and the breadth of performing a comprehensive review of fees, Willdan employed a variety of fee methodologies to identify the full costs of individual fee and program activities. This report and the appendices herein identify 100% full cost recovery for City services and the recommended level of recovery as determined through discussion with departmental staff. The recommended fees identified herein are either at or less than full cost recovery.



User Fee Background

Background

As part of a general cost recovery strategy, local governments adopt user fees to fund programs and services that provide limited or no direct benefit to the community as a whole. As cities struggle to maintain levels of service and variability of demand, they have become increasingly aware of subsidies provided by the General Fund and have implemented cost-recovery targets. To the extent that governments use general tax monies to provide individuals with private benefits, and not require them to pay the full cost of the service (and, therefore, receive a subsidy), the government is limiting funds that may be available to provide other community-wide benefits. In effect, the government is using community funds to pay for private benefits. Unlike most revenue sources, cities have more control over the level of user fees they charge to recover costs, or the subsidies they can institute.

Fees in California are required to conform to the statutory requirements of the California Constitution, Proposition 218, Proposition 26, and the California Code of Regulations. The Code also requires that the City Council adopt fees by either ordinance or resolution, and that any fees in excess of the estimated total cost of rendering the related services must be approved by a popular vote of two-thirds of those electors voting because the charge would be considered a tax and not a fee. There are no fees suggested to be set above the cost of service and as such a public vote is not required.

California User Fee History

Before Proposition 13, in times of fiscal shortages, California cities were able to raise property taxes, which funded everything from police and recreation to development-related services. However, this situation changed with the passage of Proposition 13 in 1978.

Proposition 13 established the era of revenue limitation in California local government. In subsequent years, the state saw a series of additional limitations to local government revenues. Proposition 4 (1979) defined the difference between a tax and a fee: a fee can be no greater than the cost of providing the service; and Proposition 218 (1996) further limited the imposition of taxes for certain classes of fees. As a result, cities were required to secure a supermajority vote in order to enact or increase taxes. Due to the thresholds needed to increase local taxes, cities have less control and very few successful options for new revenues. The State of California took a series of actions in the 1990's and 2000's to improve the State's fiscal situation, at the expense of local governments. In 2004-05, the Educational Revenue Augmentation Funds ("ERAF") take-away of property taxes and the reduction of Vehicle License Fees further reduced local tax revenues.

In addition, on November 2, 2010, California voters approved Proposition 26, the "Stop Hidden Taxes Initiative", which is aimed at defining "regulatory fees" as a special tax rather than a fee, thus requiring approval by two-thirds vote of local voters. These regulatory fees are typically intended to mitigate the societal and environmental impacts of a business or person's activities. Proposition 26 contains seven categories of exceptions. The fees analyzed as part of a User Fee study typically fall under categories one through five consisting of charges for specific benefits, government service, regulatory need, for use of government property, or a fine/penalty.



Additional Policy Considerations

State regulations require that municipalities update their fee schedules to reflect the actual costs of certain public services primarily benefiting users. User Fees recover costs associated with the provision of specific services benefiting the user, thereby typically reducing the use of General Fund monies for such purposes.

In addition to collecting the direct cost of labor and materials associated with processing and administering user services, it is common for local governments to recover reasonable support costs. Support costs are those costs relating to a local government's central service departments that are allocable to the local government's operating departments. Central services support cost allocations were incorporated using the resulting indirect overhead percentages determined through the City's Cost Allocation Plan. This plan was used in the User Fee study to account for the burden placed upon central services by the operating departments in order to allocate a proportionate share of central service cost through the study.

As labor effort and costs associated with the provision of services fluctuate over time, a significant element in the development of any fee schedule is that it has the flexibility to remain current. Therefore, it is recommended that the City include an inflationary factor in the resolution adopting the fee schedule to allow the City Council, by resolution, to annually increase or decrease the fees.

The City may employ many different inflationary factors. The most commonly used inflator is some form of the Consumer Price Index (CPI) as it is widely well known and accepted. A similar inflator is the implicit price deflator for GDP, which is much like the CPI except that while the CPI is based on the same "basket" of goods and services every year, the price deflators' "basket" can change year to year. Since the primary factor for the cost of a City's services is usually the costs of the personnel involved, tying an inflationary factor that connects more directly to the personnel costs can also be suitable if there is a clear method, or current practice of obtaining said factor.

Each City should use an inflator that they believe works the best for their specific situation and needs. It is also recommended that the City perform this internal review annually with a comprehensive review of services and fees performed every five years, which would include adding, amending, or removing fees for programs/services.



Study Objective

As the City of El Monte seeks to efficiently manage limited resources and adequately respond to increased service demands, it needs a variety of tools. A User Fee Study provides assurance that the City has the best information and the best resources available to make sound decisions, fairly and legitimately set fees, maintain compliance with state law and local policies, and meet the needs of the City administration and its constituency. Given the limitations on raising revenue in local government, the City recognizes that a User Fee Study is a very cost-effective way to understand the total cost of services and identify potential fee deficiencies. Essentially, a User Fee is a payment for a requested service provided by a local government that primarily benefits an individual or group.

