

Cost of Services (User Fee) Study
Final Report

CITY OF SOUTH EL MONTE, CALIFORNIA

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July 2017

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ATTACHMENTS:

COMPARATIVE SURVEY

1. 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 South El Monte.

1. PROJECT BACKGROUND AND SCOPE OF WORK

The Matrix Consulting Group analyzed the cost of service relationships that exist between fees for service activities related to building permits, planning applications, fire prevention, engineering, and police services. The results of this Study provide a tool for understanding current service levels, the cost and demand for those services, and what fees for service can and should be charged.

2. 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 Division. 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 table on the following page provides an overview of types of costs applied in establishing the “full” cost of services provided by each Department included in this Study:

Cost Component	Description
Direct	Fiscal Year 2016/17 Adopted Budgeted salaries, benefits and allowable expenditures.
Overhead	Division and departmental administration / management and clerical support, along with Citywide overhead.
Supporting (Cross) Unit Review	Where applicable, direct and indirect costs associated with external divisions' assistance.

Together, the cost components in the table above comprise the calculation of the total “full” cost of providing any particular service, whether a fee for that service is charged or not.

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

- **Divisional Staff Interviews:** The project team interviewed staff in each Division 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 item, including time estimates and volume of activity. In addition, all budgeted costs and staffing levels for Fiscal Year 16/17 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. Cross-checks including allocation of not more than 100% of staff resources to both fee and non-fee related activities assured the validity of the data used in the Study.
- **Review and Approval of Results with City Staff:** Department and City management have 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.

3. CURRENT COST RECOVERY

When comparing Fiscal Year 17/18 budgeted expenditures with revenue generated in Fiscal Year 16/17 the City is under-recovering its costs by approximately \$646,000 for Building, Planning, and Engineering related services. The table on the following page details actual revenue and budgeted expenditures by development related Departments for the City of South El Monte:

Department / Division	FY17 Revenue	FY18 Budget	Surplus / (Deficit)	Current Cost Recovery Percentage
Building	\$328,411	\$710,235	\$(381,824)	46%
Planning	\$45,412	\$247,665	\$(202,253)	18%
Engineering	\$247,815	\$309,405	\$(61,590)	80%
TOTAL	\$621,638	\$1,267,305	\$(645,667)	49%

The table above shows that Engineering has the highest cost recovery for its services at 80%, while Planning has the lowest cost recovery at 18%. While the above table compares budgeted costs with actual revenues, the overall cost recovery of the City's development fee-related services was not calculated, as workload volume was not available.

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 take action. 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, often with input from City staff and the community.

5. CONSIDERATIONS FOR COST RECOVERY POLICY AND UPDATES

The Matrix Consulting Group recommends that the City use the information contained in this report to discuss, adopt, and implement a formal Cost Recovery Policy, and also to implement a mechanism for the annual update of fees for service.

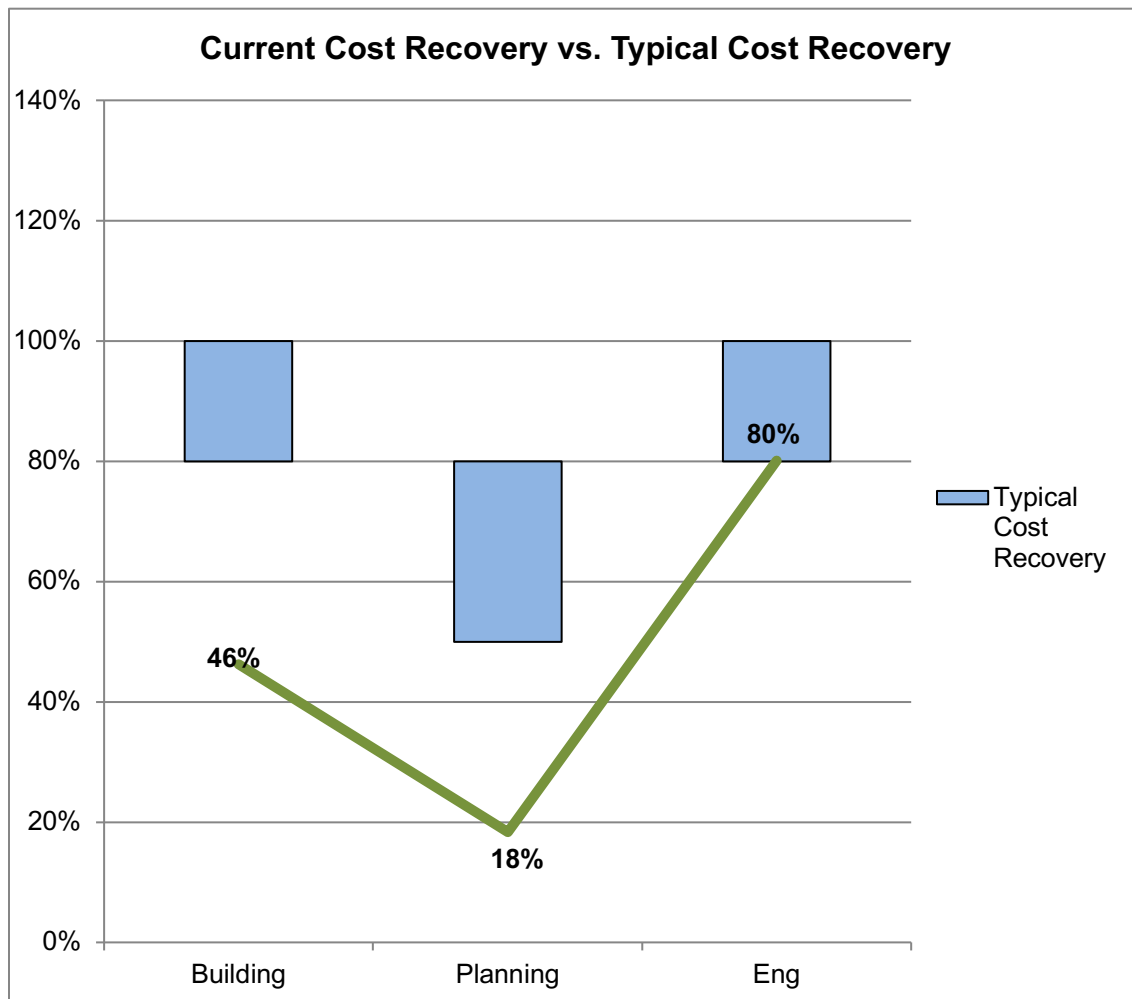
(1) Adopt a Formal Cost Recovery Policy

The Matrix Consulting Group strongly recommends that the Council adopt a formalized, individual cost recovery policy for each department included in this Study. 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. The following table presents typical cost recovery levels seen in other jurisdictions:

Department	Typical Cost Recovery
Building	80 – 100%
Planning	50 – 80%
Engineering	80 – 100%

Information presented in the table above is based on the Matrix Consulting Group’s experience in analyzing local government’s operations across the United States and in California, and reflects the *typical* cost recovery levels observed by local adopting authorities. The following graph depicts how South El Monte compares to industry cost recovery standards.



As the graph on the previous page shows, Engineering's overall cost recovery is at the low end of the typical range, Building's is below the typical range, and Planning's overall cost recovery level is well below the typical range.

In recent years, more local jurisdictions have adopted formal cost recovery policies at the department / division level. The Matrix Consulting Group considers a formalized cost recovery policy for various fees for service an industry Best Management Practice.

(2) Adopt an Annual Fee Update / Increase Mechanism

The purpose of a comprehensive update is to completely revisit the analytical structure, service level estimates and assumptions applied in the previous study, and to account for any major shifts in cost components or organizational structures. The Matrix Consulting Group believes it is a best management practice to perform a complete update of a Fee Assessment every 3 to 5 years.

In between comprehensive updates, the City could utilize published industry economic factors such as CPI or other regional factors to update the cost calculations established in the Study on an annual basis. The City could also consider the use of its own anticipated labor cost increases such as step increases, benefit enhancements, or cost of living raises. Alternatively, the project team will provide the City with user fee models, which can be utilized to update time estimates and costs on an annual basis. Utilizing an annual increase mechanism would ensure that the City receives appropriate fee and revenue increases that reflect growth in costs.

2. LEGAL FRAMEWORK AND POLICY CONSIDERATIONS

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”.

1. 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:

Services that Provide General “Global” Community Benefit	Services that Provide Both “Global” Benefit and also a Specific Group or Individual Benefit	Services that Provide a Primary Benefit to an Individual or Group, with less “Global” Community Benefit
<ul style="list-style-type: none">• Police• Park Maintenance	<ul style="list-style-type: none">• Recreation / Community Services• Fire Suppression / 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 the table on the previous page, 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.

2. 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 in the City Clerk's office.
- **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 changing a water heater in a residential home is higher than the cost of the water heater itself, many citizens will avoid pulling the permit.
- **Affect on demand for a particular service.** Sometimes raising the "price" charged for services might reduce the number of participants in a program. This is largely the case in Recreation programs such as camps or enrichment classes, where participants often compare the City's fees to surrounding jurisdictions or other options for leisure activities.
- **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 as a whole. Examples include Recreation programs, 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 assure that the City is in compliance with State law.

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.

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 several cost components are calculated for each fee or service. These components then build upon each other to comprise the total cost for providing the service. The components of a full cost calculation are typically as follows:

Cost Component	Description
Direct	Salaries, benefits and allowable departmental expenditures.
Departmental Overhead	Division or Departmental administration / management and clerical support.
Citywide Overhead	City costs associated with central service costs such as payroll, human resources, budgeting, City management, etc. Established for this Study through a separate Study performed by the Matrix Consulting Group.

The general steps utilized by the project team to determine allocations of cost components to a particular fee or service is:

- Calculate fully burdened hourly rates by position, including direct & indirect costs;
- Develop time estimates for each service included in the study;
- Ensure that not more than 100% of a position’s time is allocated between fee & non-fee services.

The result of these allocations provides detailed documentation for the reasonable estimate of the actual cost of providing each service. The following are critical points about the use of time estimates and the validity of cost allocation models.

1. TIME ESTIMATES ARE A MEASURE OF SERVICE LEVELS REQUIRED TO PERFORM A PARTICULAR SERVICE

One of the key study assumptions utilized in the “bottom up” approach is the use of time estimates for the provision of each fee related service. 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 of South El Monte, developed these estimates.

The project team worked closely with each Department's 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 excluded from 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, 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 were not based on time in motion studies, as they are not practical for the scope of services and time frame for this project.

The 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 for which to base a jurisdiction's fees for service, and it meets 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, the 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.

- Applicants may request assignment of less expensive personnel to their project.
- 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. The Matrix Consulting Group has recommended taking a deposit and charging Actual Costs for such fees as appropriate and itemized in each department.

2. CROSS CHECKS ENSURE THE VALIDITY OF OUR ANALYTICAL MODEL

In addition to the collection of time estimate data for each fee or service included in the User Fee Study, annual volume of activity data assumptions are also a critical component. By collecting data on the estimated volume of activity for each fee or service, a number of analyses are performed which not only provide useful information to departments regarding allocation of staff resources, but also provide valuable cross checks that ensure the validity of each cost allocation model. This includes assurance that 100% of staff resources are accounted for and allocated to a fee for service, or “other non-fee” related category. Since there are no objectives to make a profit in establishing user fees, it is very important to ensure that services are not estimated at a level that exceeds budgeted resource capacity. By accounting for not more than 100% of staff resources, no more than 100% of costs will be allocated through the Study.

