

Report on Cost of Services (User Fee) Study

CITY OF GLENDALE, CALIFORNIA

FINAL REPORT

May 2024

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1. Introduction and Executive Summary

The report, which follows, presents the results of the Development-Related Cost of Services (User Fee) Study conducted by the Matrix Consulting Group for the City of Glendale.

1 Project Background and Overview

The Matrix Consulting Group analyzed the cost-of-service relationships that exist between fees for service activities in the following 20 departments / divisions: City Clerk, Citywide Charges, Citywide Filming, Building, Housing, Licensing, Neighborhood Services, Planning, Community Services & Parks, Fire Prevention, Customer Service, Electric, Water, Library, Police, Engineering, Environmental Management, Integrated Waste, and Maintenance. The results of this Study provide a tool for understanding current service levels, the cost and demand for those services, and what fees for service can and should be charged.

2 General Project Approach and Methodology

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

Table 1: Overview of Cost Components

Cost Component	Description
Direct	Fiscal Year 2023 Budgeted salaries, benefits and allowable expenditures.
Indirect	Division, departmental, and Citywide administration / management and clerical support.

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

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

- **Departmental Staff Interviews:** The project team interviewed Departmental staff regarding their needs for clarification to the structure of existing fee items, or for addition of new fee items.
- **Data Collection:** Data was collected for each permit / service, including time estimates. In addition, all budgeted costs and staffing levels for Fiscal Year 2023 were entered into the Matrix Consulting Group's analytical software model.
- **Cost Analysis:** The full cost of providing each service included in the analysis was established.
- **Review and Approval of Results with City Staff:** Department management has reviewed and approved these documented results.

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

3 Summary of Results

When comparing FY 2023 fee-related budgeted expenditures with fee-related revenue the City is under-recovering its costs by approximately \$9.3 million and recovering 68% of its costs. The following table shows by major service area / discipline, the revenue collected, the total annual cost, the resulting difference, and the resulting cost recovery percentage.

Table 2: Annual Cost Recovery Analysis

Service Area	Total Revenue	Total Annual Cost	Difference	Cost Recovery %
City Clerk	\$351	\$591	(\$240)	59%
Building	\$9,153,401	\$9,947,522	(\$794,121)	92%
Planning	\$1,227,191	\$1,952,511	(\$725,320)	63%
Neighborhood Services	\$463,098	\$817,613	(\$354,515)	57%
Housing	\$21,220	\$229,118	(\$207,898)	9%
Engineering	\$1,469,779	\$1,926,152	(\$456,374)	76%
Maintenance	\$44,912	\$137,900	(\$92,988)	33%
Integrated Waste	\$194,931	\$297,605	(\$102,674)	65%
Env. Management	\$98,888	\$70,131	\$28,757	141%
Police ¹	\$1,012,203	\$1,643,573	(\$631,369)	62%
Fire Prevention ¹	\$1,794,395	\$2,814,238	(\$1,019,843)	64%
Customer Service	\$717,974	\$861,702	(\$143,728)	83%
Water	\$1,297,955	\$1,855,869	(\$557,914)	70%
Electric	\$609,653	\$1,055,224	(\$445,571)	58%
Community Services & Parks ¹	\$1,218,397	\$4,411,078	(\$3,192,681)	28%
Library Arts and Culture ¹	\$57,813	\$83,476	(\$25,664)	69%
Management Services - Filming	\$891,560	\$1,517,480	(\$625,920)	59%
TOTAL	\$20,273,720	\$29,621,783	(\$9,348,063)	68%

¹ Revenue from filming-related fees were not included as they are accounted for in Management Services – Filming totals.

With the exception of Community Services & Parks at \$3.2 million, the largest subsidy is Fire Prevention at \$1 million. Fire Prevention's subsidy is primarily due to the inspection of Vegetation Management Plans for properties and Multi-Family Annual inspections. Other large subsidies include; Building at \$794 thousand and Planning at \$728 thousand. Overall, these deficits highlight the cost recovery gap between the current fees charged and the actual cost of providing the service.

The City's largest source of subsidy is related to Community Services & Parks at \$3.2 million, which is expected due to the nature of these activities. Community Services & Parks, Library, Arts & Culture, and Filming are unique fees that can be assessed based upon market rates, if those service areas are excluded, the City's overall deficit decreases from \$9.3 million to \$5.5 million and the cost recovery level increases from 68% to 77%. Likewise, if only General fund departments (excluding Community Services & Parks, Library, Arts & Culture, and Filming) are considered then the City's overall deficit decreases from \$9.3 million to \$4.4 million, and the cost recovery percentage increases from 68% to 78%. The largest sources of the General fund deficit are related to private development activity – Building, Fire Prevention, and Planning. Therefore, the City should closely evaluate these service areas and increase fees where appropriate to help bridge this gap.

