



City of Palo Alto

Finance Committee Staff Report

(ID # 3900)

Report Type: Action Items

Meeting Date: 9/17/2013

Summary Title: Cost of Services Study

Title: Cost of Services Study - Draft Report

From: City Manager

Lead Department: Administrative Services

Recommendation:

Staff recommends that the Finance Committee:

- 1) Accept this report and MGT's draft report
- 2) Provide input on user fee cost recovery policy considerations
- 3) Direct Staff to bring forward to the City Council in November a draft user fee cost recovery policy, which will guide the development of the FY 2015 Proposed Municipal Fee Schedule

Executive Summary:

As reported at the July 2012 and March 2013 Finance Committee Meetings, the City hired a consultant to assist the City with a Cost of Services Study. This report transmits MGT's draft report, recommends considerations for a user fee cost recovery policy, responds to previous Finance Committee information requests, and outlines next steps in the Cost of Services Study.

Background:

Propositions 13, 218 and 26 have placed both substantive and procedural limits on cities' ability to impose fees and charges. Collectively these constitutional amendments provide safeguards against taxes being imposed without a vote of the people. Proposition 26 contains a more general articulation of the cost of service principle and includes a requirement that the local government bear the burden of proof that "a levy, charge, or other exaction is not a tax, that the amount is no more than necessary to recover the reasonable costs of the government activity, and that the manner in which those costs are allocated to a payor bear a fair or reasonable relationship to the payor's burden on , or benefits received from, the governmental activity." (Cal. Const. art. XIII C, § (e)). It is important to note that rental charges for rooms or facilities, fines, penalties and late charges are not technically user fees and are not

required to be based on actual costs. Instead, these types of charges are more typically governed by market rates, reasonableness and other policy driven factors.

As discussed at the July 2012 and March 2013 Finance Committee meetings, the City retained the services of MGT of America (“MGT”) to assist staff in determining the full cost of providing General Fund services for which fees are charged based on FY 2012 actual data. User fees, permits and rental charges generated approximately \$22.2 million in fiscal year 2012, which was approximately 15 percent of total General Fund revenues. The following is a breakdown of General Fund fee revenues by department:

- Planning and Community Environment (PCE) \$9.0 million
- Community Services Department (CSD) \$6.2 million
- Fire Department \$5.0 million
- Public Works \$1.0 million
- Police/Animal Services \$0.7 million
- All Other \$0.3 million

In March 2013, staff presented an overview of the methodology MGT used for this analysis to the Finance Committee along with examples of specific fee calculations (link to report: <https://www.cityofpaloalto.org/civicax/filebank/documents/33539>). MGT’s fee analysis, which follows best practices, assesses the staff time worked and the staff’s hourly cost of providing a particular service such as processing a permit or inspecting a fire sprinkler system. Then, indirect expenses are added to recover costs for departmental administrative support, city-wide support department costs, and compensated absences.

Discussion:

This section of the report provides a summary of the draft MGT report, recommends policy considerations for a forthcoming User Fee Cost Recovery Policy, and responds to previous Finance Committee information requests.

MGT Report

Attachment A is MGT’s draft report dated August 1, 2013. MGT’s report was based on FY 2012 actual data. Given the actual FY 2012 activity level, fee charged, and cost, the report provides the various cost-recovery levels for fees and General Fund subsidies related to Public Works (Engineering), Police, Animal Services, Fire (except for Emergency Medical Reponse activities), and Community Services. It does not include the fee calculations for the Planning and Community Environment (PCE) Department as well as some development related fees charged by other departments. Currently, these services are provided by staff in PCE, Fire, Public Work and Utilities and, as such, costs related to these services are being incurred in a multitude of cost centers across departments. The analysis of these services will be completed once the cost for Development Services activities is analyzed in each affected department.

Any changes resulting from this analysis will be brought forward to the Finance Committee as part of the FY 2015 Proposed Budget process.

Overall, MGT's analysis indicates that the City recovered approximately 35 percent of the full cost of providing fee related services in FY 2012 for the departments mentioned above. Thus, the City's General Fund subsidized 65% percent, or approximately \$20 million, of the cost of these services. As expected, cost recovery levels varied quite a bit between departments and programs. Based on that analysis, MGT also identified that 34 of the approximately 650 fees analyzed generated a cost recovery level above 100%. In order to ensure that the City does not charge users fees with a cost recovery level above 100% based on estimated FY 2014 activity levels, adopted fees, and budgeted costs, staff is in the process of reviewing these fees.. Staff intends to return to the Finance Committee in November if this analysis indicates reductions to FY 2014 Adopted Fees are required to bring them to a 100% cost recovery level.

Fees Charged in Other Cities

Staff reviewed fees charged by seven other cities (Mountain View, Sunnyvale, Cupertino, Menlo Park, Santa Clara, San Mateo and Fremont) in order to understand how Palo Alto's fees place in comparison to these agencies (see Attachment B). It is important to note that conclusions that can be drawn from comparisons of fee levels across the surveyed cities are fairly limited due to agencies' differences in defining and structuring their respective fees. For example, certain services included in fees may be combined in some cities but separated in others; fees in other cities may be based on historical or other subjective factors unrelated to costs; and fees are also affected by differences in cost factors such as cost allocations of indirect support costs, employee benefit costs, and service efficiencies (the overall time necessary to complete a particular service or activity).

User Fee Cost Recovery Policy Considerations

MGT's report also includes policy considerations for setting cost recovery levels. Based on MGT's report and a review of other cities' User Fee Cost Recovery policies, the following policy considerations are presented to the Finance Committee for discussion. Based on the Committee's review and discussion, staff recommends presenting a draft User Fee Cost Recovery policy to the City Council in November. Such a policy will then inform the development of the FY 2015 Proposed Municipal Fee Schedule.

1. Community-wide vs. Private Benefit: The use of taxpayer dollars is appropriate for services that benefit the community as a whole such as police patrol services. When the service or program provides a benefit to specific individuals or groups such as the issuance of building permits, it is common for the individual(s) receiving that benefit to pay for all of the cost of that service.
2. Service Recipient vs. Service Driver: The concept of the service recipient vs. service driver is particularly important for regulated activities such as development review and Police issued permits. Although the community primarily benefits, 100% cost recovery from the "driver" of the need for service is appropriate such as a building permit or a Massage establishment permit applicant.
3. Consistency with City Goals and Policies: City policies and Council goals related to the community's quality of life may also be factors in setting cost recovery levels. For example, fee levels can be set

to promote healthy habits, facilitate environmental stewardship, or discourage certain actions (e.g. false alarms).

4. Elasticity of Demand for Services: The level of cost recovery can affect the demand for services. A higher level of cost recovery could ensure the City is providing services such as recreational classes or summer camps for children and youth for without overly-stimulating a market by artificially low prices. Such low prices, which are a reflection of a high General Fund subsidy, may attract participants from other Cities. It should be noted, that the current Municipal Fee Schedule for recreational services includes a lower rate for Palo Alto residents than residents living outside of Palo Alto. However, high cost recovery levels could negatively impact the demand for such services to low income individuals, children, or seniors.
5. Availability of Services from the Private Sector: High cost recovery levels are generally sought in situations where the service is available from other sources in order to preserve taxpayer funds for core City services. Conversely, services that are not available from other sources and are typically delivered when residents experience an emergency basis typically have low or zero cost recovery levels.

Based on these policy considerations, the table below overlays certain cost recovery levels grouped in low (0-30%), medium (30.1% to 70%), and high (70.1% to 100%) cost recovery percentage ranges. It is important to note that these groupings provide guidance and are not absolute. Some policy considerations may weigh more heavily than others, which will be considered in the development of the FY 2015 Proposed Municipal Fee Schedule. For example, fees for recreational activities should be set in general at the Medium cost recovery level. However, fees for seniors or low income residents may be at the low cost recovery level. Alternatively, permits and development activity should be set at close to 100% cost recovery level.

Cost Recovery Levels	Cost Recovery Percentage Range	Policy Considerations
Low	0% - 30%	<ul style="list-style-type: none"> • No intended relationship between the amount paid and the benefit received • Fee collection would not be cost effective and/or would discourage compliance with regulatory requirements • No intent to limit the use of the service • Public at large benefits even if they are not the direct users of the service • Affordability of service to low-income residents
Medium	30.1% - 70%	<ul style="list-style-type: none"> • Services having factors associated with the low and high cost recovery levels
High	70.1% - 100%	<ul style="list-style-type: none"> • Individual users or participants receives most or all of the benefit of the service • Other private or public sector alternatives provide the service • The use of the service is specifically discouraged • The service is regulatory in nature

With the exception of fees for classes offered through the Community Services Department (CSD), the City currently has no formal policies in place governing cost recovery targets for user fee services. The CSD’s class cost recovery guidelines are included in Attachment C. They are consistent with the policy considerations recommended and overlay a process for continuously evaluating the programs offered by CSD. However, CSD’s full costs and cost recovery factors have not been updated in six years. Once the Committee has provided input to the User Fee Cost Recovery Policy considerations, staff will review the attached CSD Class Cost Recovery Policy and bring forward recommendations for City Council consideration, as necessary.

Since demand for services are factors to consider when evaluating fees charged by the Community Services Department, the Finance Committee asked staff to provide utilization data for these programs where available. Attachment D includes that data as well as information CSD staff compiled related to facility rental rates. The utilization data reflects FY 2012 actual usage while the facility rental rates represent charges as of spring 2013.

Resource Impact:

As discussed, based on FY 2012 data, MGT identified that 34 of the approximately 650 fees analyzed generated a cost recovery level above 100%. In order to ensure that the City does not charge users fees

with a cost recovery level above 100% based on estimated FY 2014 activity levels, adopted fees, and budgeted costs, staff is in the process of reviewing these fees. Staff intends to return to the Finance Committee in November if this analysis indicates reductions to FY 2014 Adopted Fees are required to bring them to a 100% cost recovery level. Any such reduction in fees may result in downward adjustments to the FY 2014 fee revenue estimate.

Once the City Council approves the User Fee Cost Recovery Policy, staff will develop the FY 2015 Proposed Municipal Fee Schedule. Depending on the approved policy and the FY 2015 Base Budget expenditures for activities related to Municipal Fees, the estimated fee revenue for FY 2015 may decrease, increase, or remain approximately equivalent to the FY 2014 estimated fee revenue level.

Next Steps:

As mentioned in this report and previous Committee reports, by the end of the calendar year and fiscal year, staff has to accomplish several milestones related to the Cost of Services Study.

Review of certain FY 2014 Adopted Fees

MGT's methodology for assessing the cost related to Municipal Fees is rather complex. Therefore, staff from the Office of Management and Budget (OMB) developed a simpler, albeit still labor intensive, process to collect cost information and estimated fee activity levels from departments. Additionally, indirect expenses are added to recover costs for departmental administrative support, city-wide support department costs, and compensated absences. This cost assessment will not include costs for using City facilities, since such a methodology still requires further analysis. This methodology will be used to review these FY 2014 Adopted Fees, which have been identified in MGT's report with a higher than 100% cost recovery level based on FY 2012 actual data. If this review determines that FY 2014 Adopted Fees are above full cost-recovery levels, staff will bring forward recommendations to adjust these fees downward in November 2013.

User Fee Cost Recovery Policy

Based on input from the Finance Committee, staff recommends bringing forward to the City Council a User Fee Cost Recovery Policy. This policy will guide and inform the development of the FY 2015 Proposed Municipal Fee Schedule. As part of the transmission of the FY 2015 Municipal Fee Schedule, staff intends to present to the City Council the cost recovery percentages for fees and/or group of fees. Due to the changing benefits structure of classic versus new employees, staff intends to analyze the cost for fee activities annually and set fees in accordance with the forthcoming User Fee Cost Recovery Policy as part of the annual budget process. Once the User Fee Cost Recovery Policy is approved by the City Council, the Community Services Department Class Cost Recovery Policy will be reviewed and updated.

Cost of Services Studies for Internal Support Functions

As presented in the March 2013 Finance Committee Meeting report, staff has been reviewing internal support functions to more effectively provide such services to direct services departments such as Public Safety, CSD, or Utilities. Since the majority of internal support functions are either mandated by law (e.g. financial reporting in accordance with Generally Accepted Accounting Principles) or rather complex in comparison to similar private sector activities (e.g.: benefits and payroll for various employee groups with different special pay and benefit levels within the employee groups), the initial review has not led

to further analysis yet. Staff intends to continue the analysis and present the findings to the Committee by the end of the calendar year.

Attachments:

- Attachment A: MGT's Palo Alto User Fee Report (PDF)
- Attachment B: Seven Cities Fee Comparison (PDF)
- Attachment C: Community Services Department Class Cost Recovery Policy (PDF)
- Attachment D: Cost of Services (PDF)

ATTACHMENT A



City of Palo Alto

Draft User Fee Study Findings

August 1, 2013



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EXECUTIVE SUMMARY

Introduction

MGT of America (MGT) is pleased to present the City of Palo Alto (City) with this summary of findings for the user fee study.