The total cost of each service included in this analysis is based on the full cost of providing City services, including direct salaries and benefits of City staff, direct departmental costs, and indirect costs from central service support. This study determines the full cost recovery fee for the City to provide each service; however, each fee is set at the City's discretion, up to 100% of the total cost, as specified in this report.

The principal goal of the study was to help the City determine the full cost of the services that the City provides. In addition, Willdan established a series of additional objectives including:

- Developing a rational basis for setting fees
- Identifying subsidy amount, if applicable, of each fee in the model
- Ensuring compliance with State law
- Developing an updatable and comprehensive list of fees
- Maintaining accordance with City policies and goals

The study results will help the City better understand its true costs of providing services and may serve as a basis for making informed policy decisions regarding the most appropriate fees, if any, to collect from individuals and organizations that require individualized services from the City.

Scope of the Study

The scope of this study encompasses a review and calculation of the user fees charged by the following El Monte departments and fee groups:

- Police
- Neighborhood Services
- Water Utility

The study involved the identification of existing and potential new fees, fee schedule restructuring, data collection and analysis, orientation and consultation, quality control, communication and presentations, and calculation of individual service costs (fees) or program cost recovery levels.



Aim of the Report

The User Fee Study focused on the cost of City services, as City staff currently provide them at existing, known, or reasonably anticipated service and staff level needs. This report provides a summary of the study results, and a general description of the approach and methods Willdan and City staff used to determine the recommended fee schedule. The report is not intended to document all of the numerous discussions throughout the process, nor is it intended to provide an influential dissertation on the qualities of the utilized tools, techniques, or alternative approaches.



Project Approach and Methodology

Conceptual Approach

The basic concept of a User Fee Study is to determine the “reasonable cost” of each service provided by the City for which it charges a user fee. The full cost of providing a service may not necessarily become the City’s fee, but it serves as the objective basis as to the maximum amount that may be collected.

The standard fee limitation established in California law for such fees is the “estimated, reasonable cost” principle. In order to maintain compliance with the letter and spirit of this standard, every component of the fee study process included a related review. The use of budget figures, time estimates, and improvement valuation clearly indicates reliance upon estimates for some data.

Fully Burdened Hourly Rates

The total cost of each service included in this analysis is primarily based on the Fully Burdened Hourly Rates (FBHRs) that were determined for City personnel directly involved in providing services. The FBHRs include not only personnel salary and benefits, but also any costs that are reasonably ascribable to personnel. The cost elements that are included in the calculation of fully burdened rates are:

- Salaries & benefits of personnel involved
- Operating costs applicable to fee operations
- Departmental support, supervision, and administration overhead
- Indirect City-wide overhead costs calculated through the Cost Allocation Plan

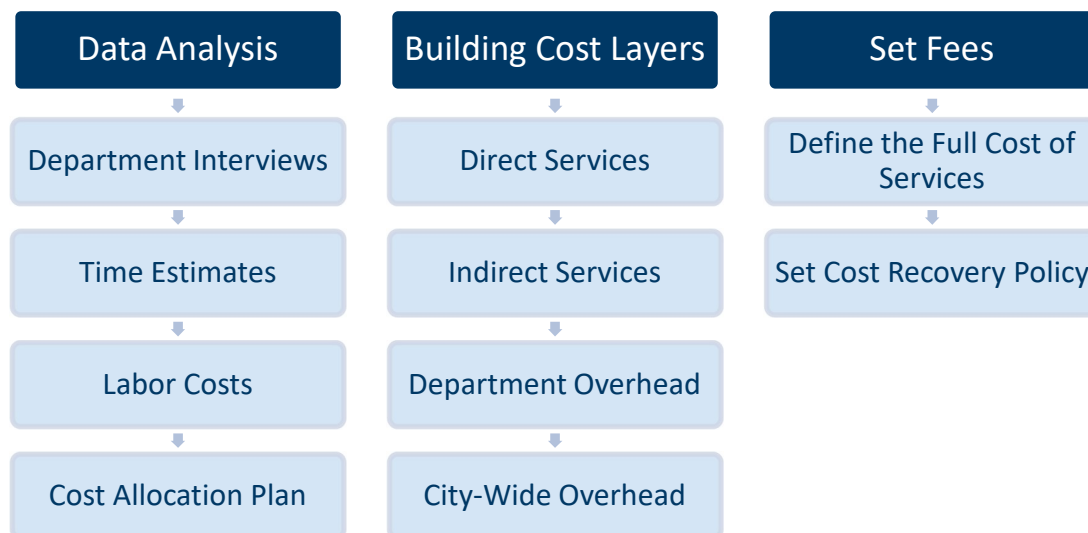
An important factor in determining the fully burdened rate is in the calculation of productive hours for personnel. This calculation takes the available workable hours in a year of 2,080 and adjusts this figure to 1,650 productive or billable hours to account for calculated or anticipated hours’ employees are involved in non-billable activities such as paid vacation, sick leave, holidays, and other considerations as necessary. Dividing the full cost, including overhead, of a position by the number of productive hours provides the FBHR.