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

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

4 Considerations for Cost Recovery Policy and Updates

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

1 Adopt a Formal Cost Recovery Policy

The Matrix Consulting Group strongly recommends that the Council adopt a formalized, individual cost recovery policy for each service area included in this Study. Whenever a

cost recovery policy is established at less than 100% of the full cost of providing services, a known gap in funding is recognized and may then potentially be recovered through other revenue sources. The Matrix Consulting Group considers a formalized cost recovery policy for various fees for service an industry Best Management Practice.

2 Adopt an Annual Fee Update / Increase Mechanism

The purpose of a comprehensive update is to completely revisit the analytical structure, service level estimates and assumptions, and to account for any major shifts in cost components or organizational structures that have occurred since the City's previous analysis. The City of Glendale last conducted its last comprehensive citywide fee study in 2016. It's recommended that the City continues the practice of conducting comprehensive analyses every 5-7 years as this practice captures any changes to organizational structure, processes, as well as any new service areas.

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

2. Legal Framework and Policy Considerations

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

1 General Principles and Philosophies Regarding User Fees

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

Table 3: Services in Relation to Benefit Received

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

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

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

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

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

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

2 General Policy Considerations Regarding User Fees

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

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

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

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

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

3 Parks and Recreation Specific Regulations

There are specific rules and regulations within the State Law that impact Parks and Recreation related activities directly. These can be separated into two categories – rental rates and recreation programs. The following points provide further information regarding these items:

1. **Rental Rates:** One of the exceptions to the tax category under Proposition 26 is a charge imposed for entrance to or use of local government property, or the purchase, or rental, or lease of local government property². There is no requirement that these rates must be limited to the cost of service, as they can be dependent upon a variety of features of the facility or park being rented.
2. **Recreation Programs:** Under Proposition 26, the exception to the tax category is a charge that is “imposed”. Based upon the League of California Cities implementation guide for Proposition 26, as well as other legal opinions, recreation classes, youth sports, adult sports, are not a charge that is “imposed upon residents”. Rather residents have the option to voluntarily participate in those programs and utilize a private entity (non-governmental entity) for those activities. Therefore, these rates are allowed to be set based upon the market options within the area rather than being restricted to the cost of service being provided.

Utilizing these two principals is key to understanding the results generated through this analysis. As such, any surpluses reflected in the report do not need to be reduced to the cost of service, as the fee amount(s) should be based upon the rates that the market can bear.

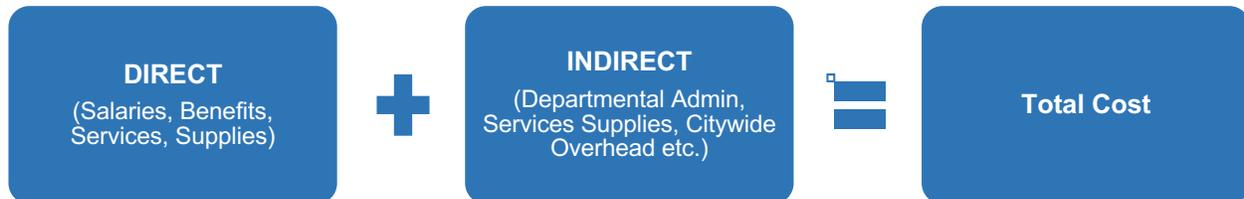
² Proposition 26 Article XIII C(1)(e)(4)

4 Summary of Legal Restrictions and Policy Considerations

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

3. User Fee Study Methodology

The Matrix Consulting Group utilizes a cost allocation methodology commonly known and accepted as the “bottom-up” approach to establishing User Fees. The term means that several cost components are calculated for each fee or service. These components then build upon each other to comprise the total cost for providing the service. The following chart describes the components of a full cost calculation:



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

- Calculate fully burdened hourly rates by position, including direct & indirect costs;
- Develop time estimates for the average time spent to deliver each service included in the study;
- Distribute the appropriate amount of the other cost components to each fee or service based on the staff time allocation basis, or another reasonable basis.

The results of these allocations provide detailed documentation for the reasonable determination of the actual cost of providing each service.

One of the key study assumptions utilized in the “bottom up” approach is the use of time estimate averages for the provision of each fee related service. Utilization of time estimates is a reasonable and defensible approach, especially since experienced staff members who understand service levels and processes unique to the City developed these estimates.

The project team worked closely with City staff in developing time estimates with the following criteria:

- Estimates are representative of average times for providing services. Extremely difficult or abnormally simple projects are not factored in the analysis.

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

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

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

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

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

4. Results Overview

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

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

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

- **Modifications or Issues:** discussions regarding any revisions to the current fee schedule, including elimination or addition of fees.
- **“Per Unit” Results:** comparison of the full cost of providing each unit of service to the current fee for each unit of service (where applicable).