4. RESULTS OVERVIEW

The motivation behind a cost of services (User Fee) analysis is for the City Council and City staff to maintain services at a level that is both accepted and effective for the community, and also 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 adopted budgeted cost information is compared to the same fiscal year of revenue, and workload data available. 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 City staff should rely conservatively upon these estimates to gauge the impact of implementation going forward.

Discussion of each department / division’s 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 department / division including the following:

- **Modifications or Issues:** discussions regarding any 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 volume of activity estimates annual subsidies and revenue impacts were projected.

The full analytical results associated with each department / division were provided to City staff under separate cover from this summary report.

5. BUILDING

The Building and Safety Division of the Community Development Department is responsible for all building code plan review and building inspection services for the City. Division staff are tasked with ensuring code compliance of standards for all building construction, including mechanical, electrical and plumbing work, as well as development components and health and safety aspects. The fees examined in this study relate to plan review and inspection of buildings and structures within the City of South El Monte.

1. FEE SCHEDULE MODIFICATIONS

In discussion with Building staff it was determined that transitioning specific valuation-based fees to a flat fee structure would better capture the actual services and costs currently being provided, and provide an easier calculation of fees for applicants. The fees being moved to a flat fee structure include: Residential Bath Remodel, Residential Kitchen Remodel, Lath & Stucco, Window, Patio Cover, and Re-Roof.

2. DETAILED RESULTS – FLAT FEES

The City of South El Monte currently charges flat fees for all of its Mechanical, Electrical, Plumbing, and Miscellaneous permits. The following subsections discuss all of the Building Division's per unit fees by category type.

(2.1) Mechanical - Per Unit Results

The following table details the total cost per unit calculated for Mechanical services, including the current fee charged, the total cost calculated through this study, and the resulting surplus or deficit.

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Fee Name	Current Fee / Revenue	Total Cost	Surplus / Deficit
Refrigeration Compressor, Absorption Unit, Fuel Burning Furnace, Heater, Boiler, Vented Decorative Appliances			
<100,000 BTU	\$40.00	\$141	\$(101)
100,000 BTU - 1,000,000 BTU	\$60.00	\$141	\$(81)
1,000,000+ BTU	\$180.00	\$173	\$7
Air Inlet and Air Outlet (AC System)			
each additional 1,000 sq.ft. conditioned area	\$27.75	\$43	\$(16)
Installation, Relocation, or Replacement of Appliance Vent installed and not included in appliance permit	\$20.00	\$87	\$(67)
Installation or alteration of each air handling unit for air conditioning including attached ducts			
<2,000 CFM			
each unit <10	\$20.00	\$97	\$(77)
10+ units	\$8.00	\$97	\$(89)
2,000 CFM - 10,000 CFM	\$60.00	\$97	\$(37)
10,000+ CFM	\$80.00	\$97	\$(17)
This fee shall not apply to an air handling unit which is a portion of a factory assembled air conditioning appliance for which a permit is required elsewhere in this code			
Each Evaporative Cooler other than portable type	\$40.00	\$97	\$(57)
Required Ventilation fans (Single Register)			
Each fan <10	\$20.00	\$97	\$(77)
each fan 10+	\$8.00	\$97	\$(89)
For each required ventilation system which is not a portion of any air conditioning system for which a permit is required elsewhere in this code	\$40.00	\$97	\$(57)
Commercial Kitchen Hood or Spray Booth w/ Mechanical Exhaust	\$80.00	\$195	\$(115)
For the Installation of each Fire Damper	\$80.00	\$97	\$(17)
Work without a permit	\$310.80	\$130	\$181
Re-inspection for work that was not ready or available for scheduled inspection	\$223.36	\$130	\$94
Failure or Refusal to comply with lawful order of the Building Official	\$95.00	\$-	\$95
Plan Check			
Identical Appliances of 10,000 BTU installed in a Single Building			
<10 (minimum + 50% of permit fee)	\$81.00	\$-	\$81
10+ (5% + permit fee)	\$81.00	\$-	\$81

As outlined in the table above, the Building Division is currently under-recovering for the majority of its Mechanical permit fees. The largest under-recovery is \$295 for an Air Inlet and Air Outlet System, while the lowest under-recovery is \$17 for the installation of a Fire Damper. The Building Division is also over-recovering for select fees, with the largest over-recovery being \$181 for work without a permit, and the lowest over-recovery being \$7 for Appliances with over 1,000,000 BTUs. The City should lower fees that are over-recovering, and determine if under-recovered fees should be raised.

(2.2) Electrical - Per Unit Results

The following table details the total cost per unit calculated for Electrical services, including the current fee charged, the total cost calculated through this study, and the resulting surplus or deficit.

Fee Name	Current Fee / Revenue	Total Cost	Surplus / Deficit
New Residential Buildings			
New family multi-residential buildings, 3+ living units	\$447.00	\$260	\$187
Garages, Carports, and other accessory buildings used in conjunction w/ multi-family units	\$112.00	\$-	\$112
New Single & two-family residential buildings not incl. garages, carports, other minor accessory buildings	\$325.00	\$206	\$119
For other types of residential occupancies and alterations, additions, and modifications to existing residential buildings	\$157.00	\$-	\$157
Private Swimming Pools			
For each new private, residential, in-ground swimming pools for single or multi-family occupancies including a complete system of necessary branch circuit wiring, bonding, ground, underwater lighting, water pumping, and other similar electrical equipment directly related to the operation of a swimming pool	\$492.00	\$303	\$189
For other types of swimming pools, therapeutic whirlpools, spas, hot tubs, and alterations to existing swimming pools	\$223.00	\$130	\$93
Carnivals and Circuses			
Carnivals and circuses or other traveling shows or exhibitions utilizing transportable-type rides, booths, displays, and attractions	\$223.00	\$-	\$223
For electric generators and electronically driven rides	\$101.00	\$76	\$25
For mechanically drive rides and walk-through attractions or displays having electrical lighting	\$157.00	\$108	\$49
For a system of area and booth lighting	\$157.00	\$108	\$49
For permanently installed rides, booths, displays, and attractions	\$157.00	\$-	\$157
Temporary Power Service			
Temporary Service (each)	\$90.00	\$65	\$25
Temporary Pole (each)	\$146.00	\$97	\$49
Branch Circuit Fees			
Receptacle, switch, lighting, or other outlets at which current is used or controlled, except services, feeders, and meters			
1-10 branch circuits inclusive, each	\$40.00	\$173	\$(133)
11-40 branch circuits inclusive, each	\$40.00	\$141	\$(101)
41+ branch circuits inclusive, each	\$40.00	\$173	\$(133)
For 15 or more 20 ampere 208 volte to 277 volt lighting	\$20.50	\$43	\$(23)
Receptacle, switch, lighting, or other			
First 20 (or portion thereof)	\$4.00	\$43	\$(39)
Each Additional 20 (or portion thereof)	\$4.00	\$43	\$(39)
Multi-outlet assemblies, each 5 feet or fraction thereof may be considered as one outlet			
Lighting Fixtures, Sockets, or other lamp holding devices			
First 20, each	\$4.00	\$43	\$(39)
each additional fixture	\$4.00	\$43	\$(39)
For Pole or platform mounted lighting fixtures, each	\$12.00	\$65	\$(53)

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Fee Name	Current Fee / Revenue	Total Cost	Surplus / Deficit
For theatrical-type lighting fixtures or assemblies, each	\$12.00	\$65	\$(53)
Residential Appliances			
Fixed residential appliances or receptacle outlets for same, including wall-mounted electric ovens; counter mounted cooking tops; electric ranges; self-contained room console or through-wall air conditioners; space heaters; food waste grinders; dishwashers; washing machines; water heaters; clothes dryers; or other motor-operated appliances (each) not exceeding one horsepower (HP) in rating (each)	\$20.00	\$76	\$(56)
(For other types of air conditioners and other motor-driven appliances having larger electrical ratings, see Power Apparatus)			
Nonresidential Appliances			
Residential appliances and self-contained factory-wired, nonresidential appliances, including medical and dental devices; food, beverage, and ice cream cabinets; illuminated show cases; drinking fountains; vending machines; laundry machines; or other similar types of equipment (each)	\$20.00	\$87	\$(67)
Power Apparatus			
Motors, generators, transformers, rectifiers, synchronous converters, capacitors, industrial heating, air conditioners and heat pumps, cooking or baking equipment, and other apparatus. Rating in horsepower (HP), kilowatts (kW), or kilovolt-amperes (kVA), or kilovolt-amperes-reactive (kVAR)			
Over 3 and not over 10 (each)	\$20.00	\$108	\$(88)
Over 10 and not over 50 (each)	\$40.00	\$108	\$(68)
Over 50 and not over 100 (each)	\$80.00	\$108	\$(28)
Over 100 (each)	\$106.50	\$108	\$(2)
Busways			
Trolley and plug-in-type busways - each 100 feet or fraction thereof	\$112.00	\$65	\$47
(An additional fee will be required for lighting fixtures, motors, and other appliances that are connected to trolley and plug-in-type busways. No fee is required for portable tools.)			
Signs, Outline Lighting, and Marquees			
Signs, Outline Lighting, or Marquees supplied from one branch circuit (each)	\$60.00	\$119	\$(59)
Additional branch circuits within the same sign, outline lighting system, or marquee (each)	\$9.75	\$-	\$10
Services, Switchboards, Switchboard Sections, Motor Control Centers, and Panelboards			
Services of 600 volts or less, up to 200 amperes in rating (each)	\$60.00	\$151	\$(91)
Services of 600 volts or less, 399 to 1000 amperes in rating (each)	\$120.00	\$151	\$(31)
Services over 600 volts or over 1000 amperes in rating (each)	\$224.00	\$151	\$73
Miscellaneous Apparatus, Conduits, and Conductors			
Electrical apparatus, conduits, and conductors for which a permit is required, but for which no fee is herein set forth	\$169.00	\$119	\$50
(This fee is not applicable when a fee is paid for one or more services, outlets, fixtures, appliances, power apparatus, busways, signs, or other equipment)			
Other Inspections			
For each extra inspection resulting from defective workmanship or materials, each	\$60.00	\$130	\$(70)
For each inspection of electrical equipment for which no fee is herein set forth and for emergency inspections for the time consumed	\$112.00	\$-	\$112
First 1/2 hour or fraction thereof	\$223.00	\$65	\$158
each hour or fraction thereof	\$0.00	\$130	\$(130)
For each required ventilation system which is not a portion of any air conditioning system for which a permit is required elsewhere in this code	\$223.00	\$130	\$93

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Fee Name	Current Fee / Revenue	Total Cost	Surplus / Deficit
Work without a permit	\$310.80	\$130	\$181
Re-inspection for work that was not ready or available for scheduled inspection	\$223.36	\$-	\$223
Failure or Refusal to comply with lawful order of the Building Official	\$95.00	\$-	\$95

As outlined in the table above, the Building Division is currently under-recovering for the majority of its Electrical permit fees. The largest under-recovery is \$133 for Branch Circuits, while the lowest under-recovery is \$2 for a Power Apparatus. The Building Division is also over-recovering for select fees, with the largest over-recovery being \$223 for carnivals and circuses, and the lowest over-recovery being \$25 for electric generators. As with Mechanical permits, the City should lower fees that are over-recovering, and determine if under-recovered fees should be raised.

(2.3) Plumbing– Per Unit Results

The following table details the total cost per unit calculated for Electrical services, including the current fee charged, the total cost calculated through this study, and the resulting surplus or deficit.