The FBHRs are then used in conjunction with time estimates, when appropriate for how a service is provided, to calculate a fee’s cost based on the personnel and the amount of their time that is involved in providing each service.



Summary Steps of the Study

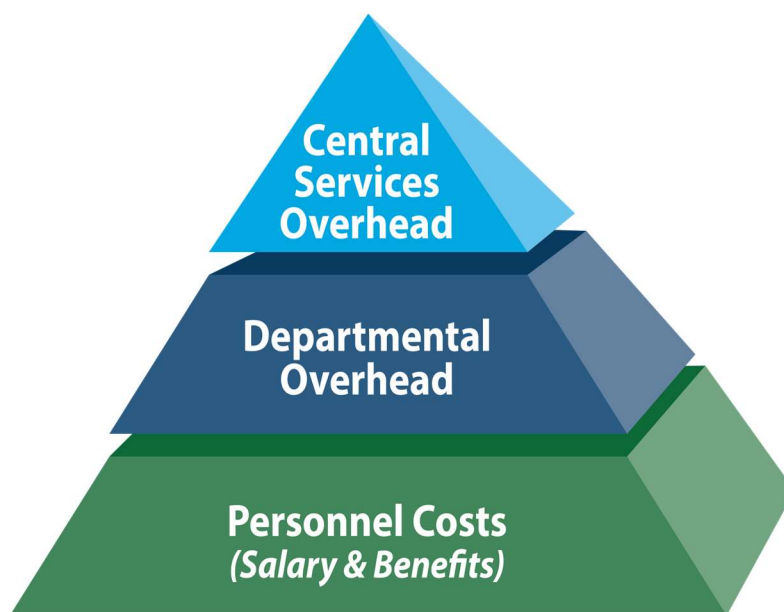
The process of the study is straightforward and simple in concept. The following list provides a summary of the study process steps:



Allowable Costs

This report identifies three types of costs that, when combined, constitute the fully burdened cost of a service (**Appendix A**). Costs are defined as direct labor, including salary and benefits, departmental overhead costs, and the City’s central services overhead, where departmental and central service overhead costs constitute support costs. These cost types are defined as follows:

- **Direct Labor (Personnel Costs):** The costs related to staff salaries for time spent directly on fee-related services.
- **Departmental Overhead:** A proportional allocation of departmental overhead costs, including operation costs such as supplies and materials that are necessary for the department to function.
- **Central Services Overhead:** These costs, as provided via the City’s Cost Allocation Plan, represent services provided by those Central Services Departments whose primary function is to support other City departments.





Methodology

The two methods of analysis for calculating fees used in this report are the:

Case Study Method (Standard Unit Cost Build-Up Approach): This approach estimates the actual labor and material costs associated with providing a unit of service to a single user. This analysis is suitable when City staff time requirements do not vary dramatically for a service, or for special projects where the time and cost requirements are easy to identify at the project's outset. Further, the method is effective in instances when a staff member from one department assists on an application, service or permit for another department on an as-needed basis. Costs are estimated based upon interviews with City staff regarding the time typically spent on tasks, a review of available records, and a time and materials analysis.

Programmatic Approach: In some instances, the underlying data is not available or varies widely, leaving a standard unit cost build-up approach impractical. In addition, market factors and policy concerns (as opposed to actual costs) tend to influence rental based fee levels more than other types of services. Willdan employed a different methodology where appropriate to fit a programs' needs and goals. Typical programmatic approach cases are facility use fees, penalties, and instances where a program cost is divided over the user base to obtain a per applicant cost for shared cost services.

Quality Control/Quality Assurance

All study components are interrelated, thus flawed data at any step in the process will cause the ultimate results to be inconsistent and unsound. The elements of our Quality Control process for User Fee calculations include:

- Involvement of knowledgeable City staff
- Clear instructions and guidance to City staff
- Reasonableness tests and validation
- Internal and external reviews
- Cross-checking

Reasons for cost increases/decreases over current fees

Within the fee tables in **Appendix C**, the differences are identified between the full costs calculated through the study and the fee levels currently in effect. The reasons for differences between the two can arise from a number of possible factors including:

- Previous fee levels may have been set at levels less than full cost intentionally, based on policy decisions
- Staffing levels and the positions that complete fee and service activity may vary from when the previous costs were calculated
- Personnel and materials costs could have increased at levels that differed from any inflationary factors used to increase fees since the last study



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- Costs that this study has identified as part of the full cost of services may not have been accounted for in a previous study
 - Departmental overhead and administration costs
 - Vehicle and Facility Maintenance support costs
 - Indirect overhead from the Cost Allocation Plan
 - Changes in processes and procedures within a department, or the City as a whole
 - Changes in the demand for services in a City may have also changed the staffing or cost structure of departments over time

City Staff Contributions

As part of the study process, Willdan received tremendous support and cooperation from City staff, which contributed and reviewed a variety of components to the study, including:

- Budget and other cost data
- Staffing structures
- Fee and service structures, organization, and descriptions
- Direct and indirect work hours (billable/non-billable)
- Time estimates to complete work tasks
- Review of draft results and other documentation

A User Fee Study requires significant involvement of the managers and line staff from the departments on top of their existing workloads and competing priorities. The contributions from City staff were critical to this study. We would like to express our appreciation to the City and its staff for their assistance, professionalism, positive attitudes, helpful suggestions, responsiveness, and overall cooperation.