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

5. City Clerk

The City Clerk's Office is responsible for administering elections, preparing agenda packages, maintaining accurate and transparent City records, and providing City Departments and the public with access to City records and legislative actions. The fees examined within this study relate to document and media reproduction, candidate and initiative processing, and lobbyist registration. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the City Clerk's Office.

1 Fee Schedule Modifications

In discussions with City Clerk staff, modifications were made to the current fee schedule, including:

- **Eliminated Fees:** Sales of Precinct Maps and Zoning Ordinance Book (Title 30 of GMC) were removed as the City provides these maps and books via email or online; and Voter/Election Files were removed as these are now handled by the County.
- **New Fees:** Initiative Petition Filing Fee and Candidate Filing Processing Fee were added to better reflect current services provided.

The modifications noted above ensure that the proposed fee schedule better reflects the services being provided by City Clerk staff.

2 Detailed Results

The City Clerk's office collects fees for document and media reproduction, candidate and initiative processing, and lobbyist registration. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each fee.

Table 4: Total Cost Per Unit Results – City Clerk

Fee Name	Current Fee	Total Cost	Difference
Photocopies ³	\$0.10	\$0.10	\$0
Lobbyist Registration Fees			
Initial Registration	\$31	\$27	\$4
Annual Renewal	\$15	\$21	(\$6)
Amendment	\$15	\$21	(\$6)
Initiative Petition Filing Fee ⁴	New	\$200	N/A
Candidate Filing Processing Fee ⁵	New	\$25	N/A

Photocopies, Initiative Petition Filing, and Candidate Filing Processing fees are set by California state law. Of the remaining fees, the only over-recovery is in relation to 'Lobbyist Registration Fees - Initial Registration' at \$4.

³ The Photocopy fee is set by CA Govt Code § 81008(a).

⁴ The Initiative Petition Filing Fee is a refundable deposit set by ELEC 9202(b).

⁵ The Candidate Filing Processing Fee is set by ELEC 10228.

6. Citywide Charges

The Finance Department serves as the financial steward for the City, managing the City’s resources in a fiscally conservative manner. The Department oversees Citywide charges and miscellaneous fees relating to financial reports, credit card charges, etc. The fees examined within this study relate to distribution of the budget book and financial reports, collection agency charges, credit / debit card service fees, and return check fees. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Finance Department.

1 Fee Schedule Modifications

In discussions with Finance staff, the primary modifications proposed to the fee schedule included eliminating the following fees; as the City no longer offers the services or provides the service free of charge:

- Budget CD
- Notary Fees
- Financial Reports & Budget Books
- Collection Agency - Cost Recovery (Collection Agency fees charged on past due accounts by various departments)

The modifications noted better reflect the services being provided by Finance staff.

2 Detailed Results

The City collects fees GTV6 Duplication, credit card service fees, and return check fees. The total cost calculated for each service includes direct staff costs for Finance staff and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 5: Total Cost Per Unit Results – Citywide Charges & Other Miscellaneous Fees

Fee Name	Current Fee	Total Cost	Difference
Returned Check Charges-First Insufficient Check/funds ⁶	\$25	\$25	\$0
Returned Check Charges-Subsequent Insufficient Check ⁷	\$35	\$35	\$0
GTV6 Video Duplication	\$20	\$81	(\$61)

⁶ Returned Check Charges First Insufficient Check/Funds fee is set by California Civil Code, Section 1719(a).

⁷ Returned Check Charges-Subsequent Insufficient Check fee is set by California Civil Code, Section 1719(a).

Both Returned Check Charges are set by California state law. There is an under-recovery for the GTV6 Video Duplication.

3 Citywide Credit/Debit Card Service Fee

Through this study, the project team evaluated a Credit / Debit Card convenience fee. Currently, the City of Glendale charges 2.50% per Transaction to recover the fees assessed from the credit card and debit card companies for any transactions that require the use of credit / debit cards.

The project team evaluated a year's worth of data regarding credit / debit card surcharges actually incurred by the City for the different departments. The following table shows the total credit / debit card related revenue, the total credit / debit card related fees, and the resulting transaction percentage:

Table 6: Credit / Debit Card Fee Calculation

Category	Amount
Total Credit / Debit Card Revenue – excluding outliers	\$5,434,432
Credit Card / Debit Assessed Fees – excluding outliers	\$128,188
Credit Card Fee	2.40%

Based upon the analysis, the proposed credit / debit card fee for City was calculated at 2.40% per transaction.

7. Citywide Filming

The fees examined within this study relate to filming applications and rental of City facility spaces for filming. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Filming and Special Events Section within the Management Services Department.