The City has not undertaken a comprehensive analysis of its user fees since the 2002/03 fiscal year. Since that time, the City has adjusted fees on an annual basis, largely via a CPI adjustment factor. The City is now interested in knowing the current full cost of providing user fee-related services, and exploring the options of modifying current fees to better reflect Council priorities. In 2012, the City contracted with MGT to perform this cost analysis using fiscal year 2012 expenditures, staffing and operational information. MGT was also tasked with recommending fee adjustments for each department based on industry best-practices.

This report is the culmination of the past fifteen months of work between MGT and City management and staff. MGT would like to take this opportunity to acknowledge all management and staff who participated on this project for their efforts and coordination. Their responsiveness and continued interest in the outcome of this study contributed greatly to the success of this study.

Study Scope and Objectives

This study included a review of fee-for service activities within the following departments/divisions:

Public Works (Engineering)

Police

Animal Services

Fire

Community Services

At the request of the City, the analysis of fees charged by the Planning and Community Environment (PCE) Department and other development related fees was deferred pending a comprehensive review of all costs related to development services. Currently, development related services are provided by staff in the PCE, Public Works, Fire and Utilities Departments. Once all development related costs are consolidated into one budget, the full cost of development services will be determined. The study was performed under the general direction of the Office of Management and Budget with the participation of representatives from each department. The primary goals of the study were to:

- ❖ Define what it costs the city to provide various fee-related services.
- ❖ Recommend fee adjustments based on industry best practices, practices of comparable agencies and MGT's professional opinion.
- ❖ Develop revenue projections based on recommended increases (or decreases) to fees.
- ❖ Compile information regarding fees charged by the following neighboring cities:
 - ▶ Cupertino, Fremont, Menlo Park, Mountain View, San Mateo, Santa Clara and Sunnyvale.
- ❖ Provide user fee models and templates to City staff enabling staff to update the study results in future years and incorporate new fees as they occur. The industry standard is to conduct a comprehensive review of fees every three to five years and make annual adjustments based on an inflation index. However, given the increasing cost of public sector employee benefits, agencies may incorporate those cost increases into the annual fee adjustments.

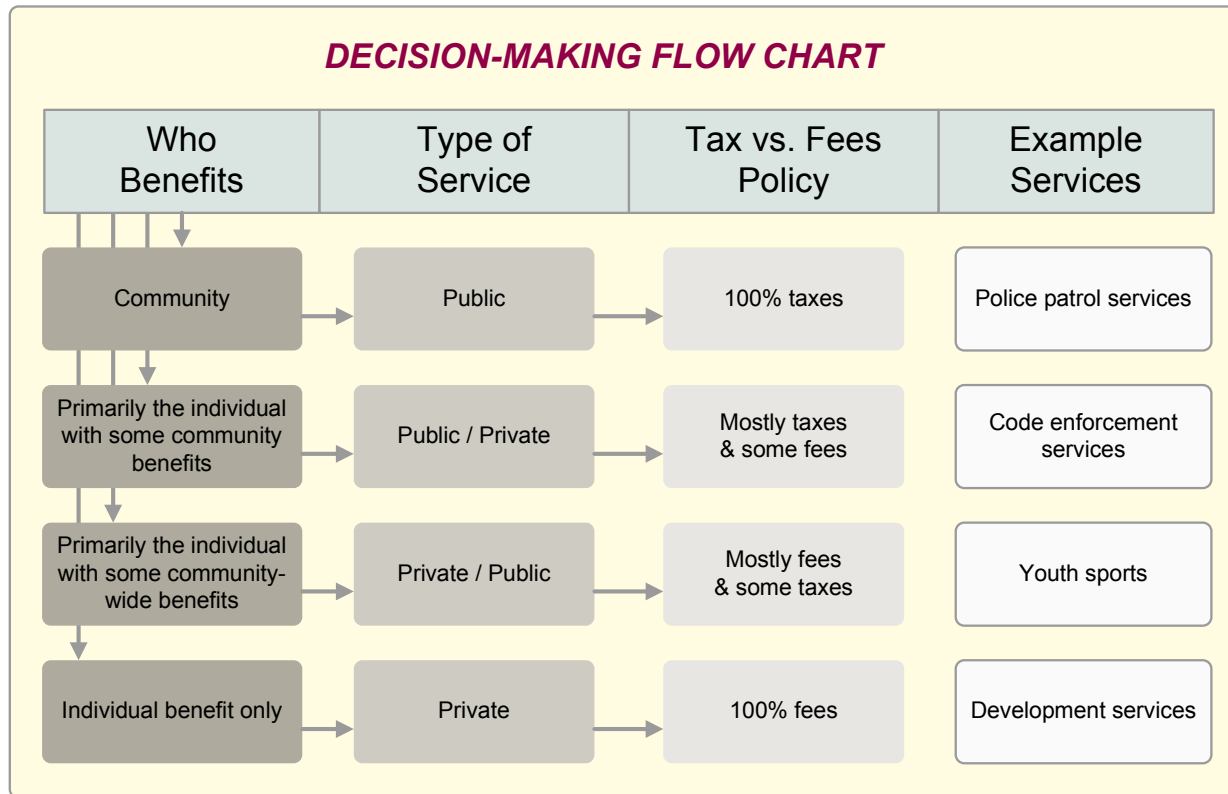
The information summarized in this report addresses each of these issues and provides the City with the tools necessary to make informed decisions about any proposed fee adjustments and the resulting impact on general fund revenues.

The following is a list of legal, economic and policy issues that governmental agencies typically take into consideration when determining cost recovery levels.

- ❖ **State Law** – In California user fees are limited to the “estimated reasonable cost of providing a service” by Government Code section 66014(a) and other supplementary legislation. Proposition 26 was approved by California voters in November of 2010 and clarified which charges are considered user fees and which are considered taxes. The significance of this distinction is that user fees may be raised by Council action up to the limit of actual cost, whereas taxes may not be increased without a majority vote of the public. None of the fee adjustments recommended by MGT are considered taxes per Proposition 26 guidelines. It should be noted that fees charged for the use of government property are exempt from Proposition 26. These include fees for parks and facility rentals as well as green fees, cart and other equipment rental fees for golf services. All of these fees may be set at any price the market will bear.
- ❖ **Economic barriers** - It may be a desired policy to establish fees at a level that permits lower income groups to use services that they might not otherwise be able to afford.

- ❖ **Community benefit** - If a user fee service benefits the community as a whole to some extent, it is appropriate to subsidize a portion of the fee. Many community services fees have very moderate cost recovery levels. Some programs are provided free of charge or for a minimal fee regardless of cost. Youth and senior programs tend to have the lowest recovery levels (15%-50%). Miscellaneous classes tend to have the moderate cost recovery levels (50%-85%) and adult sport programs typically have higher cost recovery levels (60%-100%).
- ❖ **Private benefit** – If a user fee primarily benefits the fee payer, the fee is typically set at, or close to 100% full cost recovery. Development-related fees generally fall into this category, however exceptions are sometimes made for services such as appeal fees or fees charged exclusively to residential applicants.
- ❖ **Service driver** - In conjunction with the third point above, the issue of who is the service recipient versus the service driver should also be considered. For example, code enforcement activities benefit the community as a whole, but the service is driven by the individual or business owner that violates city code.
- ❖ **Managing demand** - Elasticity of demand is a factor in pricing certain city services; increasing the price may result in a reduction of demand for those services, and vice versa. For most cities recreation services are highly elastic. Due to Palo Alto's demographics, this may not necessarily be the case for Palo Alto's recreational programs. It should be noted that Palo Alto provides a much wider array of services to its community than are found in other cities. Consequently, a significant number of non-residents participate in Palo Alto's recreational programs and services.
- ❖ **Competition** - Certain services, such as recreation classes, may be provided by neighboring communities or the private sector, and therefore demand for these services can be highly dependent on what else may be available at lower prices. Furthermore, if the City's fees are too low, demand enjoyed by private-sector competitors could be adversely affected.
- ❖ **Incentives** – Fees can be set low to encourage participation in a service, such as water heater permitting or youth sports activities.
- ❖ **Disincentives** – Penalties can be instituted to discourage undesirable behavior. Examples include fines for constructing without a building permit and fines for excessive false alarms within a one-year period.

The flow chart below helps illustrate the economic and policy considerations listed above.



Methodology

The standard approach for analyzing the cost of providing fee-related services is commonly referred to as a “bottom up” approach. The bottom up approach was used for all user fees except Community Services and Animal Services fees. Community Services and Animal Services fees will be discussed later in this report. A general description of the “bottom up” approach is as follows:

I. Identify all direct staff time spent on the fee related activity or service

MGT conducted a series of meetings with staff from Public Works, Police, Animal Services and the Fire Department to identify every employee,

by classification, who performs work directly in support of a fee related service. Direct staff costs are incurred by employees who are “on the front line” and most visible to the customers (e.g. park rangers, fire inspectors, etc.). Once all direct staff were identified, departments estimated how much time those employees spend, on average, working on each particular service or program.

Developing time estimates for fee related services can be challenging and departments should be commended for the time and effort they put into this. Although MGT provided departments with templates and other tools to assist them in developing average or “typical” time estimates, these calculations were necessarily developed by the subject matter experts in each operating department.

2. Calculate direct cost of the staff time for each fee using productive hourly rates

Productive hourly rates are used to support full cost recovery. A full-time employee typically has 2,080 paid hours per year. However, cost studies reduce that number to account for non-productive hours (sick leave, vacation, holidays, training, meetings, etc.). MGT calculated the productive hourly rate for each classification based on the salary and benefit information provided by the City and an analysis of annual productive hours by classification.

3. Determine any other operational costs (i.e. other than personnel costs) that can readily be traced to a specific fee-related service as a direct cost

Professional services contracts are an example of an expense that can often be traced to a specific service or program.

4. Determine indirect or “overhead” costs

Generally there are two types of indirect costs: departmental and citywide overhead. These indirect costs are allocated across user fee services in order to capture the full cost of providing the service. . If a department performs non-fee related services, a commensurate amount of indirect cost is segregated and not allocated to the fee related services.

- ❖ Departmental overhead costs – these costs include managers, supervisors and support staff as well as other operational costs, such as materials and supplies that are incurred for a common purpose and not readily assigned to a particular service or program.
- ❖ Citywide overhead costs – each department and fund within the city receives an allocation of cost from the city’s various central service departments. Central service departments are those whose main function is to support other city departments and funds. Such departments include the Auditor, Clerk, Attorney, City Manager, Administrative Services, Human Resources and Public Works/Facilities Maintenance. The methods for allocating central service costs can vary but must demonstrate a causal relationship between the allocation methodology and the costs allocated to the operating department. The State Controller’s Office guidelines

stress the importance of allocating citywide overhead costs in a way that “equitably reflect the value of service” provided to the department receiving the service(s). In most cases, industry standards call for one of the following methodologies for allocating central services costs:

- ▶ Number of full-time equivalent staff in the operating department
- ▶ Total operating department expenditures, excluding fixed assets, pass through funds and large purchases (e.g. energy purchases)
- ▶ Actual or estimates of time spent in support of the operating department based on documented procedures

5. Compare total costs to the current fee schedule.

Once all direct, indirect and crossover costs are calculated, MGT compared the total cost for each fee-related service to the fee currently charged to the public. In most cases we found the total cost of providing a service exceeded the fee charged. In these instances, the fee can be increased to recover these subsidies. However, there were a number of services for which the total calculated cost was less than the fee charged. In these cases the fee must be lowered to comply with State law.

6. Annual volume figures are incorporated.

Up to this point we have calculated fee costs and revenues on a per-unit basis. By incorporating annual volume estimates provided by each department into the analysis, we extrapolate the per-unit results into annual cost and annual revenue information. This annualization of results accomplishes two primary benefits:

- ❖ Management information: the annualized results give management an estimate of the fiscal impact of any fee adjustments. Because annual volume will change from one year to the next, these figures are estimates only. Actual revenue will depend on future demand level and collection rates, which for some services can be less than 100%.
- ❖ Cross checks and reasonableness tests: by annualizing the results we also annualize the time spent by staff on each service. These annualized results will surface any instances of over or under estimation of time. In these cases we review these results with staff and resolve any anomalies. All staff hours were identified to either fee or non-fee related services.

7. Recommend fee adjustments.

MGT provides fee adjustment recommendations based on industry best practices and practices of comparable agencies. Of course MGT's recommendations are advisory in nature only – ultimately Council must decide what fee levels are appropriate for Palo Alto.

Methodology – Community Services and Animal Services fees

In some cases, the potential benefits of conducting a bottom up analysis of a particular fee are outweighed by the expense that would be incurred in developing this information. This is almost universally the case with recreational and animal service programs, where a substantial amount of effort would be required to identify and track costs at the individual fee level. For example, it is difficult to estimate city staff time related to an individual participating in a karate class. The cost of conducting such a detailed analysis would outweigh the value of this information, in particular because elasticity of demand and local policy goals are typically factors that are evaluated when establishing recreational and animal service fees.