El Monte User Fees

Cost Recovery

The cost recovery models, by department/division fee type, are presented in detail in **Appendix C**. Full cost recovery is determined by summing the estimated amount of time each position (in increments of minutes or hours) spends to render a service. Time estimates for each service rendered were obtained through interviews conducted with City staff for each department/division fee included in the study. The resulting cost recovery amount represents the total cost of providing each service. The City's current fee being charged for each service, if applicable, is provided in this section, as well, for reference.

It is important to note that the time data used to determine the amount of time each employee spends assisting in the provision of the services listed on the fee schedule is essential in identifying the total cost of providing each service, and will differ from City to City depending on staffing, positions involved, experience on staff, the use of consultants, and the policies and procedures in place for each City. Specifically, in providing services, a number of employees are often involved in various aspects of the process, spending anywhere from a few minutes to several hours on the service.

The primary goal of this study was to identify the cost of City services, to provide information to help the City make informed decisions regarding the actual fee levels and charges. The responsibility of determining the final fee levels is a complicated task. City staff must consider many issues in formulating recommendations, and the City Council must consider those same issues and more in making the final decisions.

City staff assumes the responsibility to develop specific fee level recommendations to present to the City Council. Unfortunately, there are no hard and fast rules to guide the City, since many of the considerations are based on the unique characteristics of the City of El Monte, and administrative and political discretion. However, in setting the level of full cost recovery for each fee, one should consider whether the service solely benefits one end user or the general community.

Subsidization

Recalling the definition of a user fee helps guide decisions regarding subsidization. The general standard is that individuals (or groups) who receive a wholly private benefit should pay 100% of the full cost of the services. In contrast, services that are simply public benefit should be funded entirely by the general fund's tax dollars. Unfortunately, for the decision makers, some services fall into the range between these two extremes.

Further complicating the decision, opponents of fees often assert that the activities subject to the fees provide economic, cultural, "quality of life," or other community benefits that exceed the costs to the City, but it is important to distinguish the difference between any purported possible benefits that may be conveyed through the result of activities of the service receiver and the direct benefit being conveyed through the City providing the service to the requestor.

It is recommended the City consider such factors during its deliberations regarding appropriate fee levels.



Of course, subsidization can be an effective public policy tool, since it can be used to reduce fees to encourage certain activities (such as to ensure public safety) or allow some people to be able to afford to receive services they otherwise could not at the full cost. In addition, subsidies can be an appropriate and justifiable action, such as to allow citizens to rightfully access services, without overburdensome costs.

Despite the intent, it is important for the City and public to understand that subsidies must be covered by another revenue source, typically the General Fund's other unobligated funds. Therefore, the general taxpayer will potentially help to fund private benefits, and/or other City services will not have available funds that are otherwise directed to cover fee subsidies.

Impact on Demand (Elasticity)

Economic principles of elasticity suggest that increased costs for services (higher fees) will eventually curtail the demand for the services; whereas lower fees may spark an incentive to utilize the services and encourage certain actions. Either of these conditions may be a desirable effect to the City. However, the level of the fees that would cause demand changes is largely unknown. The cost of service study did not attempt to evaluate the economic or behavioral impacts of higher or lower fees; nevertheless, the City should consider the potential impacts of these issues when deciding on fee levels.

Summary

City staff is recommending setting user fees at 100% of the full cost identified in this study except for specific considerations where it makes sense based on how service is provided such as trade fees within Building that are often coupled together when provided, or for the City xeroxing fee where the full cost would be considered prohibitive. City and departmental goals, City Council priorities, policy initiatives, past performance, implementation issues, and other internal and external factors should influence staff recommendations and City Council decisions. In this case, the proper identification of additional services (new or existing services) and the update to a consistent and comprehensive fee schedule were the primary objectives of this study. City staff has reviewed the full costs and identified the recommended fee levels for consideration by City Council. The attached appendices exhibit these unit fees individually.

The preceding sections provide background for each department, division, and fee group and the results of this study's analysis of their fees. For the full list of each fee's analysis, refer to **Appendix C** of this report.