Fee Name	Current Fee / Revenue	Total Cost	Surplus / Deficit
Plumbing fixture or trap or set of fixtures on one trap, including water, drainage piping, and backflow protection (each)	\$20.00	\$130	\$(110)
For each permanent-type dishwasher whether individually trapped or not	\$20.00	\$97	\$(77)
For each industrial waste pretreatment interceptor, including its trap and vent, excepting kitchen-type grade interceptors function as fixture traps	\$20.00	\$97	\$(77)
For each swimming pool drainage trap and receptor, whether connected to a building drain or a building sewer (water supply for pool not included)	\$20.00	\$97	\$(77)
For each gas piping system of 1-5 outlets, or alteration or retest of existing gas pipe system	\$20.00	\$130	\$(110)
each additional over 5	\$8.00	\$43	\$(35)
For each gas meter not under control and maintenance of the serving gas supplier	\$20.00	\$76	\$(56)
For gas pressure regulator other than appliance regulators	\$20.00	\$97	\$(77)
Water Heater / vent	\$20.00	\$97	\$(77)

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Fee Name	Current Fee / Revenue	Total Cost	Surplus / Deficit
For each solar potable water heating system, including water heat and vent	\$60.00	\$97	\$(37)
For repair or alteration of drainage and / or vent piping	\$20.00	\$97	\$(77)
For each piece of water treating equipment and / or water piping installed without accompanying plumbing	\$20.00	\$97	\$(77)
For irrigation sprinkling systems on any one meter including backflow prevention devices thereof	\$20.00	\$97	\$(77)
For Backflow prevention devices on unprotected water supplies, pools, tanks, vats, etc. (incl. incidental water piping, 1-5)	\$20.00	\$97	\$(77)
each additional over 5	\$8.00	\$43	\$(35)
For each building drain installed without accompanying plumbing	\$20.00	\$97	\$(77)
For investigation of work initiated without a permit (\$310.80 minimum)	\$310.80	\$65	\$246
Re-inspection for work that was not ready or available for scheduled inspection	\$223.00	\$130	\$93
Failure or Refusal to comply with lawful order of the Building Official	\$95.00	\$130	\$(35)

The Building Division is under-recovering for all but two of its Plumbing permit fees. The greatest subsidy is \$110 for a Plumbing fixture, and the lowest subsidy is \$35 for failure or refusal to comply with orders from the Building Official. The City is currently over-recovering for investigations of work conducted without a permit (\$246), and re-inspection for work that was not ready for inspection (\$93). As with Mechanical and Electrical permits, the City should lower fees that are over-recovering, and determine if under-recovered fees should be raised.

(2.4) Miscellaneous - Per Unit Results

The following table details the total cost per unit calculated for Miscellaneous services, including the current fee charged, the total cost calculated through this study, and the resulting surplus or deficit.

Fee Name	Current Fee / Revenue	Total Cost	Surplus / Deficit
Permit Issuance	\$21	\$43	\$(22)
Inspection not otherwise covered by a fee and is regulated by LA County Ordinance	\$375	\$130	\$245
OCCUPANCY INSPECTIONS			
Group R or Group M	\$165	\$-	\$165

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Fee Name	Current Fee / Revenue	Total Cost	Surplus / Deficit
Other Groups other than R or M (Floor Area)			
<1,000 Sq. Ft	\$81	\$43	\$38
1,001 - 2,000 Sq. Ft	\$162	\$43	\$119
2,001 - 3,000 Sq. Ft.	\$243	\$54	\$189
3,001 - 4,000 Sq Ft.	\$324	\$54	\$270
4,001 - 5,000 Sq Ft.	\$405	\$65	\$340
5,001 - 10,000 Sq Ft.	\$488	\$65	\$423
10,001 - 100,000 Sq. Ft.	\$810	\$87	\$723
100,000+ Sq. Ft	\$1,208	\$130	\$1,078
Rehabilitation / Substandard Structure Inspection	\$285	\$130	\$155
Demolition Inspection	\$122	\$43	\$79
Trailer Coach Permit (Chapter 69)	\$122	\$130	\$(8)
Inspection(s) Outside of Normal Business Hours	\$74	\$195	\$(121)
Inspection(s) for which no fee is specifically indicated (per hour)	\$74	\$130	\$(56)
Records Research - Microfilmed Permit	\$17	\$43	\$(27)
each additional copy of permit	\$2	\$11	\$(9)

The City is currently showing significant over-recoveries for Miscellaneous permit services. The most significant over-recovery relates to Occupancy inspections greater than 100,000 square feet. The largest under-recovery (\$121) relates to Inspections outside normal business hours. The City should review these results and lower fees where necessary to comply with state laws.

(2.5) Proposed New Permits

The following table outlines the total cost calculated for proposed new permits.

Fee Name	Total Cost
Residential Bath Remodel	\$649
Residential Kitchen Remodel	\$779
Lath & Stucco	\$454
Window - per opening	\$195
Patio Cover (per 100 sqft)	\$97
Re-Roof	
500 sqft	\$65
1,000 sqft	\$130
1,500 sqft	\$195
2,000 sqft	\$260
2,000+ (ea add 100 sqft)	\$6

Should the City wish to implement the proposed new permits and fees, the above table provides the maximum amount the City can recover.

3. DETAILED RESULTS – VALUATION BASED FEES

The City of South El Monte currently uses a sliding scale fee table established 22 years ago in the Uniform Administrative Code by the International Conference of Building Officials (ICBO) to establish building permit and plan check fees, which dates back to 1991. The following subsections outline the current plan check and inspection fees being charged by the City, the total cost for plan check and inspection services, and a comparison of cost recovery.

(3.1) Current Plan Check and Inspection Fees

The following table details the City’s current valuation-based sliding fee structure for building permit fees:

Project Value Sliding Scale Category	Plan Check	Inspection	Total Permit
Project Valuation - \$1.00 to \$500.00	\$19.98	\$23.50	\$43.48
Project Valuation - \$500.00 to \$2,000			
First \$500	\$19.98	\$23.50	\$43.48
Each Additional \$100 or fraction thereof	\$2.59	\$3.05	\$5.64
Project Valuation - \$2,001 to \$25,000			
First \$2,000	\$58.86	\$69.25	\$128.11
Each Additional \$1,000 or fraction thereof	\$11.90	\$14.00	\$25.90
Project Valuation - \$25,001 to \$50,000			
First \$25,000	\$332.56	\$391.25	\$723.81
Each Additional \$1,000 or fraction thereof	\$8.59	\$10.10	\$18.69
Project Valuation \$50,001 to \$100,000			
First \$50,000	\$547.19	\$643.75	\$1,190.94
Each Additional \$1,000 or fraction thereof	\$5.95	\$7.00	\$12.95
Project Valuation \$100,001 to \$500,000			
First \$100,000	\$844.69	\$993.75	\$1,838.44
Each Additional \$1,000 or fraction thereof	\$4.76	\$5.60	\$10.36
Project Valuation \$500,001 to \$1,000,000			
First \$500,000	\$2,748.69	\$3,233.75	\$5,982.44
Each Additional \$1,000 or fraction thereof	\$4.04	\$4.75	\$8.79
Project Valuation - \$1,000,001 and over			
First \$1,000,000	\$4,767.44	\$5,608.75	\$10,376.19
Each Additional \$1,000 or fraction thereof	\$2.68	\$3.15	\$5.83

The City of South El Monte calculates all commercial and residential new construction or alteration related building permits based on the valuation table shown above. Plan check fees are currently calculated as 85% of the Building Permit Fees.

(3.2) Total Cost of Plan Check and Inspection Services

The project team worked with City staff to identify time estimates for each valuation range that are reflective of the services being provided. The following table details the total cost for Plan Check and Inspection services for each valuation range.

Project Value Sliding Scale Category	Plan Check	Inspection	Total Permit
Project Valuation - \$1.00 to \$500.00	\$55.17	\$64.90	\$120.07
Project Valuation - \$500.00 to \$2,000			
First \$500	\$55.17	\$64.90	\$120.07
Each Additional \$100 or fraction thereof	\$7.36	\$8.65	\$16.01
Project Valuation - \$2,001 to \$25,000			
First \$2,000	\$165.51	\$194.71	\$360.22
Each Additional \$1,000 or fraction thereof	\$33.58	\$39.51	\$73.09
Project Valuation - \$25,001 to \$50,000			
First \$25,000	\$937.88	\$1,103.38	\$2,041.26
Each Additional \$1,000 or fraction thereof	\$24.27	\$28.56	\$52.83
Project Valuation \$50,001 to \$100,000			
First \$50,000	\$1,544.74	\$1,817.34	\$3,362.08
Each Additional \$1,000 or fraction thereof	\$16.55	\$19.47	\$36.02
Project Valuation \$100,001 to \$500,000			
First \$100,000	\$2,372.28	\$2,790.91	\$5,163.19
Each Additional \$1,000 or fraction thereof	\$12.83	\$15.09	\$27.92
Project Valuation \$500,001 to \$1,000,000			
First \$500,000	\$7,503.01	\$8,827.07	\$16,330.08
Each Additional \$1,000 or fraction thereof	\$11.03	\$12.98	\$24.01
Project Valuation - \$1,000,001 and over			
First \$1,000,000	\$13,019.93	\$15,317.56	\$28,337.49
Each Additional \$1,000 or fraction thereof	\$5.52	\$6.49	\$12.01

The above table outlines the full cost of providing plan check and inspection services based upon the valuation of a New Construction or Tenant Improvement project.

(3.3) Cost Recovery Comparison

When comparing the City's current valuation based fees for Plan Check and Inspection to the total cost of providing services, the Building Division is currently only recovering an average of 37% of its total costs. The following table compares the total current fee and total cost for Plan Check and Inspection Services, and identifies the surplus / deficit associated with each valuation range.

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Project Value Sliding Scale Category	Current Fee	Total Cost	Surplus / Deficit
Project Valuation - \$1.00 to \$500.00	\$43.48	\$120.07	\$(76.60)
Project Valuation - \$500.00 to \$2,000			
First \$500	\$43.48	\$120.07	\$(76.60)
Each Additional \$100 or fraction thereof	\$5.64	\$16.01	\$(10.37)
Project Valuation - \$2,001 to \$25,000			
First \$2,000	\$128.11	\$360.22	\$(232.11)
Each Additional \$1,000 or fraction thereof	\$25.90	\$73.09	\$(47.19)
Project Valuation - \$25,001 to \$50,000			
First \$25,000	\$723.81	\$2,041.26	\$(1,317.45)
Each Additional \$1,000 or fraction thereof	\$18.69	\$52.83	\$(34.15)
Project Valuation \$50,001 to \$100,000			
First \$50,000	\$1,190.94	\$3,362.08	\$(2,171.14)
Each Additional \$1,000 or fraction thereof	\$12.95	\$36.02	\$(23.07)
Project Valuation \$100,001 to \$500,000			
First \$100,000	\$1,838.44	\$5,163.19	\$(3,324.75)
Each Additional \$1,000 or fraction thereof	\$10.36	\$27.92	\$(17.56)
Project Valuation \$500,001 to \$1,000,000			
First \$500,000	\$5,982.44	\$16,330.08	\$(10,347.64)
Each Additional \$1,000 or fraction thereof	\$8.79	\$24.01	\$(15.23)
Project Valuation - \$1,000,001 and over			
First \$1,000,000	\$10,376.19	\$28,337.49	\$(17,961.30)
Each Additional \$1,000 or fraction thereof	\$5.83	\$12.01	\$(6.18)

The City is currently under-recovering for all valuation ranges for Plan Check and Inspection services related to New Construction and Tenant Improvements. Projects valued between \$500 and \$2,000 have a subsidy of at least \$76, while projects valued at or above a million dollars have a subsidy of at least \$17,961. The City should review this information and determine if and how it would like to raise fees in order to increase current cost recovery.