Accordingly, we have analyzed Community Service and Animal Service fees at the program level using a “top down” approach. In this approach we identify the direct 2012 expenditures for each program and incorporate division, departmental and citywide overhead in a manner similar to the “bottom up” approach. We then compare the resulting full cost against 2012 program revenues to calculate the cost recovery level for each program.

Study Findings

The study's primary objective is to provide the City's decision-makers with the basic data needed to make informed pricing decisions. This report details the full cost of services and presents recommended fee adjustments and their fiscal impact. Recommendations are based on careful consideration of the results of the cost analysis, industry best practices and market comparisons. Although there are opportunities to increase fees and cost recovery levels for Animal Control and Community Services, these fees are typically set based on local elasticity of demand considerations and/or each jurisdiction's goals and priorities.

The results of the study identified that overall, most departments recover much less than the actual cost of providing services. Accordingly, there is an opportunity to raise additional funds through fee adjustments. There are several possible reasons for the current subsidy levels:

- ❖ During the 2003 comprehensive fee analysis, Council may have intentionally subsidized certain services. Subsequently, even if these fees were adjusted annually to keep pace with increasing city costs, these fees would still be below actual cost.
- ❖ It is likely the City's practice of adjusting fees annually via a CPI factor did not keep pace with actual governmental service costs. Over the past decade, government sector costs have outpaced general inflation.
- ❖ Many user fee related processes have changed over the past decade. Often this is the result of increasing service-level demands by the general public. Also, the State has mandated many additional inspections and reviews that add to the City's cost structure within the development-related departments, including Public Works Engineering.

Restructuring of fees. We found that several of the City's fees could be more equitably charged via a different fee structure. This is particularly true with for the Engineering fees. For example, Construction in the Right of Way fees: these fees are currently assessed on a flat 5% of the cost of construction. Discussion with Engineering staff and subsequent analysis of time estimate responses indicated that economies of scale exist with these services. Accordingly, we restructured these fees into a declining percentage sliding scale structure.

Comparison analysis. A component of our analysis included a survey of user fees charged by neighboring cities. This survey gives City management a picture of the market environment for city services. This survey is imprecise in that a fee with the same name may involve slightly different services among the various cities surveyed. Some cities lump several services into one fee category, whereas other cities break fees down into a high level of specificity. Accordingly the purpose of this comparison analysis is to impart a sense of how Palo Alto's fees levels compare with neighboring jurisdictions. The comparison analysis is provided under a separate cover.

The exhibit on the following page displays the summary of costs and revenues for each department/division analyzed:

City of Palo Alto User Fee Revenue Analysis Actual 2012

<i>Department/Division</i>	<i>Costs, User Fee Services (A)</i>	<i>Current Revenue (B)</i>		<i>General Fund Subsidy (C)</i>	Recommended	
					<i>Cost Recovery Policy (D)</i>	<i>Increased Revenue (E)</i>
Public Work - Engineering	\$1,108,780	\$816,846	74%	\$291,934	\$1,108,780 100%	\$291,934
Police	\$443,545	\$338,389	76%	\$105,156	\$443,545 100%	\$105,156
Animal Control	\$1,969,171	\$1,008,427	51%	\$960,744	\$1,008,427 51%	\$0
Fire	\$1,553,690	\$886,140	57%	\$667,550	\$1,553,690 100%	\$667,550
Community Services	\$25,525,449	\$7,645,996	30%	\$17,879,453	\$7,645,996 30%	\$0
Grand Total:	\$30,600,635	\$10,695,798	35%	\$19,904,837	\$11,760,438 38%	\$1,064,640

Column A, User Fee Costs – The full cost of the services we analyzed was approximately \$30.6 million. The vast majority of these costs were incurred providing fee-related services. However, because the analyses for Animal Control and Community Services were done at the program level, the full cost for those analyses includes non-fee related expenses. For example, costs for maintaining open space are included in the Community Services Department and costs for field operations are included in Animal Control.

Column B, Current Revenues – Based on current individual fee levels, the City generates fee related revenues of \$10.69 million and is experiencing a 35% cost recovery level. Within each department, cost recovery levels fluctuate significantly. Several Police and Fire fees are currently set above actual cost. MGT recommends the City review employee benefit and other cost increases that have occurred since FY 2012 to determine if these fees will need to be reduced. The analyses of individual fees are presented in subsequent sections of this report. Again, since Animal Control and Community Services were analyzed at the program level, some of the revenues for these programs are not derived from user fees. For example, Animal Control revenues include approximately \$600,000 in reimbursements for services provided to other cities.

Column C, General Fund Subsidy – Current fee levels recover 35% of full cost, leaving 65% or \$19,904,837 to be funded by other funding sources. This represents a “window of opportunity” for the City to increase fees and general fund revenues, with a corresponding decrease in the subsidization of services by the general General Fund subsidy. Please note, however, that approximately \$17.9 million of this \$19.6 million represents historically subsidized programs within the Community Services Department.

Column D, Recommend Recovery – It is estimated that adoption of the recommended cost recovery policy would generate fee revenues of \$11,760,438. This would bring the overall cost recovery level up to 38%.

Column E, Increased Revenue – Increasing fees to recover full costs in the Fire, Police and Public Works Departments would generate approximately \$1,064,640 in additional revenue. This represents a 10% increase over revenue currently being collected for these activities by the City on an annual basis. Please note that the above information does not include costs or cost recovery levels for development-related services. As stated earlier in this report, the analysis of those fees will be completed once the Development Services budget is established.

Department Summary Charts

The subsequent pages display the results of our individual fee analysis. Because Community Services and Animal Services were analyzed on a program level, their results reflect cost and revenue on a program basis only. For all other departments, the current charge, total cost and recommended fee are listed for each fee-related service.

The summaries are in the following order:

- ❖ Public Works (Engineering)
- ❖ Police
- ❖ Animal Services
- ❖ Fire
- ❖ Community Services

*Public Work –
Engineering*

User Fee Study Summary Sheet

City of Palo Alto

Public Works - Engineering

2012

Service Name	Fee Description	Annual Volum	Current						Recommendations				
			Per Unit			Annual			Per Unit		Annual		
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy
1 Certificate of Compliance/ Correction/ Map Amendment		14	\$3,000	80%	\$3,731	\$52,239	\$42,000	\$10,239	100%	\$3,731	\$52,239	\$10,239	
4 Street Cut - Excellent Pavement	per sq ft	5,200	\$15	68%	\$22	\$115,001	\$78,000	\$37,001	100%	\$22	\$115,001	\$37,001	
5 Street Cut - Good Pavement	per sq ft	4,700	\$10	54%	\$18	\$86,319	\$47,000	\$39,319	100%	\$18	\$86,319	\$39,319	
6 Street Cut - Fair Pavement	per sq ft	3,200	\$8	51%	\$15	\$46,770	\$24,000	\$22,770	100%	\$15	\$46,770	\$22,770	
7 Street Cut - Poor Pavement	per sq ft	3,900	\$5	46%	\$11	\$42,376	\$19,500	\$22,876	100%	\$11	\$42,376	\$22,876	
8 Service Lateral Connection		305	\$1,000	87%	\$1,151	\$350,930	\$305,000	\$45,930	100%	\$1,151	\$350,930	\$45,930	
9 Encr - Dumpster, Container		30	\$135	64%	\$211	\$6,317	\$4,050	\$2,267	100%	\$211	\$6,317	\$2,267	
10 Encr - Fence		5	\$135	23%	\$596	\$2,982	\$675	\$2,307	100%	\$596	\$2,982	\$2,307	
11 Encr - Non-residential Long Term > 5 days		30	\$850	103%	\$825	\$24,754	\$25,500	-\$746	100%	\$825	\$24,754	-\$746	
12 Encr - Residential			\$400	61%	\$660				100%	\$660	n/a	n/a	
13 Encr - Non-residential Short Term < 5 days		15	\$425	102%	\$416	\$6,240	\$6,375	-\$135	100%	\$416	\$6,240	-\$135	
14 Encr - Non-residential 1 Day		30	\$200	61%	\$330	\$9,902	\$6,000	\$3,902	100%	\$330	\$9,902	\$3,902	
15 Encr - VTA Bus Shelters' Installation/Relocation			\$315	12%	\$2,713				100%	\$2,713	n/a	n/a	
16 Encr - Flood variance fee			Cost + 15%	n/a	t&m	n/a	n/a	n/a	100%	t&m	n/a	n/a	
17 Grading: 101-1,000 cubic yards		20	\$130 per 100 cy	67%	\$576	\$11,525	\$7,723	\$3,802	100%	\$215 per 100 cy	\$11,525	\$3,802	
18 Grading: 1,001-10,000 cubic yards		20	\$1,310 plus \$130 each addl 1000 cy	67%	\$2,155	\$43,097	\$29,027	\$14,070	100%	\$2,155 plus \$253 each addl 1000 cy	\$43,097	\$14,070	
19 Grading: 10,001 cubic yards or more		5	\$2,485 plus \$130 each addl 10,000 cy	62%	\$4,435	\$22,175	\$13,725	\$8,450	100%	\$4,435 plus \$200 each addl 10k cy	\$22,175	\$8,450	
20 Flood Zone Determination Letter			\$55	30%	\$181				100%	\$181	n/a	n/a	
21 Temporary Elevation Benchmarks		1	\$270	54%	\$501	\$501	\$270	\$231	100%	\$501	\$501	\$231	
22 Temporary Discharge to Storm Drain from Construction Site Dewatering.		10	\$135 + \$80/month	n/a	\$133	\$1,334	\$133	\$1,201	100%	\$135 + \$135/month	\$1,334	\$1,201	
23 Storm Plan Check			\$350	48%	\$726	\$7,259	\$3,500	\$3,759	100%	\$726	\$7,259	\$3,759	
24 Storm Inspection	Fee + Hrly	25	\$320	60%	\$534	\$13,344	\$8,000	\$5,344	100%	\$534	\$13,344	\$5,344	
25 Construction and Repair	Per Hour	10	\$86	85%	\$102	\$1,017	\$864	\$153	100%	\$102	\$1,017	\$153	

Police

City of Palo Alto

Police

2012

Service Name	Fee Descriptio	Annual Volum	Current						Recommendations							
			Per Unit			Annual			Per Unit		Annual					
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy			
1 Adult Entertainment Estb - business location change	Flat		\$810	81%	\$996											
2 Adult Entertainment Estb - new (non-refundable application fee)	Flat		\$1,790	83%	\$2,152											
3 Adult Entertainment Estb - renewal	Flat		\$810	81%	\$996											
4 Billiard Room (non-refundable application fee)	Flat		\$810	n/a	n/a											
5 Bingo Establishment	Flat	1	\$50	n/a	n/a											
Bingo employee (Does not include DOJ Fingerprint and Rolling Processing Fee)	Flat	2	\$70	n/a	n/a											
6																
Bingo employee renewal (Does not include DOJ Fingerprint and Rolling Processing Fee)	Flat		\$53	n/a	n/a											
7																
8 Bowling Alley (non-refundable application fee)	Flat		\$120	n/a	n/a											
9 Carnival	Flat		\$2,250	n/a	n/a											
10 Circus	Flat		\$2,250	n/a	n/a											
11 Closing out sale	Flat		\$61	56%	\$109											
12 Closing out sale - renewal (maximum of 2)	Flat		\$61	56%	\$109											
13 Firearms Dealer Master Permit - New	Flat		\$2,100	no data												
14 Firearms Dealer Master Permit - Renewal	Flat		\$800	no data												
15 Background Investigation - new each owner, officer, agent employee	Flat		\$136	80%	\$169											
Background Investigation - renewal, each owner, officer, agent employee	Flat		\$53	42%	\$126											
16																
17 Helicopter Landing Fee	Flat	5	\$240	885%	\$27	\$136	\$1,200	-\$1,064								
18 Hot tub/sauna business location change	Flat		\$810	n/a	n/a											
Hot tub/sauna employee (Does not include DOJ Fingerprint and Rolling Fee)	Flat		\$81	n/a	n/a											
19																
20 Hot tub/sauna new (non-refundable application fee)	Flat		\$1,790	n/a	n/a											
21 Hot tub/sauna - renewal	Flat		\$810	n/a	n/a											
22 Hot tub/sauna sale or transfer of interest	Flat		\$122	n/a	n/a											
23 Massage estb - new establishment (non-refundable application fee)	Flat		\$1,790	n/a	n/a											
24 Massage estb - sale or transfer of interest	Flat		\$122	n/a	n/a											