Police

The El Monte Police Department is responsible for promoting and maintaining public safety in the City of El Monte. The Police Department is comprised of three principal operating divisions: Police Administrative Services, Patrol Services, and Investigative Services. The Police Department budget is comprised of four major components: Police, Helicopter, Traffic, and Parking Enforcement

Analysis

Willdan individually reviewed the services associated with the Police Department. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of the Police services relied primarily upon a standard unit cost build-up approach, whereby the reasonable cost of each fee occurrence was determined using staff time involved with providing the service to recover the direct cost of staff and the pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis found that fees are currently set below the full cost of providing the service. It is recommended that the City set Police fees at the levels detailed in [Appendix C](#). The Parking Bail Schedule penalties are also included in this section and are set to deter the listed activities. These penalties have remained at their current levels since 2009 and are below the penalties in place for other surrounding jurisdictions. Staff have suggested that the penalties be increased based on the Consumer Price Index CPI-U change since July 2009, which was 44%. As a result, there would be:

- An increase for 8 fees;
- An increased to the 110 parking bail penalties;
- 9 new fees would be added, and;
- 1 fee would remain as currently set.



Neighborhood Services

The Neighborhood Services Division provides enforcement of municipal, county and state adopted codes to ensure compliance for safe living and business operations in the City of El Monte.

Analysis

Willdan individually reviewed the services associated with the Neighborhood Services Division. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The services included in Neighborhood Services two new Animal Control fees. The analysis was based on a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee using staff time to recover the direct cost of staff and the pro-rata share of departmental costs, including indirect costs for City Central Services. The new fees are suggested to be set below their full cost of service. The new fees are detailed in **Appendix C**.



Water Utility Fees

Residents of the City of El Monte can potentially receive water service from one of 9 providers, including the Water Department of the City of El Monte.

Analysis

Willdan individually reviewed the services associated with Water Utility Fees. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of the Water Utility Fees services relied primarily upon a standard unit cost build-up approach, whereby the reasonable cost of each fee occurrence was determined using staff time involved with providing the service to recover the direct cost of staff and the pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis found that most fees are currently set below the full cost of providing service. Staff have suggested reasonable fee adjustments to the fee schedule, and they are detailed in **Appendix C**. As a result, there would be:

- An increase for 9 staff time based fees;
- 10 meter deposit fees would be increased to better reflect the cost of the meter;
- 1 fee would decrease, and;
- 1 new fee, Meter Tampering, would be added.



Appendix A – Total Allowable Cost to be Recovered

Below are the total allowable costs that may be recovered through User Fees; however, only a portion of the total allowable cost is recovered as staff not only works on services related to User Fees, but also works on an array of other City functions during the operational hours of the City. The amounts listed below will not reconcile to City budgets as costs that should not be included in overhead for personnel in the application of determining fully burdened hourly rates were excluded. Examples of these costs are capital, debt, monetary transfers, contract costs, and any other costs that are charged directly to the service requestor.

City of El Monte- User Fee Overhead Rate Calculations

Department/Fund	Personnel Cost	Operating & Maintenance Cost	Direct Overhead %	Indirect Allocation %
Police	35,218,622	1,596,894	5%	15%
Code Enforcement	870,246	73,000	8%	18%
Animal Control	348,100	271,100	78%	18%
Water Authority Fund	1,608,962	847,035	53%	24%
Public Works	3,482,311	1,695,650	49%	28%



Appendix B – Fully Burdened Hourly Rates

Below are fully burdened hourly rates of staff positions that provide for the services detailed in **Appendix C**. The FBHRs were used to determine the full cost of each service. They include the salary and benefit costs for each position as well as all applicable overhead amounts for each position. For any user fee service request that is outside the scope of the fees detailed in **Appendix C**, or for services for which there is no fee currently set, the City can charge up to the full cost of the FBHR for personnel involved.