1 Fee Schedule Modifications

In discussions with Filming and Special Events staff, it was decided that all filming related fees from all City Departments (i.e., Library, Arts & Culture and Community Services & Parks) would move from their respective fee schedules to the Filming Fee schedule. This will ensure that all filming related fees are captured in a singular area on the master fee schedule. Additionally, the Artsakh Avenue Paseo Rental fees were moved to the Community Services & Parks fee schedule to consolidate all rental fees in a singular place.

Along with consolidating the fees onto a single fee schedule; PW Engineering staff proposed the addition of a Filming Application Engineering Review fee as a means to capture their time reviewing film applications and Community Services & Parks proposed eliminating the Site Host Fee.

2 Detailed Results

The Film and Special Events Section collects fees for filming applications and rental of City facility spaces for filming. Non-City facility film permit applications are managed by a third-party vendor. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 7: Total Cost Per Unit Results – Filming and Special Events

Fee Name	Current Fee	Total Cost	Difference
Filming - Use of City Property (Including Sidewalks/Streets)	\$454	\$510	(\$56)
Old Police Building/Jail - Rental			
Standard Rate	\$4,577	\$4,708	(\$131)
Student Rate	\$1,613	\$4,708	(\$3,095)
Film Monitoring/Film Permit Staff	\$72	\$99	(\$27)
Special Events, Application Processing Fee	\$31	\$197	(\$166)
City Facility Filming Fee			
Standard Rate	\$2,288	\$2,354	(\$66)
Student Rate	\$1,144	\$2,354	(\$1,210)

Fee Name	Current Fee	Total Cost	Difference
Glendale Transportation Center			
Standard Rate	\$1,713	\$1,983	(\$270)
Student Rate	\$537	\$1,983	(\$1,446)
Temporary Place of Amusement	\$629	\$197	\$432
FIRE FILMING FEES			
Fire Inspection (4 Hours Minimum on Weekends)	\$157	\$197	(\$40)
Filming Application Fire Review	\$117	\$325	(\$208)
Fire Safety Officer (4 Hours Minimum)	\$135	\$168	(\$33)
Special Event Permits; Fire Plan Review	\$56	\$92	(\$36)
POLICE FILMING FEES			
Filming Application Police Review	\$117	\$306	(\$189)
Police Personnel Fee (4 Hours Minimum)	\$147	\$280	(\$133)
ENGINEERING FILMING FEES			
Filming Application Engineering Review	New	\$68	N/A
LIBRARY FILMING FEES			
Central Library			
Exterior Only	\$2,265	\$1,046	\$1,219
Exterior Only Each additional hour after min. hours	\$338	\$209	\$129
Interior & Exterior (Entrance Area Only)	\$3,965	\$3,098	\$867
Interior & Exterior (Entrance Area Only) Each additional hour after min. hours	\$564	\$620	(\$56)
Access to Any/All Public Spaces (During Closed Hours Only)	\$5,667	\$6,980	(\$1,313)
Access to Any/All Public Spaces (During Closed Hours Only) Each additional hour after min. hours	\$1,017	\$1,396	(\$379)
Parking Fees, Central (Full Lot Available during closed hours only)	\$1,131	\$428	\$704
Parking Fees, Central (Price per Slot)	\$20	\$8	\$13
Brand Library			
Exterior (Library Area Only)	\$2,265	\$1,870	\$395
Exterior (Library Area Only) Each additional hour after min. hours	\$338	\$374	(\$36)
Interior & Exterior	\$5,667	\$7,480	(\$1,813)
Interior & Exterior Each additional hour after min. hours	\$1,017	\$1,496	(\$479)
Film School Students, Brand Library Exterior/Interior (proof required)	\$106	\$1,496	(\$1,390)
Brand Library Interior Only (Minimum of 5 hours)	\$3,329	\$5,984	(\$2,655)
Brand Interior, Each additional hour after min. hours	\$665	\$1,197	(\$532)
Neighborhood Libraries			
Access to Any/All Public Spaces (During Closed Hours Only)	\$3,965	\$1,455	\$2,510
Access to Any/All Public Spaces (During Closed Hours Only) Each additional hour after min. hours	\$564	\$291	\$273
Parking Fees			
Chevy Chase	\$338	\$450	(\$112)
Montrose (Upper Lot Only)	\$338	\$450	(\$112)
Grandview	\$338	\$450	(\$112)
All Other Neighborhood Libraries	\$300	\$300	\$0
Miscellaneous Filming Fees			
Administrative Fees All Bookings	\$281	\$332	(\$51)
Filming Processing	New	\$743	N/A
Non-Refundable Deposit (Applicable towards payment of filming fee)	\$564	\$600	(\$36)
Staffing Fee	\$25	\$42	(\$17)