6. ENGINEERING

The Engineering Division is responsible for the planning, design, and general construction management of the City’s infrastructure system. The division reviews and approves project plans, subdivision maps, designs, technical reports to ensure compliance with the Subdivision Map Act and incorporation of City requirements. The fees examined within this study relate to Sidewalks, Street Cuts, Erosion Control in the Public Right-of-Way, and Final Clearance / Verification of Conditions.

1. FEE SCHEDULE MODIFICATIONS

This study did not identify any modifications needed to the current Engineering fee schedule. There were no fees to eliminate, add, or adjust.

2. DETAIL RESULTS

The following table details the current fee charged, the total cost calculated through this study, and the resulting surplus or deficit on a per unit basis.

Fee Name	Current Fee / Revenue	Total Cost Per Unit	Surplus / (Deficit)
Permit Issuance Fee	\$78	\$76	\$2
Renewal or Extension of an existing Permit	\$-	\$63	\$(63)
Residential Driveway (Up to 3 Inspections)	\$208	\$221	\$(13)
Commercial Driveway (Up to 3 Inspections)	\$299	\$315	\$(16)
Sidewalks			
Up to 300 sq. ft.	\$208	\$202	\$6
Each additional sq. ft in excess of 300 ft	\$3	\$13	\$(10)
Curbs, Gutters, and Monolithic Curbs & Gutters (up to 50 sqft)	\$208	\$221	\$(13)
Each additional sq. ft in excess of 50 ft	\$3	\$13	\$(10)
Yard Drains / Curb Drains	\$208	\$32	\$176
Excavation in Public Right-of-Way	\$520	\$505	\$15
Irrigation Systems in Public R.O.W.	\$260	\$252	\$8
Material Storage in Public R.O.W.	\$208	\$202	\$6
Temporary Fencing in Public R.O.W.	\$208	\$202	\$6
Street Cut Permits			
Up to 300 sq. ft.	\$260	\$252	\$8
Each additional sq. ft in excess of 300 ft	\$3	\$13	\$(10)
Street Closures (per day for block parties, special events, etc)	\$520	\$505	\$15

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Fee Name	Current Fee / Revenue	Total Cost Per Unit	Surplus / (Deficit)
Construction Canopies in Public R.O.W.	\$208	\$202	\$6
Permit Rider / Special Deposit	\$260	\$252	\$8
Grading Permit (Plan Review)	\$3,770	\$3,659	\$111
Engineering fee for a new "Y" or Lateral	\$195	\$189	\$6
News Rack permit			
Filing and Processing (per Rack)	\$208	\$202	\$6
Annual Renewal of News Rack permit (per rack)	\$78	\$76	\$2
Street Vacation, Light, Air Easement	\$1,755	\$1,703	\$52
Curb Painting	\$52	\$50	\$2
Encroachment Permit (incl. Plan Check & Insp)	\$780	\$757	\$23
Painting House Numbers on Curb	\$195	\$189	\$6
Temporary Closure of Street	\$208	\$202	\$6
Sign Posting in Public R.O.W.	\$16	\$16	\$0
Wide Load or Over Weight Permit	\$16	\$16	\$0
Banner Hanging in Public R.O.W.	\$78	\$76	\$2
Hydrology (0-1,500 sq.ft)	\$1,495	\$1,451	\$44
Traffic Control Plan Check - Over Counter	\$52	\$63	\$(11)
Traffic Control Plan Check - per hour	\$130	\$126	\$4
Review Studies and Reports (per hour)	\$130	\$126	\$4
Trenching in Public R.O.W.	\$260	\$252	\$8
Well Monitoring	\$228	\$221	\$7
Filming in Public R.O.W.	\$585	\$568	\$17
Any Other Work in Public R.O.W.	\$130	\$126	\$4
Boring within Public R.O.W.	\$390	\$378	\$12
Removing / Closing existing Driveway	\$260	\$252	\$8
Relocate Existing Drainage	\$1,000	\$970	\$30
New Streets (Public & Private)			
Submittal Fee	\$390	\$378	\$12
Minimum Plan Check Fee (0-10,000 Sq. ft)	\$1,495	\$1,703	\$(208)
10,001+ sq. ft. (\$0.05/sq. ft.)	\$1,495	\$1,703	\$(208)
Inspection Fee (minimum fee 0-10,000 Sq. ft)	\$390	\$378	\$12
Easements	\$1,235	\$1,199	\$36
Geotechnical Site Review	\$390	\$378	\$12
Final Clearance / Verification of Conditions			
Tract Map	\$747	\$883	\$(136)
Parcel Map	\$390	\$505	\$(115)
Subdivision Improvement Agreement (Tract or Parcel Map)	\$520	\$505	\$15
Monument Inspection (per Monument)	\$260	\$252	\$8
Updating City Maps (up to 3 reviews)	\$325	\$315	\$10
1-10 Lots	\$5,200	\$5,046	\$154
11-25 Lots	\$10,400	10,093	\$307
4th & 5th Submittal of Originals	\$2,080	\$2,019	\$61
6th & 7th Submittal of Originals	\$1,560	\$1,514	\$46
8th & each subsequent submittal of original	\$1,560	\$1,514	\$46
After final inspection, review / approve "as-built" plans, review files/ agreements / release securities & prepare staff report for City Council acceptance	\$1,040	\$1,009	\$31
Map Monuments requiring survey check (per hour)	\$130	\$189	\$(59)

As the table on the previous pages shows, the Engineering Division is over-recovering for the majority of its current fees. These over-recoveries range from a low of \$2 to a high of \$176, although most of these over-recoveries are less than \$10, with an average of \$29. While the City's fees cannot be structured to recover more than it costs to provide fee-related services, those fees that need to be reduced will not impact department revenue significantly. Fees that are under-recovering range from a low of \$10 to a high of \$208 with the average subsidy being \$67. Due to the low subsidy amounts, raising these fees to full cost recovery should not have a significant impact on applicants.

(2.1) Erosion Control in Public Right-of-Way

The Engineering Division currently assesses Plan Check and Inspection fees for Erosion Control in the Public Right-of-Way (ROW) as a percentage of an applicant's grading permit fee. The project team recommends that the City move away from a percentage based fee assessment, and charge on an hourly time and materials basis. Deposits should be collected from applicants prior to permit issuance, and be based upon a reasonable estimate of time to provide either Plan Check or Inspection Services.

7. PLANNING

The Planning Division is responsible for both current and advance planning functions, which include on-going review and processing of development plans, as well as planning for future development needs. The primary responsibility of Planning staff is to assist developers and residents with zoning regulations and reviewing ministerial applications for zoning consistency and permits. The fees examined within this study relate to Lot Line Adjustments, Conditional Use Permits, Variances, Zoning, and other related Planning fees.

1. FEE SCHEDULE MODIFICATIONS

The overall structure of the City's Planning fee schedule is streamlined and succinct, therefore, no major modifications were made to the fee schedule. However, discussions with Division staff did identify two fees that could potentially be removed from the fee schedule, and two new fees that should be added to the fee schedule. Additionally, the Lot Line Adjustment and Certificate of Compliance permits were moved from the planning fee schedule to the Engineering schedule, as these permits relate to services provided by Engineering.

Currently, the City has fees for District Board Review and Appeal Design Review Board. These boards are not currently active, and therefore, these fees are not relevant. The City could remove these fees from their fee schedule to eliminate any confusion on the part of applicants, as well as Division staff.

In discussions with Planning staff, it was determined that the Division needed to incorporate a Noticing fee and a Temporary Use Permit to its current schedule of fees. The Noticing fee will cover staff time and direct expenditures to notice various permit

applications and requests. The Temporary Use permit would allow the City to provide review and approve applications which only request a temporary use, rather than a conditional use.

2. DETAILED RESULTS

The following subsections look at the Divisions current flat fees, current actual cost fees, and proposed new fees.

(2.1) Current Flat Fees

The following table details the current fee charged, the total cost calculated through this study, and the resulting surplus or deficit on a per unit basis for each of the Division's flat fees.

Fee Name	Current Fee / Deposit	Total Cost Per Unit	Surplus / (Deficit) per Unit
Conditional Use Permit	\$1,509	\$6,250	\$(4,741)
Minor Conditional Use Permit (residential)	\$766	\$6,209	\$(5,443)
Street Closure	\$40	\$1,664	\$(1,624)
Variance	\$1,509	\$6,250	\$(4,741)
Tentative Tract / Parcel Map (Subdivision)	\$1,509	\$6,250	\$(4,741)
Lot Line Adjustment	\$766	\$3,067	\$(2,301)
Fireworks Permit	\$125	\$785	\$(660)
Determination of Use	\$419	\$1,710	\$(1,291)
Specific Plan	\$1,509	\$6,209	\$(4,700)
Zone Change	\$1,509	\$6,250	\$(4,741)
General Plan Amendment	\$1,509	\$6,250	\$(4,741)
Zoning Regulation Amendment	\$1,277	\$6,250	\$(4,973)
Specific Plan Amendment	\$1,277	\$6,250	\$(4,973)
Initial Study/Negative Declaration	\$351	\$6,209	\$(5,858)
Appeal Planning Commission Action	\$766	\$2,502	\$(1,736)
Zoning Compliance Letter	\$75	\$105	\$(30)
Time Extensions	\$222	\$764	\$(542)
Sign Permit	\$87	\$105	\$(18)
Banner/Portable Sign Permit	\$87	\$52	\$35
Fences/Walls	\$87	\$52	\$35
Home Occupation Permit	\$87	\$105	\$(18)
Filming Permit (per day)	\$500	\$1,368	\$(868)

As shown in the previous table, the Planning Division is under-recovering for the majority of its fees on a per-unit basis. The under-recovery ranges from a low of \$18 for

a Sign Permit to a high of \$5,858 for an Initial Study / Negative Declaration. The City is over-recovering for both the Banner / Portable Sign Permit and Fences / Walls permit by \$35. Overall, the Division's cost recovery on a per unit basis is approximately 43%.

(2.2) Current Actual Cost Fees

The City currently has two permits for which they charge actual costs: Environmental Impact Report and Zoning Map. The following table details the current fee, total staff cost calculated through this study, and the resulting surplus or deficit on a per unit basis for both of these permits.

Fee Name	Current Fee / Deposit	Total Cost Per Unit	Surplus / (Deficit) per Unit
Environmental Impact Report (plus actual costs)	\$351	\$6,688	\$(6,337)
Zoning Map (Actual Costs)	\$-	\$105	\$(105)

The City charges \$351 plus actual costs for Environmental Impact Reports (EIR). The \$351 is meant to account for staff time, while the actual costs account for services provided by outside consultants. Currently, the City is under-recovering costs associated with staff review by approximately \$6,337 for each EIR.

Contrary to the EIR, the City does not recover for staff time associated with Zoning Maps, but rather only recovers costs associated with outside consultants. This study concluded that the total cost for Planning staff to review and facilitate Zoning Maps is \$105.

Due to the significant staff resources and size in scope associated with EIR's and Zoning Maps, the City should aim to recover all staff costs associated with these permits. Additionally, deposit amounts should be developed for these projects to ensure that the City is able to recover costs associated with outside consultants, and that applicants have a general understanding of potential project costs.

(2.3) Proposed New Fees

The following table details the total cost per unit for the proposed new fees of Noticing and Temporary Use Permit.

Fee Name	Total Cost Per Unit
Noticing	\$245
Temporary Use Permit	\$1,273

Based on the staff time associated with each service type, this study has identified \$245 of cost associated with Noticing, and \$1,273 for Temporary Use Permit services. While Temporary Use Permits are not currently listed on the City's fee schedule, the Division is charging a nominal fee of \$150 for these services. Based on this, the City is under-recovering these costs by \$1,123.