City of El Monte- User Fee Fully Burdened Hourly Rate Calculation

Department	Position	Fully Burdened Hourly Rate
Animal Control	Animal Control - ANIMAL CONTROL OFFICER	\$180.24
Code Enforcement	Code - CODE ENFORCEMENT OFFICER I	\$116.85
Code Enforcement	Code - CODE ENFORCEMENT OFFICER II	\$138.80
Code Enforcement	Code - NEIGHBORHOOD SERVICES MANAGER	\$151.73
Code Enforcement	Code - SENIOR OFFICE ASSISTANT	\$88.37
Police	Police - ADMINISTRATIVE ASSISTANT	\$106.79
Police	Police - ADMINISTRATIVE SPECIALIST	\$98.66
Police	Police - CAPTAIN	\$326.62
Police	Police - CHIEF OF POLICE	\$367.96
Police	Police - CORPORAL	\$204.07
Police	Police - CUSTODY OFFICER	\$117.54
Police	Police - CUSTODY SUPERVISOR	\$132.99
Police	Police - EQUIPMENT MAINTENANCE TECHNICIAN	\$87.05
Police	Police - EXECUTIVE ASSISTANT TO THE COP	\$132.85
Police	Police - FLEET COORDINATOR	\$106.90
Police	Police - HELICOPTER PILOT	\$169.86
Police	Police - LIEUTENANT	\$294.41
Police	Police - MANAGEMENT ANALYST	\$127.66
Police	Police - OFFICER/BONUS ASSIGNMENT	\$201.63
Police	Police - PARKING TECHNICIAN	\$78.65
Police	Police - POLICE COMMUNICATIONS MANAGER	\$140.01
Police	Police - POLICE DISPATCH SHIFT SUPERVISOR	\$115.37
Police	Police - POLICE OFFICER	\$187.13
Police	Police - POLICE OFFICER II	\$192.34
Police	Police - POLICE RECORDS SUPERVISOR	\$88.45
Police	Police - POLICE RECORDS TECHNICIAN	\$94.45
Police	Police - PROPERTY AND EVIDENCE TECH	\$111.22
Police	Police - SENIOR PARKING TECHNICIAN	\$111.56
Police	Police - SERGEANT	\$233.91
Water Authority Fund	Water - COLLECTIONS WORKER II	\$162.30
Water Authority Fund	Water - WASTEWATER COLLECTION SYS LEAD	\$205.47
Water Authority Fund	Water - ACCOUNT CLERK	\$140.52
Water Authority Fund	Water - ASSOCIATE CIVIL ENGINEER	\$185.80
Water Authority Fund	Water - COLLECTIONS WORKER I	\$137.82
Water Authority Fund	Water - COLLECTIONS WORKER II	\$156.54
Water Authority Fund	Water - MGMT. ANALYST	\$187.41
Water Authority Fund	Water - OFFICE ASSISTANT	\$95.86
Water Authority Fund	Water - UTILITIES MANAGER	\$272.92
Water Authority Fund	Water - WATER METER READER	\$148.81
Water Authority Fund	Water - WATER SYSTEMS CREW LEADER	\$185.96
Water Authority Fund	Water - WATER SYSTEMS OPERATOR I	\$149.64
Water Authority Fund	Water - WATER SYSTEMS OPERATOR II	\$171.85
Water Authority Fund	Water - WATER SYSTEMS SUPERVISOR	\$222.00



Appendix C – Cost Recovery Analysis

The following tables provide the results of the analysis, resulting full cost recovery amount, and recommended fees. For fees, services, and penalties in which the full cost, existing fee, and suggested fee is listed as “NA”, the amount or percentage was not calculable. This is most common when either the current or the suggested fee includes a variable component that is not comparable on a one-to-one basis, a full cost was not calculated (for penalties, fines, market-based fees, or items not included in the study), or when there is not a current fee amount to compare against.

Police Fees

#	Description	Current Fee/Charge	Notes
1	Report Copies		
2	Non-Redacted	\$15.00	plus City copy rate per page
3	Redacted	\$15.00	plus City copy rate per page
4	Traffic Collision Reports (injury and non-injury)	New	
4	Traffic Collision Reports (injury and non-injury) - MAINT	New	
5	Copies of Digital Photos or Other Photo Types	\$2.00	
6	Copies of Video Evidence	New	
7	Body Worn Camera Video (Crime Related)	New	
8	Body Worn Camera Video (Non Criminal Matters - ex. Civil Traffic Collision)	New	
9	Basic Background Check (Immigration and Clearance)	New	Includes a clearance letter
10	CCW New	\$140.00	
11	CCW Renewal	\$92.00	
12	CCW Permit Modifications/Amendment	\$50.00	
13	Public Records Request - requiring data compilation, irregular extraction, or programming to produce the record	New	
14	Vehicle Repossession Fee	\$15.00	
15	Food Truck Administrative Tow Fee	New	
16	Filming Permit	\$100.00	
17	Filming Permit - each additional day of filming	New	
18	Filming Permit - Student	\$100.00	
19	Parking Bail Schedule		Notice: +21 days
20	Penalty Amount - Non Payment	\$35.00	Penalty Date: Notice Date + 15 days
21	Stopping/Standing in Parkways Prohibited	\$58.00	10.04.010(10.1)
22	Parking on Grades	\$58.00	10.04.010(10.10)
23	Emergency Parking Signs	\$58.00	10.04.010(10.12)
24	Disabled Vehicle Warning Devices	\$103.00	10.04.010(10.13)
25	Parking of Trailers or Semi Trailers	\$113.00	10.04.010(10.14)
26	Unattached Trailer / 1st Violation	\$113.00	10.04.010(10.141)
27	Unattached Trailer / 2nd Violation	\$213.00	10.04.010(10.142)
28	Unattached Trailer / 3rd Violation	\$513.00	10.04.010(10.143)
29	No Stopping / No Parking	\$58.00	10.04.010(10.2)
30	No Prkg Within Division Island	\$58.00	10.04.010(10.3A)
31	No Prkg on Sidewalk	\$58.00	10.04.010(10.3B)
32	Red Curb	\$58.00	10.04.010(10.3C)