Fee Name	Current Fee	Total Cost	Difference
Staffing Fee (Overtime / Holiday)	Hourly Rate	\$63	
Security Guard	\$25	\$25	\$0
COMMUNITY SERVICES & PARKS FEES			
Film Permits - Parks and Special Use Facility Fees			
Administrative Fees	\$225	\$523	(\$298)
Deposit	\$2,000	\$2,000	\$0
Verdugo Adobe w/out Equipment	\$560	\$548	\$12
Parking Fees per Space	\$15	\$18	(\$3)
Verdugo Skate Park Weekday (Over 6 Hrs)	\$1,680	\$429	\$1,251
Verdugo Skate Park Weekend (Over 6 Hrs)	\$3,360	\$429	\$2,931
Verdugo Skate Park Weekday	\$210	\$54	\$156
Verdugo Skate Park Weekend	\$420	\$54	\$366
Student Film Permit	\$225	\$927	(\$702)
Trail Fee	\$750	\$633	\$117
Tennis Court Fee	\$50	\$28	\$22
Brand Friendship Garden (Filming)	\$180	\$76	\$104
All Other City Facilities	Varies	Rental Rate	N / A
Civic Auditorium Fees			
Rental Space Upper-Level Indoor Soccer Filming Rate	\$113	\$469	(\$356)

A majority of Filming's fees are under-recovering, ranging from a low of \$3 for Parking Fees per Space to a high of \$3,095 for Student Old Police Building Jail Rate. The largest over-recovery relates to Verdugo Skate Park Weekend (over 6 hrs) at approximately \$2,931.

It is important to note that Filming fees are similar to other types of facility rentals. These fees are not subject to the same user fee regulations as service-based fees. These fees are voluntary, meaning that there is no imposition upon the user to film in the City of Glendale, as such they are voluntarily choosing to film at a city facility. The rate is then meant to capture the desirability of a particular space or facility for filming needs. This section has only been provided for informational purposes to the City. The City should review and utilize its discretion and an understanding of the local market trends to determine how to set and adjust the filming fees.

8. Community Development – Building

The Building & Safety Division is responsible for providing plan check and inspection services on all building and construction within the City. They ensure all buildings comply with California building codes and regulations, providing safe environments for City staff, residents, and visitors. Fees included in this analysis are in relation to mechanical, electrical, plumbing, plan checks, inspections, contractor business licensing, and land development. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Building & Safety Division.

1 Fee Schedule Modifications

During discussions with Building staff, modifications were proposed to the current fee schedule. Below is an overview of the various proposed changes:

- **Elimination of Fees:** Various fees were proposed for elimination, as the services are no longer provided, or are accounted for through other fees:
 - Special Fees for Single Family Properties Patio Covers and Carports, Special Fees for single Family Properties Wood, wrought iron, or chain link fences, and Special Fees for single Family Properties Stuccos or re-stucco, as these fees will now be charged through valuation.
 - Electrical, Mechanical, and Plumbing Permit Issuance and Modification Fees as this time is now captured in the specific individual permits.
- **Modification of Existing Fees:** The Swimming Pool Combo Permit (Single-Family Residential and Commercial / Multi-Family) was developed in order to account for all plan review and inspection time associated with these services, rather than separate fees for each component.
- **Addition of Fees:** The following fees were proposed to be added; including:
 - EV Charging Station was added to reflect new codes and regulations surround plan review and inspection services.
 - Special Inspector Approval for special inspections that are needed.
- **Expansion of Valuation Based fees:** The City's current Building Permit Fee valuation table ranges stop at a high of \$1,000,000. However, it was determined that this amount is too low and does not accurately calculate fees for high-cost projects. As such four additional ranges were added: \$5,000,000 and \$10,000,000,

\$25,000,000, and \$50,000,000. This table expansion will account for much larger cost projects that do not actually take an exponential increase in the amount of time to plan review and inspect. Additionally, it was also determined that having two separate tables one for single-family and another for commercial / multi-family projects would more accurately account for the scope of projects.

- Combination of Plan Check Fees:** The City currently charges three plan check fees on almost every permit – Green Building, Disabled Access, and Regular Plan Check. Rather than charging it as three separate line items it was determined that this should be combined into a singular plan check percentage that encompasses all three reviews.

The modifications outlined allow Building’s fee schedule to accurately reflect the services being provided by staff and helps ensure that costs are captured appropriately.

2 Detailed Results – Flat Fees

The Building Department collects flat fees for structural, electrical, mechanical, and plumbing permits and inspections. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and the difference associated with providing each service.