City of Palo Alto

Police

2012

Service Name	Fee Descriptio	Annual Volum	Current						Recommendations					
			Per Unit			Annual			Per Unit		Annual			
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy	
25 Massageg estb - renewal	Flat		\$810	n/a	n/a					100%	\$810	Re-evaluate massage establishment fees once the new program and program guidelines are implemented		
26 Massage estb - business location change	Flat		\$810	n/a	n/a					100%	\$810	Re-evaluate massage establishment fees once the new program and program guidelines are implemented		
27 Massage Tech - New (Does not include DOJ or FBI Fingerprint and Rolling Fee.)	Flat	200	\$81	179%	\$45	\$9,042	\$16,200	-\$7,158		100%	\$45	\$9,042	-\$7,158	
28 Massage Tech - Renewal	Flat		\$63							100%				
29 Mechanical Amusement Device Establishment	Flat	1	\$74	68%	\$109	\$109	\$74	\$35		100%	\$109	\$109	\$35	
30 Noise Exception Permit	Flat	108	\$250	137%	\$182	\$19,656	\$27,000	-\$7,344		100%	\$182	\$19,656	-\$7,344	
31 Push Cart Vendor - New license (Does not include DOJ Fingerprint and Rolling Fee.)	Flat		\$244	19%	\$1,302					100%	\$1,302			
32 Push Cart Vendor - Renewal	Flat		\$86	79%	\$109					100%	\$109			
33 Push Cart Vendor - Each additional cart	Flat		\$244	675%	\$36					100%	\$36			
34 Push Cart Vendor - Location change and/or cart change	Flat		\$163	no data						100%	\$163			
35 Push Cart Employee - New license (Does not include DOJ Fingerprint and Rolling Fee.)	Flat		\$81	no data						100%	\$81			
36 Push Cart Employee - Renewal	Flat		\$63	no data						100%	\$63			
37 Soliciting information for commercial purpose (Does not include DOJ Fingerprint and Rolling Fee.)	Flat		\$2,250	no data						100%	\$2,250			
38 Solicitor/Peddler Master License (Does not include DOJ Fingerprint and Rolling Fee.) - day	Flat		\$81	224%	\$36					100%	\$36			
39 Solicitor/Peddler Master License (Does not include DOJ Fingerprint and Rolling Fee.) - quarter	Flat		\$122	337%	\$36					100%	\$36			
40 Solicitor/Peddler Master License (Does not include DOJ Fingerprint and Rolling Fee.) - year	Flat	2	\$365	1009%	\$36	\$72	\$730	-\$658		100%	\$36	\$72	-\$658	
41 Each employee operating under Master License (Does not include DOJ Fingerprint and Rolling Fee.)	Flat	20	\$81	224%	\$36	\$723	\$1,620	-\$897		100%	\$36	\$723	-\$897	
42 Taxi/Pub Transp Vehicle - Each Vehicle-Inspection/permit	Flat	200	\$61	169%	\$36	\$7,234	\$12,200	-\$4,966		100%	\$36	\$7,234	-\$4,966	
43 Taxi/Public Transp Vehicle - Master License-Application/certificate	Flat	2	\$1,750	61%	\$2,890	\$5,781	\$3,500	\$2,281		100%	\$2,890	\$5,781	\$2,281	
44 Taxi/Pub Transp Vehicle - Master License-Annual renewal	Flat	3	\$810	75%	\$1,085	\$3,255	\$2,430	\$825		100%	\$1,085	\$3,255	\$825	
45 Taxicab/Public Transportation/Vehicle Service Driver (Does not include DOJ Fingerprint and Rolling Fee.) new and renewal	Flat	200	\$81	299%	\$27	\$5,425	\$16,200	-\$10,775		100%	\$27	\$5,425	-\$10,775	

City of Palo Alto

Police

2012

Service Name	Fee Descriptio	Annual Volum	Current						Recommendations				
			Per Unit			Annual			Per Unit		Annual		
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy
46 Taxi/Pub Transp Veh - Transfer fee	Flat	12	\$40	88%	\$45	\$543	\$480	\$63	100%	\$45	\$543	\$63	
47 Temp Street Closure - Class A: Parades, Runs, Street Fair, etc.	Varies	10	\$100 - \$1,260	n/a	\$486	\$4,855	\$4,855		100%	Hourly	\$4,855		
48 Traveling Show	Flat	2	\$2,250	n/a	n/a				<i>Delete from fee schedule - covered by fees #1 - #3</i>				
49 Permit Inspection Fee	Flat	2	\$90	25%	\$364	\$728	\$180	\$548	100%	\$364	\$728	\$548	
50 Permit Inspection Fee 201-400 attendees	Flat	1	\$110	26%	\$425	\$425	\$110	\$315	100%	\$425	\$425	\$315	
51 Permit Inspection Fee 401-600 attendees	Flat		\$125	26%	\$486				100%	\$486			
52 Permit Inspection Fee each additional 200 attendees	Flat		\$20	33%	\$61				100%	\$61			
53 Report Copy Fee	Flat	1400	\$10	37%	\$27	\$38,277	\$14,000	\$24,277	100%	\$27	\$38,277	\$24,277	
54 Clearance Letter	Flat	130	\$30	111%	\$27	\$3,508	\$3,900	-\$392	100%	\$27	\$3,508	-\$392	
55 Photo Reprint, color or black and white	Flat	10	\$35	74%	\$47	\$473	\$350	\$123	100%	\$47	\$473	\$123	
56 Research Fee (includes audio and video taping)	hourly								100%				
57 Subpoena Copy Fee	Statute								100%				
58 Location Crime Statistics Fee	Flat	15	\$39	39%	\$101	\$1,518	\$585	\$933	100%	\$101	\$1,518	\$933	
59 Parenting Project Program	Flat	25	\$120	49%	\$243	\$6,069	\$3,000	\$3,069	100%	\$243	\$6,069	\$3,069	
60 Parenting Project Materials	Flat	5	\$35	58%	\$61	\$303	\$175	\$128	100%	\$61	\$303	\$128	
61 Vehicle Impound Fee	Flat	260	\$125	46%	\$274	\$71,174	\$32,500	\$38,674	100%	\$274	\$71,174	\$38,674	
62 Vehicle Repossession Receipt	Flat	25	\$15	55%	\$27	\$684	\$375	\$309	100%	\$27	\$684	\$309	
63 Audio copy request	Flat				\$120				100%	\$120			
64 Alarm registration - new	Flat	286	\$35	129%	\$27	\$7,758	\$10,010	-\$2,252	100%	\$27	\$7,758	-\$2,252	
65 Alarm registration - renewal	Flat	2145	\$35	194%	\$18	\$38,791	\$75,075	-\$36,284	100%	\$18	\$38,791	-\$36,284	
66 Attendant Lot Parking Fee Structure													
67 0-1 hours	no charge												
68 1-3 hours	flat		\$2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
69 3-4 hours	flat		\$4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
70 Over 4 hours	flat		\$8	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
71 Daily Maximum	flat		\$8	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
72 Emergency Response Fee	actual cost		\$50-\$12,000	n/a	n/a	n/a	n/a	n/a	100%	hourly rates	n/a	n/a	n/a

City of Palo Alto

Police

2012

Service Name	Fee Descriptio	Annual Volum	Current						Recommendations					
			Per Unit			Annual			Per Unit		Annual			
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy	
73 Fingerprints														
74 DOJ	Fed rate		\$52	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
75 FBI	Fed rate		\$24	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
76 False Alarm Response Fees - Excessive														
77 3rd Residential False Alarm	Flat	313	\$100	47%	\$211	\$66,056	\$31,300	\$34,756	100%	\$211	\$66,056	\$34,756		
78 3rd Bank/Commercial False Alarm	Flat	157	\$100	27%	\$372	\$58,353	\$15,700	\$42,653	100%	\$372	\$58,353	\$42,653		
79 4th False Alarm	Flat		\$150						100%	150% of 3rd				
80 5th and each Subsequent False Alarm	Flat		\$200						100%	200% of 3rd				
81 Police Service Fees														
82 Community Service Officer	hourly	200	\$68	78%	\$87	\$17,363	\$13,600	\$3,763	100%	\$87	\$17,363	\$3,763		
83 Police Agent	hourly	100	\$131	58%	\$226	\$22,642	\$13,100	\$9,542	100%	\$226	\$22,642	\$9,542		
84 Police Officer	hourly	200	\$121	76%	\$160	\$31,957	\$24,200	\$7,757	100%	\$160	\$31,957	\$7,757		
85 Police Reserve	hourly	100	\$51	84%	\$61	\$6,062	\$5,100	\$962	100%	\$61	\$6,062	\$962		
86 Police Sergeant	hourly	60	\$144	59%	\$243	\$14,565	\$8,640	\$5,925	100%	\$243	\$14,565	\$5,925		

Total User Fees	\$443,545	\$338,389	\$105,156	\$443,545	\$105,156
% of Full Cost		76%	24%	100%	31%

Fees#82 thru 86) for events where less than 80% of the proceeds go directly to a "non-profit" organization, a 20% discount shall apply. For events where 80% or more of the proceeds go directly to a "non-profit" organization; or events declared as co-sponsored by the City of Palo Alto, a 25% discount shall apply.

Animal Services

City of Palo Alto
Police Department - Animal Services
2012

Program	Fee Description	Current				Recommendations		
		Annual				Annual		
		Annual Cost	Current Recovery	Annual Revenue	Annual Subsidy	Recovery Level Range	Revenue at Current Rate	Recommended Subsidy
1 Adoptions	Varies	\$147,104	52%	\$77,137	\$69,967	50-70%	\$77,137	\$69,967
2 Animal Boarding	Varies	\$46,771	72%	\$33,732	\$13,039	16-90%	\$33,732	\$13,039
3 Disposal of Dead Owned Animals/Euthanasia	Varies	\$128,706	74%	\$94,821	\$33,885	50-90%	\$94,821	\$33,885
4 Impoundment	Varies	\$221,460	68%	\$151,114	\$70,346	50-90%	\$151,114	\$70,346
5 Licenses and Pet Identification	Varies	\$112,964	90%	\$101,956	\$11,008	100%	\$101,956	\$11,008
6 Miscellaneous Sales, Pet Supplies	Varies	\$52,572	86%	\$45,291	\$7,281	80-100%	\$45,291	\$7,281
7 Veterinary Services	Varies	\$98,435	65%	\$64,404	\$34,031	50-100%	\$64,404	\$34,031
8 Annual Permits	Varies	\$34,481	46%	\$15,877	\$18,603	14-80%	\$15,877	\$18,603
9 Spay and Neuter Clinic	Varies	\$344,714	82%	\$284,161	\$60,552	80-100%	\$284,161	\$60,552
12 Animal Testing	Varies	\$33,963	0%	\$0	\$33,963	60-80%	\$0	\$33,963
13 Vaccinations/Microchip	Varies	\$98,261	71%	\$69,580	\$28,681	100%	\$69,580	\$28,681
14 Trap Rental/Home Quarantine Inspection	Varies	\$38,693	61%	\$23,602	\$15,091	8-60%	\$23,602	\$15,091
15 Cremations Services	Varies	\$30,738	87%	\$26,639	\$4,099	73%	\$26,639	\$4,099
16 Field Services	Varies	\$580,309	3%	\$20,112	\$560,197	0-10%	\$20,112	\$560,197

Total User Fees	\$1,969,171	\$1,008,427	\$960,744	\$1,008,427	\$960,744
% of Full Cost		51%	49%	51%	49%