Should the City wish to incorporate these new services into their fee schedule, the above amounts should serve as the ceiling for which these fees can be set at. Any amount less than what is shown in the table above would result in a subsidy.

8. COMMUNITY SERVICES

The City of South El Monte's Community Services Department provides a variety of services to its residents and visitors. These services include classroom activities, ballfields, aquatics, sports camps, youth sports, boxing, community centers, and park rentals. The following chapter discusses the different types of activities provided by the Community Services Department through its recreation programs and the facility / park rentals offered.

1. ACTIVITIES

As part of the user fee and cost of services study the project team identified specific programs within the Community Services Department. These programs include Youth Sports, Aquatics, Mini Center Afterschool Program, Boxing, and Seasonal Day Camps. The following subsections discuss each of these types of activities and programs.

(1.1) Youth Sports

Currently, the City of South El Monte offers T-Ball and Basketball leagues for youth. The following table details the current fee, total cost, and the associated surplus / deficit with each fee.

Program Title	Current Fee	Total Cost	Surplus / (Deficit)
T-Ball			
Resident	\$40	\$67	\$(27)
Non-Resident	\$45	\$67	\$(22)
Basketball			
Resident	\$55	\$119	\$(64)
Non-Resident	\$65	\$119	\$(54)

As the table shows, all programs are currently under-recovering. The average cost recovery on a per unit basis is 57% for Youth Sports. This is fairly typical for community services activities that benefit the youth.

(1.2) Aquatics

The City of South El Monte has an Aquatic Center that is open to the public to provide enjoyable and safe aquatic programs. The Aquatic Center offers three major types of services: Recreation Swimming, Swimming Lessons, and Swim Team. The following table details the current fee, total cost, and the associated surplus / deficit with each fee.

Program Title	Current Fee	Total Cost	Surplus / (Deficit)
Recreation Swimming			
Adult	\$1.50	\$10.76	\$(9.26)
Child	\$1.00	\$10.76	\$(9.76)
Swim Lessons			
Resident	\$30	\$336	(\$306)
Non-Resident	\$40	\$336	(\$296)
Swim Team			
Resident	\$35	\$359	(\$324)
Non-Resident	\$45	\$359	(\$314)

As the table shows, all programs are currently under-recovering for aquatic-related programs. There is a significant under-recovery for swim lessons and the swim team program. The average cost recovery on a per unit basis is 11% for Aquatic Programs.

(1.3) Mini Center Afterschool Program

The Mini Center Afterschool Program is a program that is offered by the Community Services Department that provides pick up from their designated school and are taken to the site for afterschool care. There is a monthly subscription fee for this

program. The following table shows the current subscription fee, the total cost per unit, and the associated surplus / (deficit).

Program Title	Current Fee	Total Cost	Surplus / (Deficit)
Mini-Center Program – Monthly Fee			
Resident	\$60	\$124	\$(64)
Non-Resident	\$70	\$124	\$(54)

As the table shows, the Mini-Center Program is currently under-recovering for its monthly subscription services. This under-recovery ranges from \$54 per student to \$64 per student depending on whether they are a resident or non-resident. This suggests that there is the possibility to increase fees to get closer to the cost recovery goals. The Mini-Center Program has an average cost recovery of 52% on a per unit basis.

(1.4) Boxing

The City of South El Monte is unique in that it offers a Boxing Club to its residents. The Boxing Club has a monthly membership fee, which allows members to practice boxing, as well as receiving training and coaching from boxing coaches at the club. The following table shows the current fees, the total cost per unit, and the associated surplus / (deficit).

Program Title	Current Fee	Total Cost	Surplus / (Deficit)
Boxing – Youth Membership			
Resident	\$18	\$196	\$(178)
Non-Resident	\$23	\$196	\$(173)
Boxing – Adult Membership			
Resident	\$25	\$196	\$(171)
Non-Resident	\$30	\$196	\$(166)

As the table shows, the Boxing Club is currently under-recovering for its monthly subscription services. There is a significant under-recovery for these premium services provided by the City. The per unit cost recovery on average for the boxing club membership is 12%. This is below many of the other services offered by the Community

Services Department. There is the possibility to increase these fees to reflect the premium level of membership and service provided by this Boxing Club and to get closer to cost recovery for this program offered by the City.

(1.5) Seasonal Day Camps

The City of South El Monte offers Seasonal Day Camps for Winter, Summer, and Spring. The following table shows the current fees, the total cost per unit, and the associated surplus / (deficit).

Program Title	Current Fee	Total Cost	Surplus / (Deficit)
Winter Camp			
Resident	\$40	\$182	\$(142)
Non-Resident	\$50	\$182	\$(132)
Summer Camp			
Resident	\$50	\$136	\$(86)
Non-Resident	\$80	\$136	\$(56)
Spring Camp			
Resident	\$30	\$175	\$(145)
Non-Resident	\$60	\$175	\$(115)

As the table above indicates, there is a significant deficit associated with these seasonal day camps. The average per unit cost recovery for summer day camps is approximately 33%, which is within the typical cost recovery level seen for these types of activities.

2. FACILITY AND PARK RENTALS

The City of South El Monte offers rental of three different types of facilities: Senior Center, Community Center, and the Aquatic Center. It also offers the ability to rent out three different parks: New Temple Park, Mary Van Dyke Park, and Shively Park. The following subsections discuss the two types of facility rentals, the total cost per unit for those rentals, as well as a comparison to other jurisdictions for those rentals.

(2.1) Facility Rentals

The majority of the Recreation Centers are used for providing classroom based activities and practice space for adult and youth athletics. While some recreation centers are specific to certain types of activities such as the Veterans Memorial Senior Center focused on the Senior population, other recreation centers are turn-key facilities, which are only accessible during specific times of the day, week, month, or year.

Currently, the Department allows for individuals / groups to rent either a whole center, or a portion of the center. The rate that is charged is not only dependent on the type of room or area rented, but also regarding which group, the fees range from waived fees for Group A to significantly higher fees for Group E.

For each of the facilities and parks, the project team utilized the total expenditures / budget for the specific recreation center including staffing and utility costs to calculate the direct cost of the facility. Similar to other Recreation programs, departmental, and citywide overhead costs were also applied to each of the individual centers. The overhead support estimated the total indirect cost, which was then combined with the direct cost to arrive at the total cost for operating each of the Recreation Centers and Parks. Based upon the hours of operation and the total cost an hourly rate was calculated. The following table shows the fully burdened hourly rate for each of these facilities, along with the overall average hourly rate for facilities.

Center / Park Name	Fully Burdened Hourly Rate
Senior Center	\$202
Community Center	\$362
Aquatic Center	\$336
FACILITY AVERAGE	\$300

As the table above shows, the average hourly rate for Recreation Centers is \$300, which is the hourly rate charged to Group E for facility rentals. This suggests that

if there are Group E rentals for these facilities the city is recovering its costs, but if the majority of the rentals are Group C (\$100 / hour) the City is only recovering about 33% of its costs.

(2.2) Park Rentals

Similar to Facility Rentals, the project team also analyzed the cost per unit associated with Park and Picnic area rentals. The project team utilized the total direct expenditures coded to each park, along with citywide and departmental overhead. As parks and picnic areas are rented on a per instance, per event, or per day basis, the project team took the total cost per unit and divided it by the number of days that the park operates to calculate the fully burdened cost per day. The following table shows the fully burdened rate per day for each of the parks, along with the overall average hourly rate for parks.

Center / Park Name	Cost / Day
New Temple Park	\$672
Shively Park	\$186
Mary Van Dyke Park	\$208
PARK AVERAGE	\$355

As the table above shows, the average hourly rate for Park Rentals is \$355 / day, which is higher than the highest rate of \$225 per day charge from the Community Room in the Parks. This suggests that unlike facility rentals, the City is not recovering its costs from the highest groups (Groups C & D). There is the potential to raise the cost per day to be more in line with cost recovery.

3. COMPARATIVE ANALYSIS

The results of the facility and the park rentals is intended to provided information to city staff and management regarding the fully burdened cost associated with operating and maintaining the different recreation centers and park facilities. The actual

rental rates for these facilities should be established based on a variety of factors: market rates, affordability (different parks and centers cater to different audiences), and competitiveness with other facilities and parks in the areas.

As such, the project team conducted a comparative analysis for facilities and park rentals the typical rental rates that are seen for other facilities. It is important to note that where fees vary greatly for the same type of space depending upon location, the project team has chosen to provide the range of rental rates. The following table presents by basic fees by rental type.

City	Facility Rentals	Park Rentals
South El Monte – Current	\$25 / hr - \$300 / hr	\$25 - \$225
South El Monte – 100% Cost Recovery	\$202 / hr - \$362 / hr	\$186 - \$672
Monterey Park	\$26 / hr - \$119 / hr	\$51 - \$77
West Covina	N / A	\$60 - \$120
Whittier	N / A	\$163
Rosemead	\$25 / hr - \$65 / hr	\$50 - \$75

As the table above shows there is great variety in the number of fees charged among the jurisdictions. For the majority of the fees the City is comparable to its neighboring jurisdictions. It is important to note that almost all other jurisdictions surveyed had separate fee categories based on different criteria such as, resident, non-resident, profit, non-profit, commercial, per event, etc. South El Monte also has similar types of fees.

9. FINANCE

The Finance Department is responsible for the overall financial management of the City, including managing and preparing the annual operating budget for the City, and overseeing accounting functions such as payroll, accounts payable, investments, and grants management. The Finance Department is also responsible for processing Animal Licensing permits, Bus Passes, Business Licenses, sale of Miscellaneous reports, and calculation of Transient Occupancy Taxes. The following chapter discusses permit or service related functions associated with the Finance Department.

1. MODIFICATIONS TO FEE SCHEDULE

In discussion with Finance department staff, the current fee schedule did not need to be modified to eliminate or alter any services. However, through this study, Finance staff identified services associated with processing Business Licenses for which there are currently no fees: Change of Owner, Business Name Change, and Re-Issue of a License.

2. DETAILED RESULTS

The following subsections provide a look at the total cost associated with providing Animal Licensing, Transient Occupancy Tax, Muni Card Program, Miscellaneous, and Business License permits and services.

(2.1) Animal Licensing

The City of South El Monte contracts with the Southeast Area Animal Control Authority (SEAACA) to manage an animal licensing program, including printing, mailing, and customer service. While fees associated with licensing can be handled by

SEAACA, the City has chosen to utilize Finance staff for these services as a convenience to City residents. The following table details the current fee charged, the total cost calculated through this study, and the resulting surplus or deficit associated with Animal Licensing.

Fee Name	Current Fee / Revenue	Full Cost	Surplus / Deficit
Dog License - Sterilized Dog	\$15	\$19	\$(4)
Dog License - Un-Altered Dog	\$30	\$19	\$11
Senior Dog License - Sterilized Dog	\$7.50	\$19	\$(12)
Senior Dog License - Un-Altered	\$15	\$19	\$(4)

The services provided by Finance staff to process a Dog license are the same regardless of whether or not a dog is sterilized or un-altered, or if the owner is a senior citizen. Based on current services, the City is under-recovering costs associated with animal licensing of sterilized dogs (regardless of the owner's age category), as well as for senior owned un-altered dogs, while over-recovering for un-altered dogs.

The City also enforces penalties for animals that are found to be unlicensed within the City. Currently, the penalties are \$10 per dog, or \$5 per dog owned by a senior citizen. Penalties are not a service based fee, and as such were not part of the scope of this study.