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

Fee Name	Current Fee	Total Cost	Difference
ADMINISTRATIVE PROCESS FEES			
Changes to Permits (Owner, contractor, etc.)	\$69	\$119	(\$50)
Minimum Fee Retained for Refunds	\$79	\$152	(\$73)
Replacement of Lost Inspection Cards	Hourly Rate	\$127	N / A
INSPECTION FEES			
Inspection outside normal hours - (Including travel time)	Hourly Rate	\$796	N / A
Re-inspection fee assessed when the Building Official determines that work that was requested to be inspected has not been completed, when more than two inspections are required to correct deficiencies noted on a previous inspection, or when an applicant has divided the work for a required inspection into excessive parts; thereby requiring the City to perform extra inspections	Hourly Rate	\$84	N / A

Fee Name	Current Fee	Total Cost	Difference
Inspections for which no fee is specifically indicated or for projects determined by the Building Official unique	Hourly Rate	\$168	N / A
REVIEW OF GEOLOGICAL RECORDS			
Submitted with Plan Review	Hourly Rate	\$181	N / A
Submitted independently of a Plan Review	Hourly Rate	\$362	N / A
RECORDS FEES			
Plan Maintenance Fee	\$3	\$15	(\$12)
Change or re-assignment of addresses	Hourly Rate	\$127	N / A
CERTIFICATES OF OCCUPANCIES			
Application for a Temporary Certificate of Occupancy	\$669 ⁸	\$745	(\$77)
Request for an extension of Temporary Certificate of Occupancy	\$404 ⁹	\$444	(\$40)
REQUEST FOR BUILDING CODE MODIFICATIONS/APEALS			
Request for a modification	Hourly Rate	\$382	N / A
Request for alternate method or material/Building Official determination	Hourly Rate	\$382	N / A
Appeal of Building Official determined to the Board of Appeals; or ratification of Building Official determination.	\$1,050 ¹⁰	\$1,528	N / A
Request for an official written determination by the Building Official, minimum 1.5 hour - Actual Time at Staff Hourly Rates [calculated cost is an estimate of a typical project]	Hourly Rate	\$382	N / A
REQUEST FOR EXTENSION OF TIME REQUEST			
For Plan Check Extensions	\$161	\$199	(\$38)
For Permit Extensions	\$169	\$261	(\$92)
BUILDING PERMIT FEES			
Combination Building Permits for the following types of projects:			
Sign Permits Add Electrical			
Sign Permits Add Electrical	20%	10%	10%
Swimming Pool Combo Permit			
Single-Family Residential	Varies	\$824	N/A
Commercial / Multi-Family	Varies	\$1,546	N/A
Special Fees for Single Family Properties			
Kitchen remodel (No movement of walls interior work only)	\$130	\$529	(\$399)
Bathroom remodel (No movement of walls interior work only)	\$130	\$529	(\$399)
Re-Roof Permits			
Up to 15 squares	\$118	\$176	(\$57)

⁸ Original fee is per hour. Current fee has been calculated to be based upon the estimate of hour(s) provided in support. Example, the Application for Temporary Certificate of Occupancy takes approximately 4.42 hours. The 4.42 hours is multiplied by current hourly rate of \$151.42 to calculate current fee of \$669. This is to allow a more appropriate comparison to the proposed flat fee.

⁹ Original fee is per hour. Current fee has been calculated to be based upon the estimate of hour(s) provided in support. Example, the Application for Temporary Certificate of Occupancy takes approximately 2.67 hours. The 2.67 hours is multiplied by current hourly rate of \$151.42 to calculate current fee of \$404. This is to allow a more appropriate comparison to the proposed flat fee.

¹⁰ Original fee is per hour. Current fee has been calculated to be based upon the estimate of hour(s) provided in support. Example, the Appeal of Building Official determined to the Board of Appeals; or ratification of Building Official determination takes approximately 6.00 hours. The 6.00 hours is multiplied by current hourly rate of \$175.00 to calculate current fee of \$1,050. This is to allow a more appropriate comparison to the proposed flat fee.