Fire

City of Palo Alto
Fire Prevention
2012

Service Name	Fee Description	Annual Volume	Current						Recommendations				
			Per Unit			Annual			Per Unit		Annual		
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy
1 Automatic fire sprinkler installation/modification (per building)	Flat	225	\$300	27%	\$1,108	\$249,380	\$67,500	\$181,880	100%	\$1,108	\$249,380	\$181,880	\$0
2 Automatic fire sprinkler installation/modification (per building)	Per head	30000	\$1.50	54%	\$2.78	\$83,523	\$45,000	\$38,523	100%	\$3	\$83,523	\$38,523	\$0
3 Other automatic fire extinguishing systems (hood and duct, FM200, Inergen, CO2) NOTE: If system has a release panel, Fire Alarm fees apply as well.	Flat	12	\$300	27%	\$1,108	\$13,300	\$3,600	\$9,700	100%	\$1,108	\$13,300	\$9,700	\$0
4 Other automatic fire extinguishing systems (hood and duct, FM200, Inergen, CO2) NOTE: If system has a release panel, Fire Alarm fees apply as well.	Per nozzle	350	\$6.50	54%	\$12.07	\$4,226	\$2,275	\$1,951	100%	\$12	\$4,226	\$1,951	\$0
5 Fire Alarm Systems; install/modify (per building)	Flat	140	\$300	27%	\$1,108	\$155,170	\$42,000	\$113,170	100%	\$1,108	\$155,170	\$113,170	\$0
6 Fire Alarm Systems; install/modify (per building)	Per device	5000	\$6.50	114%	\$5.73	\$28,627	\$32,500	-\$3,873	100%	\$6	\$28,627	-\$3,873	\$0
7 Standpipe system wet, dry or combination, per riser	Flat	12	\$175	23%	\$752	\$9,029	\$2,100	\$6,929	100%	\$752	\$9,029	\$6,929	\$0
8 Hydrants private on-site; install/modify	Flat	1	\$220	25%	\$889	\$889	\$220	\$669	100%	\$889	\$889	\$669	\$0
9 Hydrants private on-site; install/modify	Per hydrant	3	\$50	50%	\$101	\$303	\$150	\$153	100%	\$101	\$303	\$153	\$0
10 Underground fire service line (includes inspection and re-inspection - 1 each occurrence)	Flat	11	\$300	27%	\$1,108	\$12,192	\$3,300	\$8,892	100%	\$1,108	\$12,192	\$8,892	\$0
11 Temporary Certificate of Occupancy	Flat	4	\$300	36%	\$844	\$3,375	\$1,200	\$2,175	100%	\$844	\$3,375	\$2,175	\$0
15 Verification of Fire Protection System Maintenance and Certification	Flat	300	\$75	45%	\$167	\$49,950	\$22,500	\$27,450	100%	\$167	\$49,950	\$27,450	\$0
16 A Level I Facility - Minimal Storage (defined as having no hazardous materials over CFC Permit amounts as specified in CFC section 105)	Flat	87	\$230	71%	\$324	\$28,208	\$20,010	\$8,198	100%	\$324	\$28,208	\$8,198	\$0
17 B Level II Facility - Quantities exceeding CFC permit threshold, but less than 50 gal., 500 lbs. Or 200 cu. Ft. Category also includes Dry Cleaning, Fixed Medical Gas, Auto or Aircraft Repair and Service Stations	Flat	140	\$470	97%	\$487	\$68,122	\$65,800	\$2,322	100%	\$487	\$68,122	\$2,322	\$0
18 C Level III Facility - Quantities exceed 50 gal., 500 lbs. Or 200 cu. Ft. and not categorized as Level II	Flat	200	\$825	95%	\$865	\$172,939	\$165,000	\$7,939	100%	\$865	\$172,939	\$7,939	\$0
19 D Business Plan (HMBP)	Flat	251	\$285	93%	\$307	\$77,024	\$71,535	\$5,489	100%	\$307	\$77,024	\$5,489	\$0
20 E Petroleum Aboveground Storage Tank	Flat	16	\$500	58%	\$858	\$13,721	\$8,000	\$5,721	100%	\$858	\$13,721	\$5,721	\$0
21 E Provisional (6 month term)	Delete	0	\$165		n/a					n/a			
22 F Additional approval for permit to construct, temporary closure, permanent closure, otherwise modify a Hazardous Materials storage/use facility. (See CEQA for additional fees.)	Flat	47	\$300	37%	\$816	\$38,370	\$14,100	\$24,270	100%	\$816	\$38,370	\$24,270	\$0
23 F Additional approval for permit to construct, temporary closure, permanent closure, otherwise modify a Hazardous Materials storage/use facility. Additional hours over 2	Per hour	30	\$150	84%	\$179	\$5,379	\$4,500	\$879	100%	\$179	\$5,379	\$879	\$0
24 Late Fee for Hazardous Materials Storage Permits	Fine	0	25% of haz mat fee	n/a	n/a				100%	25% of haz mat fee			

City of Palo Alto
Fire Prevention
2012

Service Name	Fee Description	Annual Volume	Current						Recommendations				
			Per Unit			Annual			Per Unit		Annual		
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy
25 Fees charged for additional re-inspections after the first re-inspection.	Flat	12	\$300	81%	\$368	\$4,421	\$3,600	\$821	100%	\$368	\$4,421	\$821	\$0
26 Fees charged for additional re-inspections after the first re-inspection - each hour over 2	Per hour	6	\$150	45%	\$334	\$2,004	\$900	\$1,104	100%	\$334	\$2,004	\$1,104	\$0
27 After hours inspection fee (before or after normal business hours; weekends and holidays included, and is to be paid in advance of inspection)	Per hour	100	\$165	48%	\$344	\$34,381	\$16,500	\$17,881	100%	\$344	\$34,381	\$17,881	\$0
28 Christmas Tree Lot/Pumpkin Patch	Flat	5	\$150	25%	\$603	\$3,013	\$750	\$2,263	100%	\$603	\$3,013	\$2,263	\$0
29 Care Facility (including community, child day care and residential care for the elderly) Fire and Safety Inspections (CFC 111.4). Excludes residential elderly care facilities with six or fewer persons.	Flat	91	\$150	27%	\$546	\$49,676	\$13,650	\$36,026	100%	\$546	\$49,676	\$36,026	\$0
30 Care Facility Inspection including fire clearance 7-25 clients	Delete	0	\$65		n/a					n/a			
31 Care Facility Inspection including fire clearance >25 clients	Delete	0	\$125		n/a					n/a			
32 Outside Cooking Booths	Flat	11	\$165	30%	\$546	\$6,005	\$1,815	\$4,190	100%	\$546	\$6,005	\$4,190	\$0
33 Use and Occupancy Fire Inspection	Flat	100	\$125	23%	\$537	\$53,743	\$12,500	\$41,243	100%	\$537	\$53,743	\$41,243	\$0
34 Standby fire watch or after-hours at fire or incident scene	Per hour	0	\$165	49%	\$334	\$0	\$0	\$0	100%	\$334	\$0	\$0	\$0
35 High Rise Building; certificate of compliance inspection for each high rise building which is required by State law to be inspected and certified annually as meeting minimum compliance with applicable State of California fire and life safety standards for existing high rise buildings. (CFC 111.4.3)	Flat	7	\$600	36%	\$1,670	\$11,689	\$4,200	\$7,489	100%	\$1,670	\$11,689	\$7,489	\$0
36 High Rise Building; certificate of compliance inspection for each high rise building which is required by State law to be inspected and certified annually as meeting minimum compliance with applicable State of California fire and life safety standards for existing high rise buildings. (CFC 111.4.3) - each hour after 4	Per hour	3	\$150	45%	\$334	\$1,002	\$450	\$552	100%	\$334	\$1,002	\$552	\$0
37 Consultation fee	Per hour	0	\$150	45%	\$334	\$0	\$0	\$0	100%	\$334	\$0	\$0	\$0
38 Alternate Means and Methods Application	Flat	1	\$300	28%	\$1,073	\$1,073	\$300	\$773	100%	\$1,073	\$1,073	\$773	\$0
39 Hazardous Materials investigation	Per hour	0	\$150	84%	\$179	\$0	\$0	\$0	100%	\$179	\$0	\$0	\$0
40 Appeals to decisions	Per hour	0	\$250	75%	\$334	\$0	\$0	\$0	100%	\$334	\$0	\$0	\$0
41 Additional hours over plan review/inspection (hourly minimum to be billed)	Per hour	0	\$150	45%	\$334	\$0	\$0	\$0	100%	\$334	\$0	\$0	\$0
42 Site Disaster Planning	Per hour	250	\$150	45%	\$334	\$83,495	\$37,500	\$45,995	100%	\$334	\$83,495	\$45,995	\$0
43 Hydrant Flow Fee	Flat	0	\$200	59%	\$341	\$0	\$0	\$0	100%	\$341	\$0	\$0	\$0

City of Palo Alto
Fire Prevention
2012

Service Name	Fee Description	Annual Volume	Current						Recommendations				
			Per Unit			Annual			Per Unit		Annual		
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy
44 Hazardous Materials Data Entry Fee	Per hour	50	\$65	36%	\$179	\$8,964	\$3,250	\$5,714	100%	\$179	\$8,964	\$5,714	\$0
45 Aerosol Products	Flat	0	\$255	209%	\$122	\$0	\$0	\$0	100%	\$122	\$0	\$0	\$0
46 Amusement buildings	Flat	0	\$365	76%	\$481	\$0	\$0	\$0	100%	\$481	\$0	\$0	\$0
47 Automobile Wrecking Yard or Junk Yard	Flat	0	\$170	80%	\$212	\$0	\$0	\$0	100%	\$212	\$0	\$0	\$0
48 Bowling alley and pin refinishing involving the use of flammable liquids	Flat	0	\$170	80%	\$212	\$0	\$0	\$0	100%	\$212	\$0	\$0	\$0
49 Candles and open flames in assembly areas	Flat	114	\$135	44%	\$306	\$34,901	\$15,390	\$19,511	100%	\$306	\$34,901	\$19,511	\$0
50 Carnivals and fairs	Flat	0	\$170	80%	\$212	\$0	\$0	\$0	100%	\$212	\$0	\$0	\$0
51 Cellulose nitrate storage/nitrate film	Flat	0	\$255	209%	\$122	\$0	\$0	\$0	100%	\$122	\$0	\$0	\$0
52 Confined Space	Flat	0	\$125	10%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
53 Combustible fiber/material storage	Flat	0	\$170	80%	\$212	\$0	\$0	\$0	100%	\$212	\$0	\$0	\$0
54 Dust producing devices	Flat	0	\$105	8%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
55 Excavate within 10 feet of flammable or combustible pipeline	Flat	0	\$75	6%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
56 Explosive or blasting agents	Flat	2	\$255	209%	\$122	\$244	\$510	-\$266	100%	\$122	\$244	-\$266	\$0
57 Fireworks display	Flat	0	\$525	80%	\$660	\$0	\$0	\$0	100%	\$660	\$0	\$0	\$0
58 High-piled combustible storage	Flat	1	\$255	209%	\$122	\$122	\$255	-\$133	100%	\$122	\$122	-\$133	\$0
59 Hot Work (Welding and Cutting) operations	Flat	53	\$170	80%	\$212	\$11,226	\$9,010	\$2,216	100%	\$212	\$11,226	\$2,216	\$0
60 Liquid or gas-fueled vehicles or equipment in assembly buildings	Flat	33	\$255	209%	\$122	\$4,032	\$8,415	-\$4,383	100%	\$122	\$4,032	-\$4,383	\$0
61 Malls, Covered	Flat	0	\$255	209%	\$122	\$0	\$0	\$0	100%	\$122	\$0	\$0	\$0
62 B Place of public assembly (temporary)	Flat	0	\$200	16%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
63 C Open flame/flame producing devices	Flat	4	\$75	6%	\$1,268	\$5,071	\$300	\$4,771	100%	\$1,268	\$5,071	\$4,771	\$0
64 D Liquid or gas-fueled powered equipment	Flat	0	\$75	6%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
65 Magnesium working	Flat	0	\$255	209%	\$122	\$0	\$0	\$0	100%	\$122	\$0	\$0	\$0
66 Occupant load increase (temporary public assembly)	Flat	0	\$200	16%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
67 Open burning	Flat	0	\$200	16%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
68 Operate a tank vehicle to transport flammable/combustible liquids	Flat	0	\$255	209%	\$122	\$0	\$0	\$0	100%	\$122	\$0	\$0	\$0
69 Organic coatings	Flat	0	\$170	80%	\$212	\$0	\$0	\$0	100%	\$212	\$0	\$0	\$0
70 Ovens, industrial baking or drying	Flat	4	\$255	209%	\$122	\$489	\$1,020	-\$531	100%	\$122	\$489	-\$531	\$0
71 Parade Float	Per hour	0	\$95	7%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
72 Place of public assembly (annual or each occurrence)	Flat	196	\$200	34%	\$594	\$116,516	\$39,200	\$77,316	100%	\$594	\$116,516	\$77,316	\$0