The City should review these fees, and determine if any adjustments should be made to achieve a higher cost recovery level. Additionally, the City should also look into the value associated with having Finance staff process these permits compared to incorporating these services into the SEAACA agreement.

(2.2) Transient Occupancy Tax

The City assesses Transient Occupancy Taxes to hotels, motels, and short term rentals. Currently, the Finance fee schedule identifies penalty and interest amounts for

unpaid taxes. However, as noted earlier, assessment of penalties and fines is not within the scope of this study, therefore these percentages were not reviewed.

(2.3) Muni Card Program

The City currently provides services to fill muni bus passes for its residents, and provides various discounts for seniors, those with disabilities, and students. This program is sponsored by the City, and requires no significant staff time to process or provide services. Additionally, as bus pass rates are not set by the City, these fees were not included in the scope of this study.

(2.4) Miscellaneous

The City has four Miscellaneous fees on their fee schedule relating to the Sale of Publications, Budget Books, and Bank Returned Checks. The following table outlines the current fees being charged for these services.

Fee Name	Current Fee / Revenue
Sale of Publication	\$1
Sale of Publication Ea. Add. Copy	\$0.10
Budget Book	\$35
Bank Returned Checks	\$35

The City currently charges \$1 for the first page of any copied document (Sale of Publication), and \$0.10 for each additional copy or page. However, current State law limits the fees that can be charged per page for public documents to between \$0.10 and \$0.25 per page. Unless the City can show that material costs associated with providing printed copies is more than \$0.25 a page, the City should adjust their fee schedule to note one fee for record copies, and set that fee at \$0.25 per page.

The Finance department provides hard copies of the City's annual budget electronically via its website, or via email to those who request it. Additionally, should a

resident wish to have a hard copy of the budget book, the City will provide one for a fee of \$35. This fee is meant to account for costs charged to the City by the agency who prints the budget books. As these costs can vary from year to year, it is recommended that the City eliminate a dollar amount for the Budget Books, and list the fee as “Actual Cost”. This will ensure that the City recovers its costs, without needed to update their fee schedule every time the printer adjusts the costs associated with Budget Books.

Bank Returned Checks are currently assessed a \$35 fee that accounts for staff time, as well as a \$25 fee assessed by the City’s bank. Therefore, the City is currently charging \$10 for Finance staff to process returned checks. This study determined that the staff cost associated with processing Bank Returned Checks is \$39. Consequently, the City is under-recovering its costs by \$29. The City should consider adjusting this fee to \$39 plus actual bank fees, which will ensure that the City accurately accounts for staff time to process returned checks, as well as any fees incurred by the bank.

(2.4) Business License

All persons or corporations conducting business in the City of South El Monte must obtain a Business License, including those who are based outside the City but provide services in the City. Currently Business Licenses are assessed an annual tax, that is not representative of a time-based service, and as such, are not part of the scope of this study. However, Finance staff do issue Change of Owner, Business Name Change, and License Re-issues, which are not covered by the Business License tax, and require staff time. These services require similar services, and were costed out at \$6.50. Should the City wish to recover these costs, these fees should be included on the Finance fee schedule.

10. CITY CLERK

The fee-related services provided by the City Clerk Division pertain to document copies, photocopies, providing documentation on materials such as video tapes and cassettes, and certification of records.

The project team worked with City Clerk staff to determine the current services provided by the City. The City Clerk eliminated the following fees from its schedule:

- Copy of Videotape (no longer provided)
- Copies of Audio Tape Cassettes (no longer available or produced)
- Certification of a Copy of Record (these are only done for internal city departments)
- Certification of Document (these are only done for internal city departments)

As the list above indicates the majority of these fees that were eliminated are for services no longer being provided. Based upon discussions with staff some new fees such as fees for DVDs and Flash drives were added. The following table presents the fee name and the total cost per unit for providing each service.

Fee Name	Total Cost Per Unit
Photocopies – per page – per side	\$0.10
Flash Drives / USBs	\$4
DVD	\$1.50

Based on the information shown in the table above, the proposed City Clerk fee schedule should consist the photocopy fee of \$0.10 per page per side and the actual material costs for Flash Drives / USBs, and DVDS.

11. COMPARATIVE MARKET SURVEY

As part of this Cost of Services (User Fee) Study for the City of South El Monte, the Matrix Consulting Group conducted a comparative survey of fees. Six jurisdictions were identified to be included in the comparative survey: El Monte, Monterey Park, West Covina, Montebello, Whittier, and Rosemead.

While this report will provide the City with a reasonable estimate and understanding of the true costs of providing services, many jurisdictions also wish to consider the local “market rates” for services as a means for assessing what types of changes in fee levels their community can bear. However, a comparative survey does not provide adequate information regarding the relationship of a jurisdiction’s cost to its fees. Three important factors to consider when comparing fees across multiple jurisdictions are: population, operating budget, workforce size, and the year when their most recent fee study was conducted. The following tables provide this information regarding the jurisdictions included in the comparative survey.

Jurisdiction	2014 Census
South El Monte	20,569
Rosemead	54,947
Monterey Park	61,458
Montebello	63,929
Whittier	87,318
West Covina	108,455
El Monte	116,631

Jurisdiction	FY 16/17 Budget
Whittier	\$18,585,520
South El Monte	\$24,053,819
Rosemead	\$34,068,800
El Monte	\$71,703,700
Monterey Park	\$94,362,248
Montebello	\$99,024,540
West Covina	\$114,843,618

Jurisdiction	FY 16 / 17 FTE
South El Monte	32.00
Rosemead	55.00
Whittier	101.54
El Monte	315.00
West Covina	353.00
Monterey Park	358.65
Montebello	568.00

Jurisdiction	Year Fee Study Completed
El Monte	Unknown
Montebello	2010
Monterey Park	2010
Rosemead	Unknown
West Covina	2017
Whittier	2016

Based on the data shown in the above tables, the City of South El Monte ranks below average in regards to population, operating budget, and workforce size. As the table above shows, fees associated with Montebello and Monterey Park have not been evaluated in seven years. Additionally, while West Covina has completed a study in 2017, current fees do not reflect the results of the study.

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

- Each jurisdiction and its fees are different, and many are not based on actual cost of providing services.
- The same “fee” with the same name may include more or less 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 above, 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.

The survey covered Building, Planning, and Engineering fees. On average, the survey showed that the City's fees are either below or in line with the jurisdictions surveyed. The results of the survey are shown as an attachment to this report.

12. CONCLUSION

The City of South El Monte engaged the Matrix Consulting Group to determine the total cost of services provided to its citizens and businesses for fee related services. To calculate the total cost of each Department / Division's services, the Matrix Consulting Group employed both a widely accepted and defensible methodology, as well as the experience and input of City staff to complete the necessary data collection and discussion to complete the analysis. City leaders can now use this information to make informed decisions and set its fees to meet the fiscal and policy goal objectives of the City.

Overall, this Cost of Services Study concluded that the City under-recovers its budgeted costs by approximately \$646,000 a year. While the detailed documentation of the Study will show an over-collection in some departments / divisions and / or certain fees (on a per unit basis), and an undercharge for others, overall, the City is providing an annual subsidy to fee payers for all services included in the analysis.

The project team recommends the City lower fees that show an over-recovery in order to comply with state laws. For fees that show an under-recovery, the City should review all circumstances and policy factors and raise fees where feasible. For fees that the City chooses to subsidize, policies should be established to outline target recovery percentages.

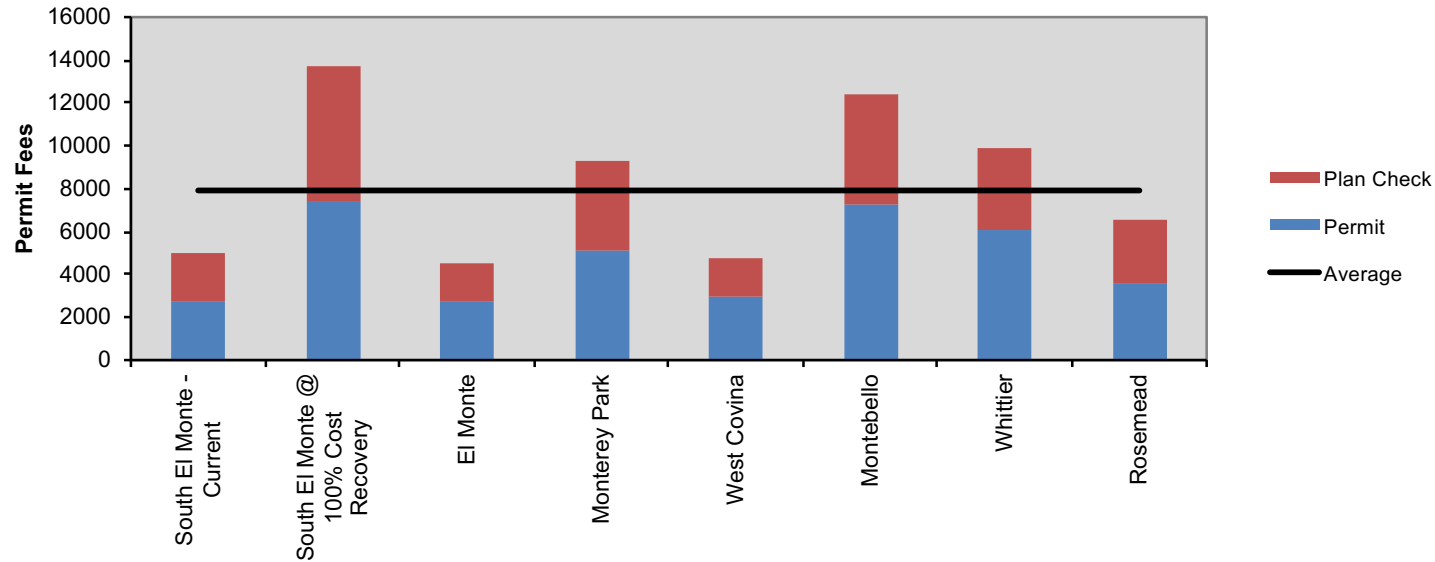
COMPARATIVE SURVEY

**CITY OF SOUTH EL MONTE, CA
BUILDING COMPARATIVE FEE SURVEY**

Single Family Home - New
Occupancy Type: R3
Square Footage: 3,100 sqft.
Valuation: \$407,205

	BP Fee	PC Fee	Total
South El Monte - Current	\$ 2,714	\$ 2,307	\$ 5,021
South El Monte @ 100% Cost Recovery	\$ 7,427	\$ 6,314	\$ 13,740
El Monte	\$ 2,714	\$ 1,764	\$ 4,478
Monterey Park	\$ 5,112	\$ 4,151	\$ 9,263
West Covina	\$ 2,912	\$ 1,893	\$ 4,805
Montebello	\$ 7,312	\$ 5,119	\$ 12,431
Whittier	\$ 6,024	\$ 3,916	\$ 9,940
Rosemead	\$ 3,568	\$ 2,988	\$ 6,555
Average	\$ 4,607	\$ 3,305	\$ 7,912