Fee Name	Current Fee	Total Cost	Difference
16 to 50 squares	\$158	\$204	(\$46)
51 to 100 squares	\$198	\$288	(\$90)
Over 100 squares	\$235	\$372	(\$137)
Use of Land Permit for Parking Lots			
Use of Land Permit for Parking Lots	\$376	\$533	(\$157)
Special Fees for Single Family Properties			
Replacement of windows	\$150	\$417	(\$267)
Replacement of windows - per window	\$15	\$29	(\$14)
Special Fees for Solar Photo-voltaic Systems			
Shall be assessed a combination building permit fee including one trade, Maximum fees as specified by SB 1222 (not to exceed \$500.00)	\$500	\$541	(\$41)
PLAN REVIEW			
Plan Review			
When determined by the Building Official that the project is unusual, the Building Official may determine a plan review fee based upon an hourly rate	\$83	\$91	(\$8)
In addition to the aforementioned fees, the Building Official may require additional charges for plan review required by changes, additions or revisions of approved plans or reports, and for services beyond the initial and second plan reviews due to changes, omissions or errors on the part of the applicant. Additional plan review fees shall be assessed at an hourly rate	\$83	\$91	(\$8)
If, upon consultation with a permit applicant, the Building Official determines that the services of contract professionals are needed to meet the needs of the applicant with respect to providing building, mechanical, plumbing, electrical or geotechnical plan review services, and the cost incurred by the City for such services exceeds the plan review fee which would otherwise be charged, the Building Official may assess additional fees to recover the full cost incurred by the City for the providing of the services rendered.	\$158	\$362	(\$204)
PLUMBING PERMIT FEES			
Minimum Inspection Fee (If the total inspection fees are less than minimum inspection fee specified, the minimum inspection fees shall apply).	\$106	\$133	(\$27)
Water Systems			
Exterior water service piping to the building, new or replacement	\$13	\$140	(\$127)
Installation of new water piping system within an existing building:			
Single-Family Dwelling	\$39	\$260	(\$221)
Multi-Family Dwelling	\$79	\$288	(\$209)

Fee Name	Current Fee	Total Cost	Difference
Non-Residential Building			
Less than 10,000 sq. ft.	\$98	\$484	(\$386)
10,001 sq. ft. to 100,000 sq. ft.	\$198	\$484	(\$286)
Greater than 100,000 sq. ft.	\$328	\$610	(\$282)
Temperature and/or pressure relief valve or high temperature limit device	\$9	\$14	(\$5)
Boiler steam or hot water	\$27	\$39	(\$12)
Water heater and/or vent			
Single Family	\$27	\$92	(\$65)
MF / All Others	\$27	\$92	(\$65)
Residential water softener/treatment system	\$20	\$34	(\$14)
Gas Systems			
For low pressure gas piping systems	\$13	\$30	(\$17)
For medium pressure gas piping system (In addition to Plumbing Permit Fees)	\$85	\$30	\$55
Proprietary gas systems (In addition to Plumbing Permit Fees)	\$85	\$109	(\$24)
Drain & Waste Systems			
Plumbing Fixture	\$13	\$25	(\$13)
Sewer Connection, with Piping	\$45	\$81	(\$36)
Building Sewer and Trailer Park Sewer, install or Replace	\$33	\$53	(\$20)
New Installation, Repair or alteration of drain or vent piping	\$13	\$30	(\$17)
Private sewer disposal system (includes Septic tank, Seepage pit, Cesspool, or drain field)	\$58	\$98	(\$40)
Rainwater system, for each drain inside the building	\$13	\$24	(\$11)
Sewer Cap	\$85	\$123	(\$38)
Sump Pump & Effluent Pump	\$20	\$32	(\$12)
Miscellaneous Items	\$13	\$18	(\$5)
Multi-Family or Mixed-Use Plumbing Group			
Kitchen and Up to 1 Bathroom	\$257	\$421	(\$164)
Each Additional Bathroom	\$33	\$42	(\$9)
Industrial Equipment			
Industrial Waste Interceptor	\$85	\$109	(\$24)
Grease	\$85	\$109	(\$24)
Backflow protective devices	\$6	\$11	(\$5)
Dental chairs	\$33	\$46	(\$13)
Special Equipment Systems	\$33	\$46	(\$13)
Plan Review			
Plan Review (When projects are required by the Building Official to have the plumbing systems reviewed prior to a permit being issued)	\$85	\$106	(\$21)
MECHANICAL PERMIT FEES			

Fee Name	Current Fee	Total Cost	Difference
Minimum Inspection Fee (If the total inspection fees equal less than the minimum inspection fee specified, the minimum inspection fee shall apply)	\$106	\$133	(\$27)
Heating and Conditioning Equipment			
The installation or relocation of each forced-air or gravity-type furnace or burner, including ducts and vents attached to such appliances:			
Up to and Including 100,000 BTU/H	\$33	\$39	(\$6)
Over 100,000 BTU/H	\$39	\$51	(\$12)
The installation or relocation of each floor furnace including vents	\$33	\$39	(\$6)
The installation or re-location of each suspended heater, recessed wall heater or floor mounted unit heater	\$33	\$39	(\$6)
The installation or re-location of each appliance vent installed and not included as part of an appliance permit	\$20	\$30	(\$10)
For the installation, relocation, or replacement of VAV units installed and not part of an appliance permit:			
Up to 4	\$127	\$151	(\$24)
Above 4	\$13	\$25	(\$12)
The repair or alteration of, or addition to each heating appliance, refrigeration unit, cooling unit absorption or evaporative cooling system, including installation of controls.	\$33	\$39	(\$6)
Air handling			
To and including 10,000 cubic feet per minute, including ducts, vents attached thereto (NOTE: this fee shall not apply to an air handling unit.)	\$26	\$30	(\$4)
Over 10,000 cubic feet per minute	\$26	\$30	(\$4)
Evaporative Cooler other than portable type, evaporative coil or reheat coil	\$26	\$30	(\$4)
Boilers			
The Installation or relocation of each broiler or compressor:			
To and including three (3) horsepower, or each absorption system to and including 100,000 BTU/H	\$33	\$37	(\$4)
Three (3) horsepower to fifteen (15) horsepower, or each absorption system over 100,000 BTU/H to and including 500,000 BTU/H	\$52	\$58	(\$6)
Fifteen (15) horsepower to thirty (30) horsepower, or each absorption system absorption system over 500,000 BTU/H to and including 1,000,000 BTU/H	\$79	\$98	(\$18)
Thirty (30) horsepower to fifty (50) horsepower, or for each absorption system over 1,000,000 BTU/H to and including 1,175,000 BTU/H	\$104	\$151	(\$47)
Over fifty (50) horsepower, or for each absorption system over 1,175,000 BTU/H	\$184	\$231	(\$48)