City of Palo Alto
Fire Prevention
2012

Service Name	Fee Description	Annual Volume	Current						Recommendations				
			Per Unit			Annual			Per Unit		Annual		
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy
73 Pyrotechnical special effects material	Flat	0	\$170	523%	\$33	\$0	\$0	\$0	100%	\$33	\$0	\$0	\$0
74 Refrigeration Equipment	Flat	0	\$170	80%	\$212	\$0	\$0	\$0	100%	\$212	\$0	\$0	\$0
75 Spraying/Dipping	Flat	18	\$170	80%	\$212	\$3,813	\$3,060	\$753	100%	\$212	\$3,813	\$753	\$0
Tent or air-supported structure having an area in excess of 200 square feet; or canopies in excess of 400 square feet (includes a public assembly permit of \$125.00 for all tents)	Flat	30	\$365	61%	\$603	\$18,080	\$10,950	\$7,130	100%	\$603	\$18,080	\$7,130	\$0
77 Tire recapping/tire storage	Flat	0	\$480	38%	\$1,268	\$0	\$0	\$0	100%	\$1,268	\$0	\$0	\$0
78 Corrosives	Flat	62	\$255	153%	\$167	\$10,354	\$15,810	-\$5,456	100%	\$167	\$10,354	-\$5,456	\$0
79 Cryogenic Fluids	Flat	49	\$255	153%	\$167	\$8,183	\$12,495	-\$4,312	100%	\$167	\$8,183	-\$4,312	\$0
80 Flammable and Combustible Liquids	Flat	181	\$255	153%	\$167	\$30,226	\$46,155	-\$15,929	100%	\$167	\$30,226	-\$15,929	\$0
81 Flammable Solids	Flat	0	\$255	153%	\$167	\$0	\$0	\$0	100%	\$167	\$0	\$0	\$0
82 Compressed Gas (inert)	Flat	32	\$255	153%	\$167	\$5,344	\$8,160	-\$2,816	100%	\$167	\$5,344	-\$2,816	\$0
83 Flammable Gas	Flat	29	\$255	153%	\$167	\$4,843	\$7,395	-\$2,552	100%	\$167	\$4,843	-\$2,552	\$0
84 Oxidizing Gas	Flat	35	\$255	153%	\$167	\$5,845	\$8,925	-\$3,080	100%	\$167	\$5,845	-\$3,080	\$0
85 Pyrophoric Gas	Flat	2	\$255	153%	\$167	\$334	\$510	-\$176	100%	\$167	\$334	-\$176	\$0
86 Toxic, highly toxic, moderately toxic, health hazard Gas	Flat	12	\$255	153%	\$167	\$2,004	\$3,060	-\$1,056	100%	\$167	\$2,004	-\$1,056	\$0
87 Unstable Reactive Gas	Flat	0	\$255	153%	\$167	\$0	\$0	\$0	100%	\$167	\$0	\$0	\$0
88 Health Hazard (liquids & solids)	Flat	0	\$255	153%	\$167	\$0	\$0	\$0	100%	\$167	\$0	\$0	\$0
89 Organic Peroxides	Flat	1	\$255	153%	\$167	\$167	\$255	-\$88	100%	\$167	\$167	-\$88	\$0
90 Oxidizers (liquids & solids)	Flat	19	\$255	153%	\$167	\$3,173	\$4,845	-\$1,672	100%	\$167	\$3,173	-\$1,672	\$0
91 Pyrophoric Materials (liquids & solids)	Flat	6	\$255	153%	\$167	\$1,002	\$1,530	-\$528	100%	\$167	\$1,002	-\$528	\$0
92 Radioactive Materials	Flat	29	\$255	153%	\$167	\$4,843	\$7,395	-\$2,552	100%	\$167	\$4,843	-\$2,552	\$0
Toxic, highly toxic, health hazard materials (includes pesticides, fumigants, and etiologic agents)	Flat	45	\$255	153%	\$167	\$7,515	\$11,475	-\$3,960	100%	\$167	\$7,515	-\$3,960	\$0
94 Unstable Reactive Materials (liquids & solids)	Flat	1	\$255	153%	\$167	\$167	\$255	-\$88	100%	\$167	\$167	-\$88	\$0
95 Water Reactive Materials (liquids & solids)	Flat	0	\$255	153%	\$167	\$0	\$0	\$0	100%	\$167	\$0	\$0	\$0
96 Liquefied Petroleum Gases	Flat	12	\$255	153%	\$167	\$2,004	\$3,060	-\$1,056	100%	\$167	\$2,004	-\$1,056	\$0
97 Emergency Response Fee (Hazmat -PAMC 17.24.050)	Sliding	0	\$1,080	0%	\$0	\$0	\$0	\$0		hourly			
98 Engine Company Second Re-inspection (After inspection and re-inspection only)	Per hour	0	\$195	0%	\$0	\$0	\$0	\$0		hourly			

City of Palo Alto
Fire Prevention
2012

Service Name	Fee Description	Annual Volume	Current						Recommendations				
			Per Unit			Annual			Per Unit		Annual		
			Current Fee	Current Recovery %	Full Cost	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Subsidy
Installation or Closure without approved plans and/or permits (Fire 99 Protection/HazMat; double original fee)	Penalty	0	\$725		n/a					\$725			
100 Preventable False Alarm (CFC 401.3.1)	Penalty	0	\$180		n/a					\$180			

Total User Fees						\$1,553,690	\$886,140	\$667,550		\$1,553,690	\$667,550	\$0
% of Full Cost							57%	43%		100%	43%	0%

Community Services

	Total Direct Expense	Total Indirect Expense	Total Full Cost	Total Fee Revenue	Total Other Revenue	Total Revenue	Total General Fund Subsidy	Direct Costs % Recovery	Full Cost % Recovery
Children's Theatre	\$ 1,235,046	\$ 515,804	\$ 1,750,850	\$ 360,304	\$ 80,000	\$ 440,304	\$ 1,310,546	36%	25%
JMZ-Sciences	\$ 767,528	\$ 239,633	\$ 1,007,161	\$ 500,698	\$ -	\$ 500,698	\$ 506,463	65%	50%
JMZ-Exhibits & Zoo	\$ 408,874	\$ 180,183	\$ 589,057	\$ 6,721	\$ 3,000	\$ 9,721	\$ 579,336	2%	2%
Art in Public Places	\$ 105,629	\$ 45,124	\$ 150,753	\$ 2,625	\$ -	\$ 2,625	\$ 148,128	2%	2%
Community Theatre	\$ 29,460	\$ 522,435	\$ 551,895	\$ -	\$ 18,449	\$ 18,449	\$ 533,446	63%	3%
Summer Concerts	\$ 73,270	\$ 18,849	\$ 92,119	\$ -	\$ 2,000	\$ 2,000	\$ 90,119	3%	2%
Visual Arts-Youth	\$ 293,085	\$ 75,397	\$ 368,482	\$ 200,074	\$ 38,000	\$ 238,074	\$ 130,408	81%	65%
Visual Arts - Adults	\$ 169,697	\$ 43,655	\$ 213,352	\$ 61,694	\$ -	\$ 61,694	\$ 151,658	36%	29%
Art Exhibitions	\$ 135,481	\$ 34,853	\$ 170,334	\$ -	\$ -	\$ -	\$ 170,334	0%	0%
Music & Dance - Youth	\$ 56,845	\$ 14,624	\$ 71,469	\$ 62,864	\$ -	\$ 62,864	\$ 8,605	111%	88%
Music & Dance - Adults	\$ 61,895	\$ 15,923	\$ 77,818	\$ 24,314	\$ -	\$ 24,314	\$ 53,504	39%	31%
Arts Facilities	\$ 842,882	\$ 506,476	\$ 1,349,358	\$ -	\$ 15,802	\$ 15,802	\$ 1,333,556	2%	1%
Total Arts and Sciences	\$ 4,179,693	\$ 2,212,956	\$ 6,392,649	\$ 1,219,294	\$ 157,251	\$ 1,376,545	\$ 5,016,104	33%	22%
Aquatics	\$ 514,702	\$ 224,132	\$ 738,834	\$ 501,164	\$ -	\$ 501,164	\$ 237,670	97%	68%
MSA	\$ 326,515	\$ 110,157	\$ 436,672	\$ 289,391	\$ -	\$ 289,391	\$ 147,281	89%	66%
Recreation - Adults	\$ 278,827	\$ 98,389	\$ 377,216	\$ 187,686	\$ -	\$ 187,686	\$ 189,530	67%	50%
Recreation - Teens	\$ 306,622	\$ 76,472	\$ 383,094	\$ 114,540	\$ -	\$ 114,540	\$ 268,554	37%	30%
Program Publication	\$ 100,807	\$ 24,874	\$ 125,681	\$ -	\$ -	\$ -	\$ 125,681	0%	0%
Recreation - Youth	\$ 614,001	\$ 151,508	\$ 765,509	\$ 754,294	\$ -	\$ 754,294	\$ 11,215	123%	99%
Rec - Special Needs	\$ 56,072	\$ 13,836	\$ 69,908	\$ 6,942	\$ 1,500	\$ 8,442	\$ 61,466	15%	12%
Recreation - Facilities	\$ 1,025,410	\$ 296,684	\$ 1,322,094	\$ 431,955	\$ -	\$ 431,955	\$ 890,139	42%	33%
Special Events	\$ 92,289	\$ 22,773	\$ 115,062	\$ 15,821	\$ -	\$ 15,821	\$ 99,241	17%	14%
Total Recreation	\$ 3,315,245	\$ 1,018,825	\$ 4,334,070	\$ 2,301,793	\$ 1,500	\$ 2,303,293	\$ 2,030,777	69%	53%
Golf	\$ 2,388,173	\$ 542,126	\$ 2,930,299	\$ 2,624,748	\$ 95,393	\$ 2,720,141	\$ 210,158	114%	93%
Open Space	\$ 1,724,555	\$ 421,921	\$ 2,146,476	\$ 34,630	\$ 9,135	\$ 43,765	\$ 2,102,711	3%	2%
Parks	\$ 4,398,314	\$ 1,203,052	\$ 5,601,366	\$ 25,639	\$ 336,538	\$ 362,177	\$ 5,239,189	8%	6%
Total OS/Parks/Golf	\$ 8,511,043	\$ 2,167,099	\$ 10,678,142	\$ 2,685,017	\$ 441,066	\$ 3,126,083	\$ 7,552,059	37%	29%
Total Cubberley	\$ 1,349,431	\$ 1,064,354	\$ 2,413,785	\$ -	\$ 840,075	\$ 840,075	\$ 1,573,710	62%	35%
Total Human Services	\$ 1,278,249	\$ 428,554	\$ 1,706,803	\$ -	\$ -	\$ -	\$ 1,706,803	0%	0%
TOTAL CSD	\$ 18,633,661	\$ 6,891,788	\$ 25,525,449	\$ 6,206,104	\$ 1,439,892	\$ 7,645,996	\$ 17,879,453	41%	30%

ANIMAL SERVICES

Fee	Palo Alto	Cupertino (Humane Society of SV)	Fremont	Menlo Park (Peninsula Humane)	Mountain View (SVACA)	San Mateo (Peninsula Humane)	Santa Clara (SVACA)	Sunnyvale (Humane Society SV)
Adoptions - Dogs	\$125	Adult: \$175; Companion prices if adopt 2	\$171-\$175	Under 7-\$120; 7+ - \$75; under 6 mos - \$135	\$150	Under 7-\$120; 7+ - \$75; under 6 mos - \$135	\$150	Puppies: \$350; Adult: \$175; Companion prices if adopt 2
Adoptions - Cats	\$125	Kittens: \$175; Cats: Currently waived	\$124-\$136	Under 7 - \$80; 7+ - \$50; under 6 mos - \$105	Under 6 mos - \$150; All Other - \$100	Under 7 - \$80; 7+ - \$50; under 6 mos - \$105	Under 6 mos - \$150; All Other - \$100	Kittens: \$175; Cats: Currently waived
Impound Dog - Licensed	\$30 (1st offense) up to \$165 (11th+ offense)	Altered: \$90; Unaltered: \$95 (1st); \$110 (2nd); \$160 (3rd);	\$92 (1st offense); \$184 (2nd offense); \$276 (3rd offense)	\$35 (Altered/1st offense); \$100 (Unaltered/1st offense); \$125- \$205 (subsequent offenses)		\$35 (Altered/1st offense); \$100 (Unaltered/1st offense); \$125-\$205 (subsequent offenses)		Altered: \$90; Unaltered: \$95 (1st); \$110 (2nd); \$160 (3rd);
Impound Dog - Unlicensed	\$50 (1st offense) up to \$200 (11th+ offense)	\$30 (1st offense) up to \$165 (11th+ offense)	\$92 (1st offense); \$184 (2nd offense); \$276 (3rd offense)	\$35 (Altered/1st offense); \$100 (Unaltered/1st offense); \$125- \$205 (subsequent offenses)		\$35 (Altered/1st offense); \$100 (Unaltered/1st offense); \$125-\$205 (subsequent offenses)		Altered: \$90; Unaltered: \$95 (1st); \$110 (2nd); \$160 (3rd);
Impound Cat	\$30 (1st offense); \$45 (2nd offense); \$60 (third offense)	Altered: \$90; Unaltered: \$95 (1st); \$110 (2nd); \$160 (3rd);	\$92 (1st offense); \$184 (2nd offense); \$276 (3rd offense)	\$35 (Altered/1st offense); \$100 (Unaltered/1st offense); \$125- \$205 (subsequent offenses)		\$35 (Altered/1st offense); \$100 (Unaltered/1st offense); \$125-\$205 (subsequent offenses)		Altered: \$90; Unaltered: \$95 (1st); \$110 (2nd); \$160 (3rd);