**Single Family Home - New
Permit and Plan Check Fees**



**CITY OF SOUTH EL MONTE, CA
BUILDING COMPARATIVE FEE SURVEY**

Retail Shell Building

Occupancy Type: M

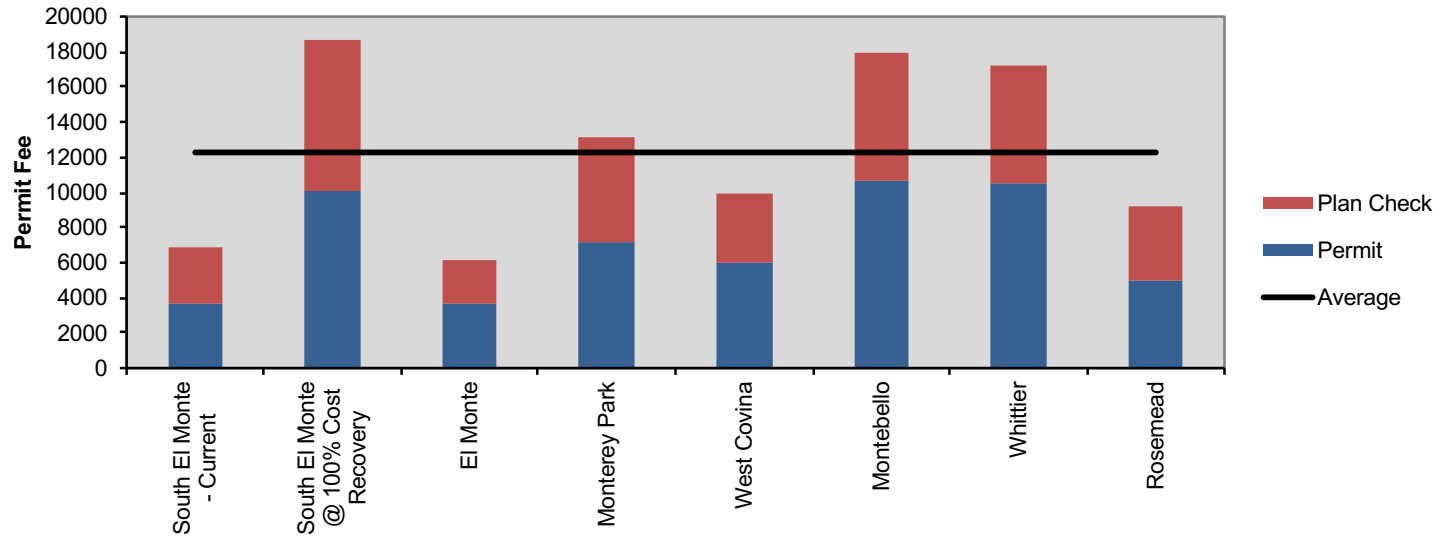
Square Footage: 5,000 sqft.

Valuation: \$600,000

South El Monte - Current
South El Monte @ 100% Cost Recovery
El Monte
Monterey Park
West Covina
Montebello
Whittier
Rosemead
Average

	BP Fee	PC Fee	Total
South El Monte - Current	\$ 3,709	\$ 3,153	\$ 6,861
South El Monte @ 100% Cost Recovery	\$ 10,125	\$ 8,606	\$ 18,731
El Monte	\$ 3,709	\$ 2,411	\$ 6,119
Monterey Park	\$ 7,233	\$ 5,873	\$ 13,106
West Covina	\$ 6,058	\$ 3,938	\$ 9,996
Montebello	\$ 10,590	\$ 7,413	\$ 18,003
Whittier	\$ 10,448	\$ 6,791	\$ 17,239
Rosemead	\$ 5,027	\$ 4,130	\$ 9,157
Average	\$ 7,177	\$ 5,093	\$ 12,270

**Retail Shell Building
Permit and Plan Check Fees**



**CITY OF SOUTH EL MONTE, CA
BUILDING COMPARATIVE FEE SURVEY**

Office - Tenant Improvement

Occupancy Type: B

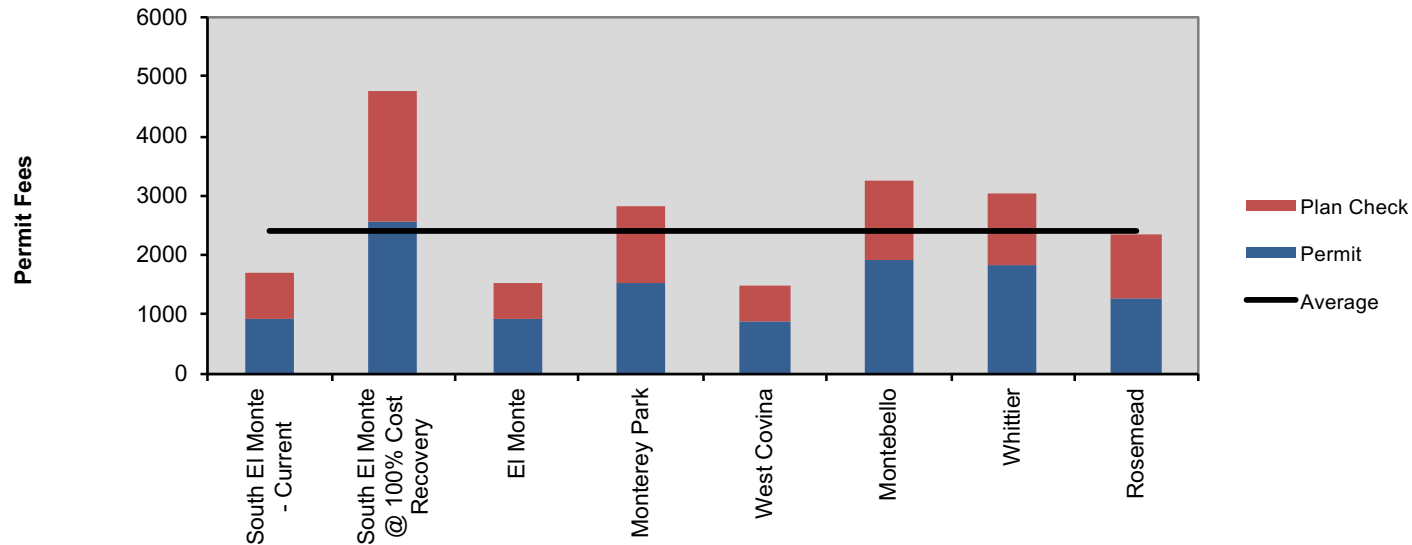
Square Footage: 1,500 sq. ft.

Valuation: \$89,312

South El Monte - Current
South El Monte @ 100% Cost Recovery
El Monte
Monterey Park
West Covina
Montebello
Whittier
Rosemead
Average

	BP Fee	PC Fee	Total
South El Monte - Current	\$ 919	\$ 781	\$ 1,700
South El Monte @ 100% Cost Recovery	\$ 2,583	\$ 2,195	\$ 4,778
El Monte	\$ 919	\$ 597	\$ 1,516
Monterey Park	\$ 1,548	\$ 1,257	\$ 2,805
West Covina	\$ 891	\$ 579	\$ 1,470
Montebello	\$ 1,912	\$ 1,338	\$ 3,250
Whittier	\$ 1,850	\$ 1,203	\$ 3,053
Rosemead	\$ 1,281	\$ 1,068	\$ 2,349
Average	\$ 1,400	\$ 1,007	\$ 2,407

**Office - Tenant Improvement
Permit and Plan Check Fees**



**CITY OF SOUTH EL MONTE, CA
BUILDING COMPARATIVE FEE SURVEY**

Restaurant - New

Occupancy Type: A-2

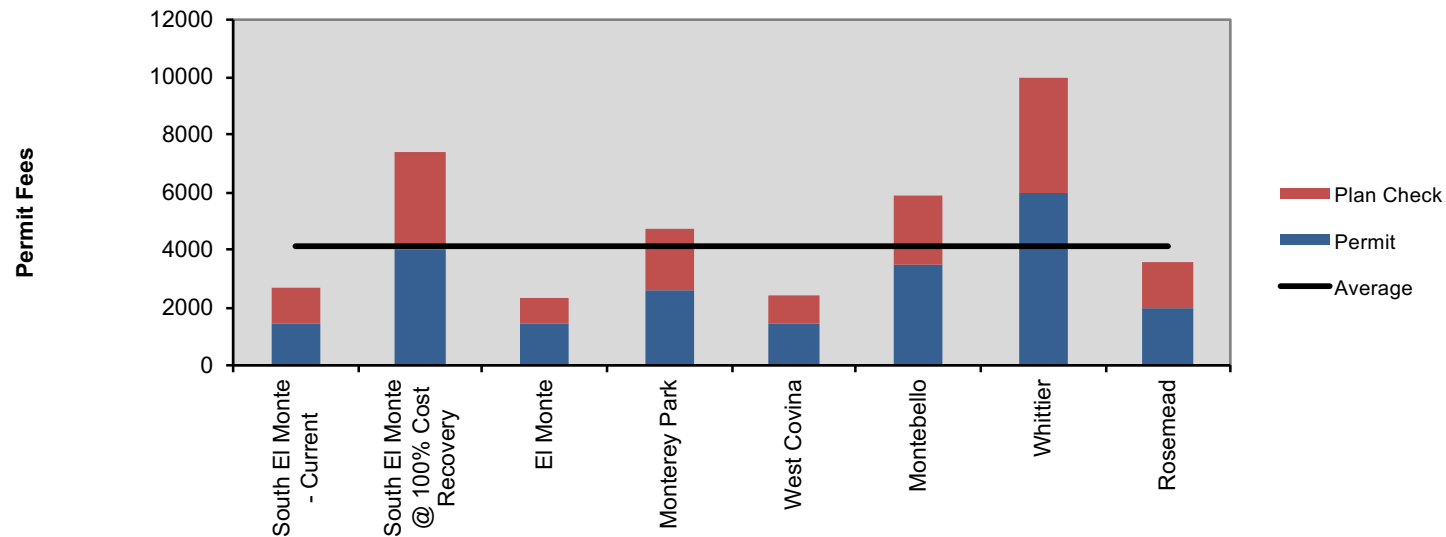
Square Footage: 2,000 sqft.

Valuation: \$180,000

South El Monte - Current
South El Monte @ 100% Cost Recovery
El Monte
Monterey Park
West Covina
Montebello
Whittier
Rosemead
Average

	BP Fee	PC Fee	Total
South El Monte - Current	\$ 1,442	\$ 1,225	\$ 2,667
South El Monte @ 100% Cost Recovery	\$ 3,998	\$ 3,399	\$ 7,397
El Monte	\$ 1,442	\$ 937	\$ 2,379
Monterey Park	\$ 2,613	\$ 2,122	\$ 4,735
West Covina	\$ 1,469	\$ 955	\$ 2,424
Montebello	\$ 3,450	\$ 2,415	\$ 5,865
Whittier	\$ 6,024	\$ 3,916	\$ 9,940
Rosemead	\$ 1,969	\$ 1,631	\$ 3,600
Average	\$ 2,424	\$ 1,711	\$ 4,135