Full Cost	Subsidy %	Suggested Fee	Fee Δ
\$22.11	1%	\$22.00	\$7.00
\$29.48	2%	\$29.00	\$14.00
\$22.11	1%	\$22.00	NA
NA	NA	Actual Cost	NA
\$31.48	5%	\$30.00	\$28.00
\$44.23	1%	\$44.00	NA
\$290.08	0%	\$290.00	NA
\$290.08	0%	\$290.00	NA
\$44.23	1%	\$44.00	NA
\$1,209.75	55%	\$550.00	\$410.00
\$1,209.75	79%	\$250.00	\$158.00
\$201.63	50%	\$100.00	\$50.00
NA	NA	Actual cost	NA
NA	NA	\$15.00	\$0.00
\$580.16	0%	\$580.00	NA
\$467.83	36%	\$300.00	\$200.00
NA	NA	\$100.00	NA
\$467.83	68%	\$150.00	\$50.00
NA	NA	\$50.00	\$15
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$148.00	\$45
NA	NA	\$162.00	\$49
NA	NA	\$162.00	\$49
NA	NA	\$306.00	\$93
NA	NA	\$738.00	\$225
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25

Police Fees

#	Description	Current Fee/Charge	Notes
70	Parking for Sale or Merchandise	\$103.00	10.16.070
71	Blocking Designated Space	\$58.00	10.16.080(B)
72	Permit Parking Only	\$58.00	10.16.080(E)
73	Off Street Parking - Handicapped	\$338.00	10.20.020
74	Handicapped Parking Only	\$338.00	10.20.040
75	Parking Without Consent	\$33.00	10.24.010
76	Parking on Public/Private Property	\$58.00	10.24.020
77	Construction of Streets	\$63.00	12.12.010
78	Trash Bins in Public R-O-W	\$58.00	12.32.010
79	Illegal Parked Vehicle - City Lot	\$58.00	12.36.020
80	Illegally Parked Vehicle - Municipal	\$58.00	12.36.030
81	Easement Parking	\$58.00	17.08.050(B)
82	Parked on Unpaved Surface	\$58.00	17.08.050(D)
83	Recreational Vehicle Parking	\$58.00	17.08.060(A)
84	Yard/Sidewalk Parking	\$58.00	17.08.060(B)
85	Inoperable Vehicle - Residential	\$58.00	17.08.060(C)
86	Overweight Commercial Vehicle - Resident	\$103.00	17.08.060(D)
87	Inoperable Vehicle in View - Residential	\$103.00	17.08.060€
88	White Curb	\$58.00	21458(A)3
89	Parking in Intersection	\$58.00	22500(A)CVC
90	Parking on a Crosswalk	\$58.00	22500(B)CVC
91	Red Curb or No Parking Sign	\$58.00	22500(C)CVC
92	Parking at Fire Entrance	\$58.00	22500(D)CVC
93	Blocking Public/Private Driveway	\$58.00	22500(E)CVC
94	Parking on Sidewalk	\$58.00	22500(F)CVC
95	Parking Wrong Direction	\$58.00	22500(G)CVC
96	Double Parking	\$58.00	22500(H)CVC
97	Parking in a Bus Zone	\$263.00	22500(I)CVC
98	Parked in/near Tube/Tunnel	\$58.00	22500(J)CVC
99	Parked on/Near Bridge	\$58.00	22500(K)CVC
100	Parking at Handicap Ramp	\$293.00	22500(L)CVC
101	Improper Curb Parking	\$58.00	22502(A)CVS
102	Improper Curb Parking	\$58.00	22502CVC
103	Disabled Parking - No Visible Placard - 1st	\$293.00	22507.8(A)(1)CVC
104	Disabled Parking - No Visible Placard - 2nd	\$543.00	22507.8(A)(2)CVC
105	Disabled Parking - No Visible Placard - 3rd	\$793.00	22507.8(A)(3)CVC
106	Blocking Handicapped Parking - 1st	\$293.00	22507.8(B)(1)CVC

Full Cost	Subsidy %	Suggested Fee	Fee Δ
NA	NA	\$148.00	\$45
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$486.00	\$148
NA	NA	\$486.00	\$148
NA	NA	\$47.00	\$14
NA	NA	\$83.00	\$25
NA	NA	\$91.00	\$28
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$148.00	\$45
NA	NA	\$148.00	\$45
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$378.00	\$115
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$421.00	\$128
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$421.00	\$128
NA	NA	\$781.00	\$238
NA	NA	\$1,140.00	\$347
NA	NA	\$421.00	\$128