ANIMAL SERVICES

Fee	Palo Alto	Cupertino (Humane Society of SV)	Fremont	Menlo Park (Peninsula Humane)	Mountain View (SVACA)	San Mateo (Peninsula Humane)	Santa Clara (SVACA)	Sunnyvale (Humane Society SV)
License - Dog/Neutered	\$20 (12 mos); \$30 (24 mos); \$40 (36 mos)	\$20 (12 mos); \$30 (24 mos); \$40 (36 mos)	\$12 (12 mos); \$17 (24 mos); \$21 (36 mos)	\$20 (12 mos); \$55 (36 mos)	\$22 (12 mos); \$32 (24 mos); \$42 (36 mos)	\$20 (12 mos); \$55 (36 mos)	\$22 (12 mos); \$32 (24 mos); \$42 (36 mos)	\$20 (12 mos); \$30 (24 mos); \$40 (36 mos)
License - Dog/Spayed	\$20 (12 mos); \$30 (24 mos); \$40 (36 mos)	\$20 (12 mos); \$30 (24 mos); \$40 (36 mos)	\$12 (12 mos); \$17 (24 mos); \$21 (36 mos)	\$20 (12 mos); \$55 (36 mos)	\$22 (12 mos); \$32 (24 mos); \$42 (36 mos)	\$20 (12 mos); \$55 (36 mos)	\$22 (12 mos); \$32 (24 mos); \$42 (36 mos)	\$20 (12 mos); \$30 (24 mos); \$40 (36 mos)
License - Dog/ Unaltered	\$40 (12 mos); \$60 (24 mos); \$80 (36 mos)		\$25 (12 mos); \$35 (24 mos); \$42 (36 mos)	\$50 (12 mos); \$145 (36 mos)	\$100 (12 mos)	\$50 (12 mos); \$145 (36 mos)	\$100 (12 mos)	\$150 (12 mos)
Neuter Dog - Resident	\$100-\$250 based on weight				\$110-\$130 based on weight		\$110-\$130 based on weight	
Neuter Dog - Regular or Non-Resident	\$135-\$325 based on weight	\$85-\$135 based on weight	\$91	\$80-\$140+ based on weight	\$135-\$155 based on weight	\$80-\$140+ based on weight	\$135-\$155 based on weight	\$85-\$135 based on weight
Spay Dog - Resident	\$120-\$270 based on weight				\$120-\$140 based on weight		\$120-\$140 based on weight	
Spay Dog - Regular or Non-Resident	\$160-\$345 based on weight	\$110-\$170 based on weight	\$91	\$90-\$150+ based on weight	\$145-\$165 based on weight	\$90-\$150+ based on weight	\$145-\$165 based on weight	\$110-\$170 based on weight
Neuter Cat - Resident	\$65				\$60		\$60	
Neuter Cat - Regular or Non-Resident	\$90	\$60	\$54	\$50	\$75	\$50	\$75	\$60
Spay Cat - Resident	\$95				\$70		\$70	
Spay Cat - Regular or Non-Resident	\$130	\$95	\$54	\$60	\$85	\$60	\$85	\$95

COMMUNITY SERVICES DEPT

Fee	Palo Alto	Cupertino	Fremont	Menlo Park	Mountain View	San Mateo	Santa Clara	Sunnyvale
Classes/Camps	Residents: \$6-\$865; Non-Residents: Fee plus up to 50%	Fees are formula driven based on instructor's hrly rate, number of classes, min. number of participants, indirect and equipment/supply costs, add 20% for non-residents	Not in fee schedule. Fees are published in each Activities schedule. Fees are set to cover all direct costs including instructors, materials, contracted services, City's programs, use of facilities and "necessary overhead". \$5 additional charge for non-residents		Varies - City has independent contract agreements with instructors who provides guaranteed income to the course	Fees for most classes/activities are set based on targeted cost recovery of direct and/or indirect costs for each class/activity	Not included in Muni Fee schedule - Priced in each Rec Activity Guide; Higher fees for non-residents	Set administratively by Parks/Rec Director; non-residents pay lower of 25% or \$50 more per class than residents
Tennis			Primetime: Residents - \$9/hr; Non-resident - \$11/hr; Non-Primetime: \$8/hr.	Yearly Key - Residents: \$50; Non-residents: \$100		\$8	Resident - \$6/hour; Non-resident - \$8/hour	
Aquatics - Lap Swim								Set by Director
Daily : Non-Resident	\$4-\$6				\$5			
Daily: Non-Resident	\$4-\$6				\$6			
10 Swim: Resident		\$40						
10 Swim: Non-Resident		\$60						
25 Swim: Resident					\$87.50			
25 Swim: Non-Resident					\$109			
25 Swim: Sr./Resident					\$30			
25 Swim: Sr./Non-Resident					\$38			

COMMUNITY SERVICES DEPT

Fee	Palo Alto	Cupertino	Fremont	Menlo Park	Mountain View	San Mateo	Santa Clara	Sunnyvale
Aquatics - Recreational Swim						Varies by pool, activities and residency		Set by Director
Child ≤2	\$0-\$4							
Spectator Child -					\$3			
Resident	\$2,50-\$5				\$3		\$3	
Child - Non- Resident	\$2.50-\$6				\$4		\$4	
Adult - Resident	\$3-\$6				\$4		\$5	
Adult - Non- Resident	\$3-\$8				\$5		\$6	
Family - Resident					\$10		\$139-\$180	
Family - Non- Resident					\$18		\$174-\$220	

COMMUNITY SERVICES DEPT

Fee	Palo Alto	Cupertino	Fremont	Menlo Park	Mountain View	San Mateo	Santa Clara	Sunnyvale
GOLF - 18 Holes								
Wkday: Resident	\$36-\$40				Up to \$31	\$33	\$25	\$35
Wkday - Regular or Non-Resident	\$38-\$42				Up to \$38	\$38	\$37	\$35
Wkday - Resident/Sr.	\$27-\$30				Up to \$21	\$27		
Wkday - Jr.(≤ 17)	\$12-\$16 after 1pm Sept 1-April 30				Up to \$16	\$14/ resident only		
Wkend/Holiday - Resident	\$46-\$51				Up to \$47	\$45	\$34	\$44
Wkend/Holiday - Regular	\$48-\$53				Up to \$54	\$53	\$50	\$48
Wkend/Holiday - Resident/Sr.								
Wkend/Holiday - Jr.(≤ 17)	\$15-\$18 after 1 pm Sept 1-April 30					\$17/resident only		
GOLF- 9 Holes								
Wkday: Resident	\$23-\$25	\$15						\$15
Wkday - Regular or Non-Resident	\$23-\$25	\$17						\$15
Wkday - Resident/Sr.		\$14-\$16						
Wkday - Jr.(≤ 17)		\$11-\$13						
Wkend/Holiday - Resident	\$26-\$29	\$17						\$17
Wkend/Holiday - Regular or Non-Resident	\$26-\$29	\$19						\$19
Wkend/Holiday - Resident/Sr.		\$17-\$19						

FIRE

Fee	Palo Alto	Cupertino	Fremont	Menlo Park	Mountain View	San Mateo	Santa Clara	Sunnyvale
Fire Flow Test	\$215			\$250		\$211		
Fire Suppression/ Sprinkler Inspection	\$325 plus sprinkler heads	Varies by type of facility	\$96/hour plus fee based on sprinkler heads	Varies by type of facility	\$85/hour; 3 hour min.	Varies by type of facility	\$535-\$1,474 depending on facility & sprinkler heads	Varies by facility/size
Preventable False Alarm	\$195- \$1,622/hour - charged after 2 in 12 month period			After second incident: Engine - \$508; Inspector - \$332	\$134 for 3rd and subsequent occurrences	\$385	\$253 - After 3rd time in 180 day period	3rd-4th: \$200; 5th-7th: \$350; 8th-10th: \$500; 11th+: \$750
Fireworks	\$565 each occurrence		\$96/hour	\$1,084	\$154/hour	\$292 per occurrence plus standby personnel at time of show	\$571 each occurrence	\$229
Licensed Community Care, Residential or Child Day Care Inspections	\$160/annual or each license renewal		Based on assessed risk level	Pre-license Inspection: \$164 plus \$368-\$484 based on occupancy	\$154/hour		\$100 per inspection	\$134-\$404 depending on max occupancy
Haz Mat Emergency Response	Up to \$1,170 each incident or 100% full cost recovery		Job cost based on employees' salary plus overhead	Hourly rates	Hourly rates for personnel/engine	Hourly rates for personnel and equipment	Hourly rates for personnel/truck company	Actual costs

POLICE

Fee	Palo Alto	Cupertino	Fremont	Menlo Park	Mountain View	San Mateo	Santa Clara	Sunnyvale
Massage Estab. - New	\$750	\$395 includes fingerprint	\$300 plus background	Sole proprietor - \$135 plus background	\$900	\$444 plus hrly rate for personnel	Sole proprietor \$313	\$924
Massage Estab. - Renew	\$450	\$93	\$150	Sole proprietor - \$135 plus background	\$450	\$74 biyearly	Sole proprietor - \$210	\$857
Massage Therapist - New	\$300	\$298 includes fingerprint	\$60 plus background		\$450	\$336 plus hourly rate for personnel	\$209	
Massage Therapist - Renew	\$150	\$62	\$30			\$98 biyearly	\$45	
False Alarm	Registration: \$38; 3rd alarm: \$108; 4th: \$162; 5th+: \$216	\$160	Registration: \$40 (new); Permit renew: \$20; \$60 fine if more than 3 alarms in 120 days or 5 in 365 days	Registration: \$25; Standard: \$175; High Risk: \$350	Registration: Residential - \$20; Commercial - \$80; 2nd alarm: \$100; 3rd alarm: \$150; 4th alarm: \$250; 5th+ alarm: \$500	2nd and subsequent: \$104	Registration: \$24; Fines: \$63 (3rd); \$90 (4th); \$115 (5th +); additional for bank hold up alarm	Registration: Residential - \$35; Business - \$70; 3rd-4th alarm: \$200; 5th-7th alarm: \$350; 8th- 10th alarm: \$500; 11th+ alarm: \$750
Taxi Driver - Permit	\$88/up to 4 years, plus fingerprint	\$323, includes fingerprint	\$306	\$75, including fingerprint	\$180	\$90	\$160	\$205
Taxi Driver - Renewal		\$194	\$108	\$50	\$130		\$37	\$144
Taxi - Vehicle Inspection	\$66/year		\$28		\$200 (biennial)	\$108	\$53	\$116
Fingerprinting	DOJ and FBI established fees	\$52 plus DOJ/FBI		\$45 plus DOJ and other agency fees	City's cost plus DOJ/FBI	\$72	\$32 plus DOJ/FBI	\$66

POLICE

Vehicle - Impound			Vehicle Code Infraction: \$200; Misdemeanor or Felony: \$300	\$150 plus additional \$120 if misdemeanor or felony and addiitonal \$150 if repeat offender (within 12 mos)	Impound: \$76; Stored: \$76			
Release	\$135	\$196				\$52	\$238	

PUBLIC WORKS

Fee	Palo Alto	Cupertino	Fremont	Menlo Park	Mountain View	San Mateo	Santa Clara	Sunnyvale
Encroach	Residential: \$430; Non-residential: \$460-\$920	Major: \$488; Minor: \$244	Varies based on type and size	Major: \$825 plus 3% of cost; Minor: \$470;	Residential: \$1,069; Non- residential: \$1,955	\$312 plus 6% of project cost	Processing Fee - \$186; engineering and inspection - higher of \$179 or 8% of construction cost	Varies based on size/duration
Cert of Correct/ Compliance	\$3,240	\$1,620	Deposit/Actual Cost	Correction: First 3 sheets: \$750; Each Addl: \$100; Compliance: \$900	Compliance: \$700	\$107/hour	Correction - \$2,509 per certificate; Compliance - staff salary X 2.25	Correction: \$301; Compliance: \$534
Bldg construct/ street impact	Higher of \$240 or 5% of contract work			.58% of project valuation	Flat rate plus % of construction costs (% varies based on dollar amount)	\$910		Flat rate plus % of construction costs (% varies based on dollar amount)
Street Trees	\$100	15 gallon: \$155; 24" box: \$330	\$85	15 gallon tree: \$100	15 gallon: \$11.07/linear ft.	24" box: \$350	\$155	\$251
Street Cuts	Service lateral connection: \$1,080/ trench; \$5- \$16/sq.ft of trench depending on pavement condition	Minor - \$609; Major: \$1,583; Over 15 days or \$30K = 5% of project Costs	Deposit plus fee based on linear ft.	Fees based on staff hourly billing rates	Varies based on sq.footage	\$312 deposit; \$107/hour	Varies based on sq.ft. and thickness of asphalt	Deposit plus fee based on linear ft.

ATTACHMENT C

Community Services Department Class Cost Recovery Policy

The Community Services Department (CSD) offers a variety of programs within its various divisions such as recreational activities, arts and sciences classes, and open space interpretive programs. The following Class Cost Recovery Policy is to be used as a guideline to establish cost recovery targets for fee-based classes and camps within the divisions of Recreation & Golf, Arts & Sciences, and Open Space & Parks.

Included in CSD's Strategic Plan is an initiative to "focus energy and (budgetary) resources on sustaining and enhancing core services". Through implementation of this Class Cost Recovery Policy, the department aims to establish cost recovery levels while providing core services and meeting the social needs of the community.

Policy

The policy takes into consideration: (1) minimum level of acceptable cost recovery, (2) target level of cost recovery, and (3) fee setting considerations. Cost recovery levels are inclusive of direct and indirect costs. Indirect costs include both department and City overhead.

Although each program has set minimum and target cost recovery levels, other fee setting considerations may factor into the pricing of registration fees. Fee setting considerations may either increase or decrease fees and place cost recovery outside of the minimum and target levels. These factors include, but are not limited to, market rates, programs for those with special needs, new programs still being established, and population served. However, within each of the three divisions offering fee-based classes, the division-wide cost recovery should meet minimum cost recovery levels.

Once a program is determined to be within the purview of the Class Cost Recovery Policy, program fees are to be established using the Class Cost Recovery Model and adjusted as needed. The model is included in the pages to follow.

Each fee-based class or camp is placed in one of four Cost Recovery Groups. The groups range from Community Benefit to Personal Benefit, representing opposite ends of a cost recovery spectrum. Programs rated as Community Benefit will cost recover less, while programs rated as Personal Benefit will cost recover more. This cost structure is in line with the department's mission statement: "Engaging individuals and families to create a strong and healthy community, through parks, open space, recreation, social service, arts, and sciences."