**Restaurant - New
Permit and Plan Check Fees**



**CITY OF SOUTH EL MONTE, CA
BUILDING COMPARATIVE FEE SURVEY**

Warehouse - New

Occupancy Type: S-1

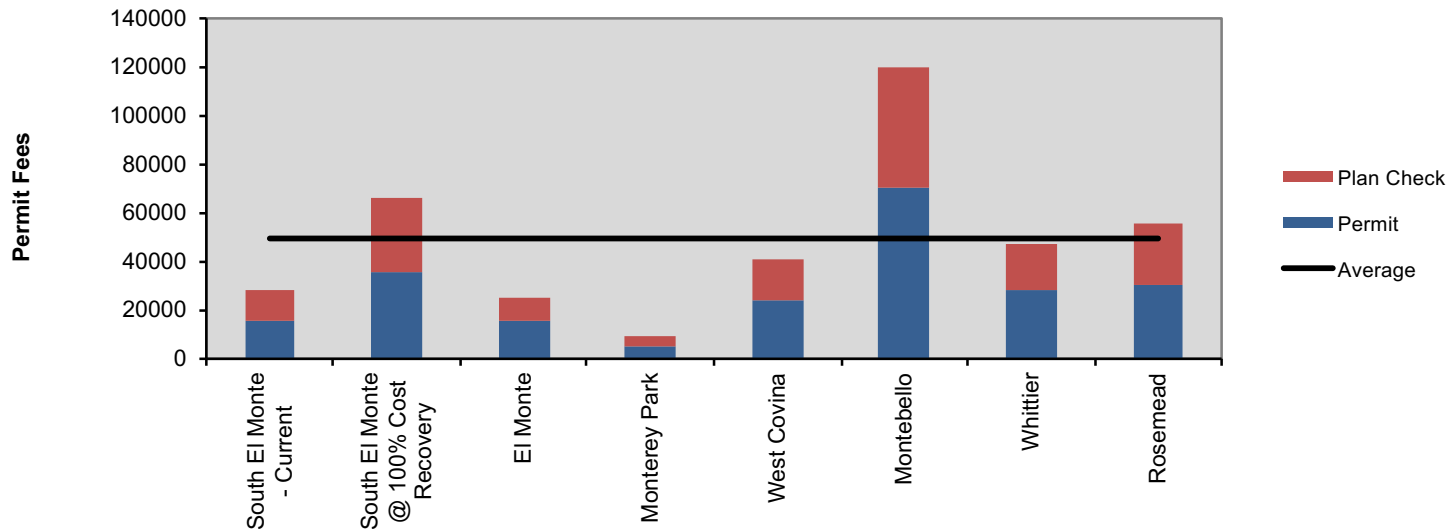
Square Footage: 50,000 sqft.

Valuation: \$4,107,380

South El Monte - Current
South El Monte @ 100% Cost Recovery
El Monte
Monterey Park
West Covina
Montebello
Whittier
Rosemead
Average

	BP Fee	PC Fee	Total
South El Monte - Current	\$ 15,397	\$ 13,095	\$ 28,492
South El Monte @ 100% Cost Recovery	\$ 35,484	\$ 30,173	\$ 65,657
El Monte	\$ 15,397	\$ 10,008	\$ 25,405
Monterey Park	\$ 5,112	\$ 4,151	\$ 9,263
West Covina	\$ 24,472	\$ 15,907	\$ 40,379
Montebello	\$ 70,215	\$ 49,151	\$ 119,366
Whittier	\$ 28,409	\$ 18,466	\$ 46,874
Rosemead	\$ 30,580	\$ 25,014	\$ 55,594
Average	\$ 29,031	\$ 20,449	\$ 49,480

**Warehouse - New
Permit and Plan Check Fees**



Comparative Survey - Planning Division

Jurisdiction / Category	South El Monte		EI Monte	Monterey	West	Montebello	Whittier	Rosemead
	Current Fee	Full Cost		Park	Covina			
Conditional Use Permit	\$ 1,509	\$ 6,250	\$ 2,479.52	\$ 1,085.00	\$ 3,000.00	\$ 1,734.00	\$ 3,377.00	\$ 1,320.00
Minor Conditional Use Permit (residential)	\$ 766	\$ 6,209		\$ 408.00			\$ 2,822.00	
Variance	\$ 1,509	\$ 6,250	\$ 3,126.44	SF = \$383; Other = \$958	\$ 3,000.00	\$ 1,734.00	Commercial = \$2,546 SFR = \$2,039	\$ 1,375.00
Tentative Tract / Parcel Map (Subdivision)	\$ 1,509	\$ 6,250	\$ 2,587.69	\$1,085 + \$64 / lot	\$4,000-\$8,000 deposit	Tentative Tract: \$2,076.50 + \$59.32 / lot Tentative Parcel Map: \$1,628.37 + \$59.32 / lot	Tentative Parcel Map = \$6,238 Tentative Tract Map = \$5,985	\$1,385 + \$100 / lot
Lot Line Adjustment	\$ 766	\$ 3,067		\$ 510.00		\$1,628.37 + \$59.32 / lot	\$ 6,524.00	\$ 225.00
Determination of Use	\$ 419	\$ 1,710						\$ 450.00
Specific Plan	\$ 1,509	\$ 6,209				\$ 3,751.67		Cost + 10%
Zone Change	\$ 1,509	\$ 6,250	\$ 5,067.21	\$ 1,021.00	\$ 8,000.00	\$3,751.67 + \$59.32 / lot	\$ 7,864.00	\$1,700 + \$50 each addl. Parcel
General Plan Amendment	\$ 1,509	\$ 6,250	\$ 5,067.21	\$ 1,686.00	\$ 4,000.00	\$ 3,408.78	\$10,805.00	\$2,000 + \$50 each additional parcel
Zoning Regulation Amendment	\$ 1,277	\$ 6,250				\$ 3,646.04	\$ 6,858.00	
Specific Plan Amendment	\$ 1,277	\$ 6,250		\$ 1,021.00			\$ 6,640.00	Cost + 10%
Initial Study/Negative Declaration	\$ 351	\$ 6,209	\$ 1,386.00			\$ 1,017.06	\$ 1,832.00	Cost + 10%

Comparative Survey - Planning Division

Jurisdiction / Category	South El Monte		EI Monte	Monterey Park	West Covina	Montebello	Whittier	Rosemead
	Current Fee	Full Cost						
Environmental Impact Report (plus actual costs)	\$ 351	\$ 6,688	25% of Cost	\$ 1,532.00			\$ 7,344.00	Cost + 10%
Appeal Planning Commission Action	\$ 766	\$ 2,502	SF = \$808.65; Non-SF = \$1,455.57	\$ 638.00	\$750 + Actual Staff Time	\$ 794.66	All Others = \$940 Residential = \$2,991	\$ 650.00
Zoning Compliance Letter	\$ 75	\$ 105	\$ 293.00			\$ 65.50	\$ 360.00	Residential = \$60; Non-Residential = \$225
Time Extensions	\$ 222	\$ 764	\$ 646.92	\$ 255.00	\$ 175.00		\$ 2,110.00	
Sign Permit	\$ 87	\$ 105	\$ 295.65	New = \$191; Face Change = \$128	Permit Clearance = \$189; Review = \$550		\$ 256.00	\$ 225.00
Banner/Portable Sign Permit	\$ 87	\$ 52			\$ 50.00		\$ 222.00	\$ 60.00
Fences/Walls	\$ 87	\$ 52					\$ 75.00	\$ 25.00
Home Occupation Permit	\$ 87	\$ 105	\$ 150.40	\$ 64.00				
Zoning Map (Actual Costs)	\$ -	\$ 105	\$ 2,264.23					
NEW FEES	\$ -	\$ -						
Noticing	\$ -	\$ 245		\$ 319.00				
Temporary Use Permit	\$ 150	\$ 1,273		\$ 255.00	\$ 800.00		\$ 229.00	\$ 225.00

Comparative Survey - Engineering Division

Jurisdiction / Fee Category	South El Monte		Monterey Park	West Covina	Whittier	Rosemead
	Current Fee	Full Cost				
Residential Driveway (Up to 3 Inspections)	\$ 208	\$ 221			\$ 309.00	\$ 300.00
Commercial Driveway (Up to 3 Inspections)	\$ 299	\$ 315			\$ 309.00	\$ 350.00
Sidewalks						
Up to 300 sq. ft.	\$ 208	\$ 202		\$ 279.00		Residential = \$300 / location; Non-Residential = \$350 / location
Each additional sq. ft in excess of 300 ft	\$ 3	\$ 13		\$ 0.10		
Curbs, Gutters, and Monolithic Curbs & Gutters (up to 50 sqft)	\$ 208	\$ 221		\$0.95 / l.f. Min = \$95	\$ 309.00	Residential = \$300 / location; Non-Residential = \$350 / location
Each additional sq. ft in excess of 50 ft	\$ 3	\$ 13				
Yard Drains / Curb Drains	\$ 208	\$ 32		\$ 78.00		Residential = \$150 / draing; Commercial = \$200 / drain
Excavation in Public Right-of-Way	\$ 520	\$ 505	\$64 + \$2.55 / S.F.	\$0.26 / s.f. Min = \$113	Residential = \$120; Non-Residential = \$215	
Irrigation Systems in Public R.O.W.	\$ 260	\$ 252				
Material Storage in Public R.O.W.	\$ 208	\$ 202			\$ 180.00	\$ 350.00
Temporary Fencing in Public R.O.W.	\$ 208	\$ 202				\$ 200.00
Street Closures (per day for block parties, special events, etc)	\$ 520	\$ 505				\$ 400.00

Comparative Survey - Engineering Division

Jurisdiction / Fee Category	South El Monte		Monterey Park	West Covina	Whittier	Rosemead
	Current Fee	Full Cost				
Grading Permit (Plan Review)	\$ 3,770	\$ 3,659	1-1,000 CY = \$0.29 / C.Y. 1,000-10,000 CY = \$294 + \$0.55 / C.Y. 10,000-50,000 CY = \$638 + \$0.13 / C.Y. 50,000+ = \$1,149 + \$0.11 / C.Y.	0-100 c.y. = \$350 101-1,000 c.y. = \$350 + \$223 / 100 c.y. 1,001-10,000 = \$2,230 + \$849 / 10,000 10,001-100,000 = \$5,040 + \$849 / 10,000 100,001+ = \$8,490 + \$692 / 10,000 c.y.	\$ 755.00	
News Rack permit						
Filing and Processing (per Rack)	\$ 208	\$ 202	\$ 64.00		\$ 43.00	\$ 20.00
Annual Renewal of News Rack permit (per rack)	\$ 78	\$ 76	\$ 64.00		\$ 43.00	\$ 20.00
Street Vacation, Light, Air Easement	\$ 1,755	\$ 1,703			\$ 1,032.00	
Curb Painting	\$ 52	\$ 50			\$ 344.00	
Encroachment Permit (incl. Plan Check & Insp)	\$ 780	\$ 757	\$ 108.00			\$50 + Actual Cost
Painting House Numbers on Curb	\$ 195	\$ 189			\$ 400.00	
Temporary Closure of Street	\$ 208	\$ 202			\$ 100.00	
Banner Hanging in Public R.O.W.	\$ 78	\$ 76	\$ 64.00			
Traffic Control Plan Check - per hour	\$ 130	\$ 126	15% of Bldg Permit Fee			
Well Monitoring	\$ 228	\$ 221			\$ 1,118.00	
Filming in Public R.O.W.	\$ 585	\$ 568				\$400 / workday or \$800 / nights or weekend
Easements	\$ 1,235	\$ 1,199		\$ 715.00	\$ 925.00	Cost + 10%

Comparative Survey - Engineering Division

Jurisdiction / Fee Category	South El Monte		Monterey Park	West Covina	Whittier	Rosemead
	Current Fee	Full Cost				
Geotechnical Site Review	\$ 390	\$ 378	Actual Cost + 15%			
Final Clearance / Verification of Conditions						
Tract Map	\$ 747	\$ 883	70% LA County Fee Schedule + \$59	\$63 / lot	\$ 2,225.00	
Parcel Map	\$ 390	\$ 505	70% LA County Fee Schedule + \$59	\$63 / lot	\$ 2,225.00	\$ 450.00
Monument Inspection (per Monument)	\$ 260	\$ 252				\$ 550.00
1-10 Lots	\$ 5,200	\$ 5,046			\$ 99.00	
11-25 Lots	\$ 10,400	\$ 10,093			\$ 99.00	