Police Fees

#	Description	Current Fee/Charge	Notes
107	Blocking Handicapped Parking - 2nd	\$543.00	22507.8(B)(2)CVC
108	Blocking Handicapped Parking - 3rd	\$793.00	22507.8(B)(3)CVC
109	Parking on Lines/Handicapped Stall - 1st	\$293.00	22507.8(C)(1)CVC
110	Parking on Lines/Handicapped Stall - 2nd	\$543.00	22507.8(C)(2)CVC
111	Parking on Lines/Handicapped Stall - 3rd	\$793.00	22507.8(C)(3)CVC
112	Parking in Zero-Emissions Vehicle Stall	\$113.00	22511.1CVC
113	Within 15ft of Fire Hydrant	\$58.00	22514CVC
114	Unattended Vehicle	\$58.00	22515CVC
115	Parking Near Sidewalk Access Ramp	\$293.00	22522CVC
116	Anti Gridlock Act - 1st Offense	\$113.00	22526(1)CVC
117	Anti Gridlock Act - 2nd Offense	\$213.00	22526(2)CVC
118	Anti Gridlock Act - 3rd Offense	\$263.00	22526(3)CVC
119	Blocking Driveway	\$72.00	22651(d)
120	No Parking	\$58.00	22658(a)(1)CVC
121	Street/Alley Parking - 1st Offense	\$113.00	22951(1)CVC
122	Street/Alley Parking - 2nd Offense	\$213.00	22951(2)CVC
123	Street/Alley Parking - 3rd Offense	\$263.00	22951(3)CVC
124	Window Tint	\$58.00	26708(A)(1)
125	Expired Registration	\$58.00	4000(A)(1)CVC
126	Expired Registration	\$58.00	4000(A)CVC
127	License Plates Two Required	\$58.00	5200CVC
128	Missing or Expired Tabs	\$58.00	5204(A)CVC
129	Hazardous Waste	\$72.00	8.20.090

Full Cost	Subsidy %	Suggested Fee	Fee Δ
NA	NA	\$781.00	\$238
NA	NA	\$1,140.00	\$347
NA	NA	\$421.00	\$128
NA	NA	\$781.00	\$238
NA	NA	\$1,140.00	\$347
NA	NA	\$162.00	\$49
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$421.00	\$128
NA	NA	\$162.00	\$49
NA	NA	\$306.00	\$93
NA	NA	\$378.00	\$115
NA	NA	\$104.00	\$32
NA	NA	\$83.00	\$25
NA	NA	\$162.00	\$49
NA	NA	\$306.00	\$93
NA	NA	\$378.00	\$115
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$83.00	\$25
NA	NA	\$104.00	\$32

Neighborhood Services Fees

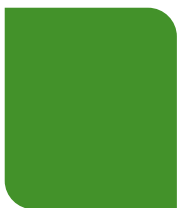
#	Description	Current Fee/Charge	Notes
1	Animal Control		
2	Animal Surrender Fee	New	
3	Deceased Animal Removal Fee	New	

Full Cost	Subsidy %	Suggested Fee	Fee Δ
\$202.33	75%	\$50.00	NA
\$202.33	Variable	\$50.00 / \$100.00	NA

Water Utility Fees

#	Description	Current Fee/Charge (Est Prior to 1995)	Unit	Notes
1	Deposits Required			If the water service is located at a property with two (2) or more units or occupancy types, the deposit required will be equal to the number of serviced units/types by the meter multiplied by the rate for the size of the meter(s) at the property to a maximum deposit of \$3,500.00 All customers that are disconnected due to non-payment will be required to increase their deposit to equal their average bi-monthly billing for the last six (6) bi-monthly billings, prior to reconnection of service. If after one year on other disconnect orders have been issued to the property, the amount of the deposit in excess of the above rate schedule, will be applied to their next bi-monthly billing statement.
2	5/8 inch meter	\$50-\$75		
4	1 inch meter	\$75-\$100		
7	1 1/2 inch meter	\$150.00		
8	2 inch meter	\$175.00		
9	3 inch meter	\$200.00		
10	4 inch meter	\$250.00		
11	6 inch meter	\$350.00		
12	8 inch meter	\$500.00		
13	10 inch meter	\$550.00		
14	Fire Flow Test	\$100.00		
15	Construction Meter Deposit	\$525.00		
16	Construction Meter Permit	\$10.00		
17	After Hour Service Fee	\$150.00	per hr	Minimum 2 HRs
18	Shut Off Notice Fee - Certified Delivery for Lock Off	\$5.00		
19	Reconnection Fee	\$30.00		
20	Late Charge if bill not paid by due date	10%		
21	Broken Lock - Residential	\$10.00		
21	Broken Lock - Commercial	\$10.00		
22	Meter Removal	\$50.00		
23	Returned Check Fee	\$30.00		
24	Temp On/Off	\$50.00		If more than two visit (2) request per calendar year
25	Meter Tampering	New		

Full Cost	Subsidy %	Suggested Fee	Fee Δ
NA	NA	\$100.00	Variable
NA	NA	\$150.00	Variable
NA	NA	\$250.00	\$100
NA	NA	\$400.00	\$225
NA	NA	\$475.00	\$275
NA	NA	\$750.00	\$500
NA	NA	\$1,500.00	\$1,150
NA	NA	\$2,400.00	\$1,900
NA	NA	\$3,500.00	\$2,950
\$442.18	60%	\$175.00	\$75
NA	NA	\$2,000.00	\$1,475
\$70.26	43%	\$40.00	\$30
\$251.70	1%	\$250.00	\$100
\$35.00	0%	\$35.00	\$30
\$109.54	54%	\$50.00	\$20
NA	NA	10%	\$0
\$180.00	0%	\$180.00	\$170
\$180.00	0%	\$180.00	\$170
\$119.03	8%	\$110.00	\$60
NA	NA	\$25.00	-\$5
\$221.09	0%	\$220.00	\$170
\$442.18	10%	\$400.00	NA



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