The four **Cost Recovery Groups** are:

- Group I: Community Benefit
- Group II: Majority Community Benefit
- Group III: Equal Community Benefit and Personal Benefit
- Group IV: Majority Personal Benefit

Division managers, along with input from program coordinators and supervisors, determine the value of a class or camp for placement within one of the four groups. Each group has a cost recovery range inclusive of a minimum cost recovery and a target cost recovery level. This detail is reflected in pages to follow.

On an annual basis, programs are to be reviewed to ensure the established cost recovery levels are met and adjustments made.

Recovered Costs

Direct costs are expenses incurred in correlation to a class being offered. These costs would not be incurred if a class were not offered. Typical direct costs are instructor fees and supplies and materials.

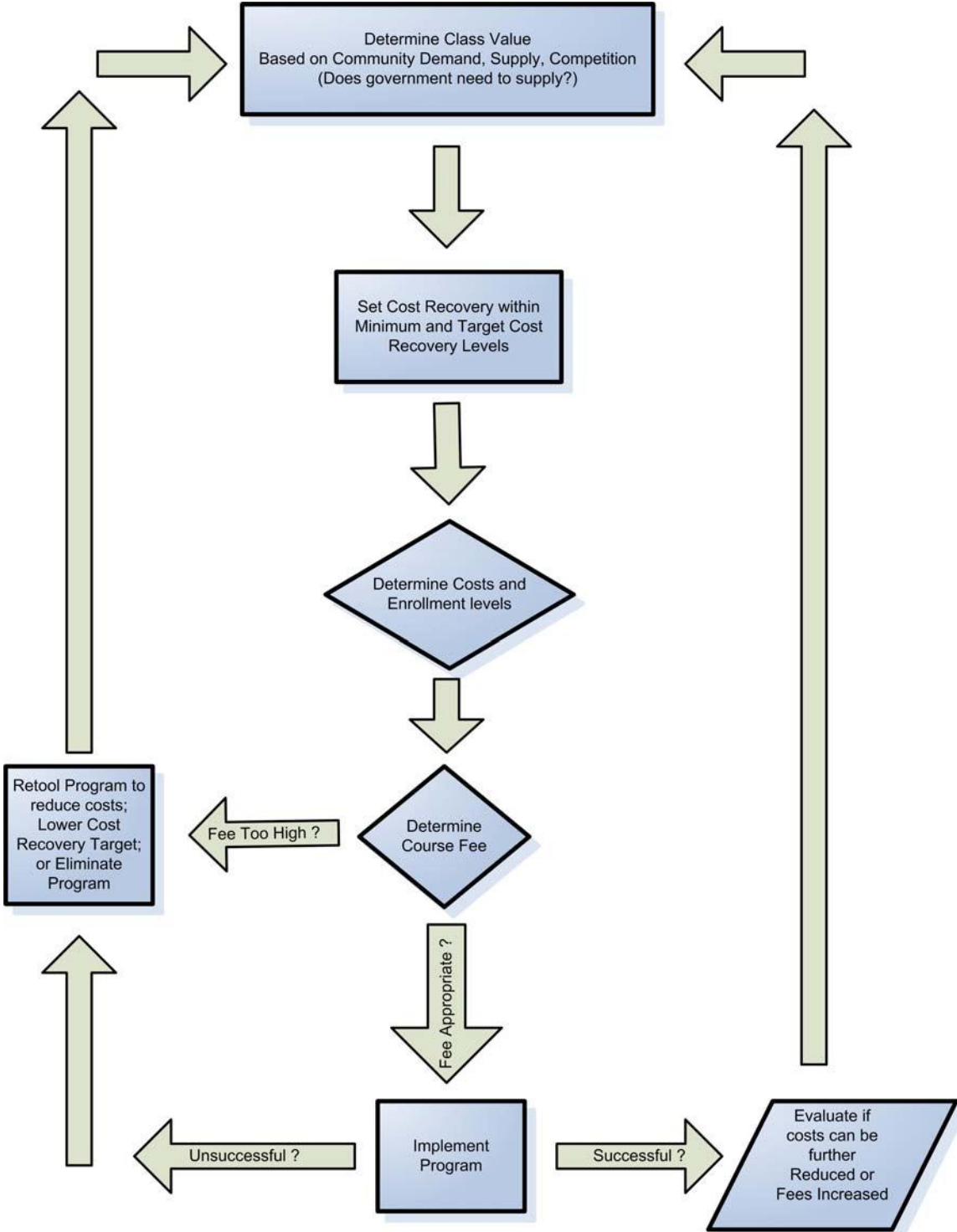
Department indirect costs cover overhead costs incurred by the department for administrative support, program supervision, utilities, and some maintenance. Some of these costs would probably be incurred regardless whether a class is offered or not.

City indirect costs encompass citywide overhead, administrative, and facility maintenance costs. Some of these costs would probably be incurred regardless of whether a class is offered or not.

Department indirect cost is estimated to be 15% of direct cost while both department and City indirect costs are estimated to be 35% of direct cost. These estimates are subject to change as programs are reviewed and to reflect changing overhead costs.

Class Cost Recovery Model

This model is to be used by Program Coordinators, Supervisors, and Division Managers to plan, evaluate program cost recovery, and determine expenses, revenues, and course registration



fees.

Class Cost Recovery Guidelines

In conjunction with the Cost Recovery Model, the following guidelines are to be used to place classes and camps into one of the four Cost Recovery Groups.

Process:

- 1) Set a cost recovery range for each Cost Recovery Group, with minimum and target recovery levels.
- 2) Evaluate and place each existing program in a Cost Recovery Group.
- 3) Determine guidelines to be used to place future new programming into a Cost Recovery Group.

Parameters:

- 1) Apply to fee-based class and camp programs.
- 2) Generally, cost recovery for children's programs will be less than adult programs.
- 3) Some programs may cost recover less than the minimum level. However, other programs will need to make up for the difference.
- 4) Approximately 15% above Direct Costs covers Department Overhead, subject to adjustment.
- 5) Approximately 35% above Direct Costs covers both Department and City Overhead, subject to adjustment.
- 6) Other fee considerations should be taken into account, such as, but not limited to, market pricing, competition from other service providers, new program being established, and population served.

Cost Recovery Groups, Cost Recovery Minimum, and Cost Recovery Targets:

Group I: Community Benefit

- Cost Recovery Minimum: Less than Direct Cost
- Cost Recovery Target: Direct Cost

Group II: Majority Community benefit

- Cost Recovery Minimum: Direct Cost
- Cost Recovery Target: 115% Direct Cost

Group III: Equal Community and Personal Benefit

- Cost Recovery Minimum: 115% Direct Cost
- Cost Recovery Target: Up to 135% Direct Cost

Group IV: Majority Personal Benefit

- Cost Recovery Minimum: 135% Direct Cost
- Cost Recovery Target: 135% Direct Cost

Characteristics of Community Benefit vs. Personal Benefit programs

The four Cost Recovery Groups represent a cost recovery “spectrum”. Programs classified as being of Community Benefit will cost recover less than programs classified as being of Personal Benefit.

Division managers, along with input from program coordinators and supervisors, determine the value of a class or camp for placement within one of the four cost recovery groups.

- Group I: Community Benefit
- Group II: Majority Community Benefit
- Group III: Equal Community Benefit and Personal Benefit
- Group IV: Majority Personal Benefit

Below are characteristics to define Community and Personal benefit, opposite ends of a cost recovery “spectrum”. The opposite ends are represented by Group I and IV. As most programs have aspects of both benefits, they are placed within the spectrum in either Group II or III.

Community Benefit Characteristics	Personal Benefit Characteristics
Youth and Teen Development	Leisure Time Experiences
Safety	Financial Enhancement
Early Childhood Development	Stress Reduction
Environmental Stewardship	Mental / Physical Health for adults
Fitness/Healthy Lifestyle for youth	Professional Development
Connecting / Involving People w/ Community	Competitive Sports for adults
Service Back to Community	Personal Enhancement
Encourages Volunteerism	Weight Loss
Cultural Understanding	Fitness for adults
Cross-Generational Understanding	Fashion/Beauty/Personal Enhancement
Unique Experiences not provided by other organizations	Classes already provided by other organizations for adults
Life Skills for Self Independence	Life-Long Learning
Diversity of Experience	Skill Building
Community Policing – Public Involvement	Social Networking / Contacts for personal gain
Sustaining our Resources	

Community Services Department (CSD) Recreational Activities Participant Data

Fiscal Year 2012

			Resident % when available or applicable	Non-Resident % when available or applicable
CSD DEPARTMENT WIDE TOTAL				
Number of classes and camps offered	Adult	203		
	Child	582		
	Total	785		
Enrollments in classes and camps	Adult	2,688	76%	24%
	Child	12,062	90%	10%
	Total	14,750	89%	11%
ARTS & SCIENCES DIVISION				
Children's Theatre:				
▪Show Attendance		27,907		
▪Show Participants		1,087		
Community Theatre:				
▪Show Attendance		45,635		
▪Number of Performances		175		
▪Enrollments in Music and Dance		941		
Jr. Museum & Zoo:				
▪Enrollments in classes and camps		2,575	87%	13%
▪School Outreach Classes - Est. # of Children		9,701		
Art Center:				
▪Total Attendance		62,055		
▪Exhibition Visitors		29,717		
OPEN SPACE, PARKS, GOLF				
▪Total visitors at Foothills Park		171,413		
▪Hours of Athletic Field Use		44,226		
▪Gardening Program Participants		292	100%	0%
▪Rounds of Golf		65,653	12%	88%
RECREATION CLASS ENROLLMENTS				
▪Dance		886		
▪Aquatics		196		
▪Middle School Athletics		1,455	95%	5%
▪Private Tennis Lessons		240		
▪Other Recreation		3,532		
CUBBERLEY				
▪Total Number of Hours Rented		29,282		
▪Total Number of Rental Bookings		9,348	92%	8%

Facility Rental Rates Comparison (Fiscal Year 2013)

City	Location	Room	Sq. Ft.	Resident	Non-Resident
Palo Alto	Lucie Stern Center	Ballroom	2,800	\$152/hr	\$228/hr
Menlo Park	Arrillaga Family Center	Sequoia	2,378	\$125 - \$170/hr	\$170 - \$230/hr
Mountain View	Senior Center	Social Hall		\$115 - \$231/hr	\$289 - \$405/hr
Mountain View	Community Center	Auditorium		\$114 - \$120/hr	\$182 - \$197/hr
Palo Alto	Lucie Stern Center	Community Room	1,125	\$110/hr	\$165/hr
Menlo Park	Arrillaga Family Center	Juniper	1,085	\$55 - \$75/hr	\$75 - \$100/hr
Mountain View	Senior Center	Multi A		\$75 - \$150/hr	\$174 - \$289/hr
Palo Alto	Lucie Stern Center	Fireside Room	650	\$88/hr	\$132/hr
Menlo Park	Arrillaga Family Center	Willow	680	\$35 - \$50/hr	\$50 - \$70/hr
Mountain View	Senior Center	Multi B		\$23.25 - \$46/hr	\$93 - \$127/hr
Palo Alto	Lucie Stern Center	Patio	6,300	\$90/hr	\$135/hr
Menlo Park	Arrillaga Family Center	Large Patio		\$125 - \$170/hr	\$170 - \$230/hr
Palo Alto	Lucie Stern Center	Kitchen		\$32/hr	\$48/hr
Menlo Park	Arrillaga Family Center	Kitchen	480	\$25 - \$40/hr	\$50 - \$70/hr
Palo Alto	Cubberley Center	Dance Studio	1,650	\$47/hr	\$47/hr
Menlo Park	Arrillaga Family Center	Maple Dance Studio	2,030	\$75 - \$100/hr	\$100 - \$135/hr
Mountain View	Community Center	Room 3 (Dance)		\$38 - \$48.50/hr	\$113 - \$131/hr
Palo Alto	Cubberley Center	Gymnasium A		\$92/hr	\$92/hr
Palo Alto	Cubberley Center	Gymnasium B		\$110/hr	\$110/hr
Menlo Park	Onetta Harris Center	Gymnasium	6,732	\$59/hr	\$76/hr
Mountain View	MV Sports Pavilion	Gymnasium		\$110/hr	\$139/hr
Mountain View	Whisman Sports Center	Gymnasium		\$110/hr	\$139/hr
Palo Alto	Rinconada & Mitchell Parks	Group Picnic Sites		\$43 - \$119/day	Not Available
Menlo Park	Various Parks	Group Picnic Sites		\$5/hr	\$10/hr
Mountain View	Various Parks	Group Picnic Sites		\$103/day	Not Available
Palo Alto	Various locations	Athletic Fields		Youth	All others
				\$3 - \$27/hr	\$46 - \$216/hr
Menlo Park	Various locations	Athletic Fields		\$8 - \$34/hr	\$22 - \$100/hr
Mountain View	Various locations	Athletic Fields		\$2/hr	\$25 - \$88/hr