Fee Name	Current Fee	Total Cost	Difference
Other Mechanical Equipment			
Ventilation fan connector to a single duct	\$26	\$39	(\$13)
Ventilation system which is not a portion of any heating or air-conditioning system authorized by a permit	\$26	\$39	(\$13)
The installation of each hood which is served by a mechanical exhaust, including the ducts for such hood, commercial exhaust hood	\$152	\$231	(\$80)
The installation of each hood which is served by a mechanical exhaust, including the ducts for such hood, residential exhaust hood	\$32	\$44	(\$12)
Appliance or piece of equipment regulated by the code but not classified in other appliance categories, or for which no other fee is listed	\$26	\$37	(\$11)
Connection to a gas system			
Less than 10'	\$26	\$37	(\$11)
10' or more	\$26	\$37	(\$11)
Using CSST	\$26	\$37	(\$11)
Multi-Family or Mixed-Use Mechanical Group:			
Kitchen and Up to 1 Bathroom	\$367	\$533	(\$166)
Each Additional Bathroom	\$34	\$168	(\$134)
Plan Review			
Plan Review (When projects are required by the Building Official to have the mechanical systems reviewed prior to a permit being issued)	\$85	\$106	(\$21)
ELECTRICAL PERMIT FEES			
Minimum Inspection Fee (If the total inspection fees equal less than the minimum inspection fee specified, the minimum inspection fee shall apply)	\$106	\$133	(\$27)
Single Family Homes			
Electrical Services			
Up to 205 amps	\$160	\$200	(\$40)
206 to 400 amps	\$241	\$344	(\$103)
Over 400 amps	\$321	\$547	(\$226)
Alternative per unit fee for new units (Excluding garage and common areas)	\$395	\$484	(\$89)
Multi-Residential Construction			
Electrical Services			
Up to 205 amps	\$132	\$256	(\$124)
206 to 400 amps	\$187	\$351	(\$164)
Over 400 amps	\$321	\$673	(\$352)
Alternative per unit fee for new units (Excluding garage and common areas)	\$395	\$505	(\$110)
Other Electrical Items			
New branch circuits			
1 to and including 10	\$13	\$21	(\$8)

Fee Name	Current Fee	Total Cost	Difference
11 to and including 40	\$12	\$15	(\$3)
Over 40	\$11	\$14	(\$3)
Adding wiring outlets at which current is used or controlled, for fixtures, fixture outlets, receptacles and switches			
1 to and including 10	\$1.63	\$2.40	(\$0.77)
Over 10	\$0.70	\$1.43	(\$0.73)
Private Swimming Pools	\$66	\$400	(\$334)
Electrical Sign			
Sign Circuit(s)	\$26	\$30	(\$4)
Cellular floors (raised floor electrical systems)	\$3.88	\$5.26	(\$1.38)
Feeder bus ways, power duct and similar equipment			
Up to 200 ampere rating	\$0.70	\$0.92	(\$0.22)
Subpanel by number of spacing, panel board or motor control panel that is altered replaced, relocated or reinstalled for each set of branch circuits over current devices that are installed in equipment	\$1.25	\$1.42	(\$0.17)
For replacing, relocating or reinstalling a switchboard or for additions to an existing switchboard			
600 volts or less; First switchboard section	\$58	\$90	(\$32)
600 volts or less; Addition switchboard section	\$39	\$46	(\$7)
Over 600 volts; Each switchboard section	\$118	\$171	(\$52)
Commercial Services 600 volts or less			
200 amperes or less rating	\$160	\$161	(\$1)
Over 200 amperes and including 600 amperes	\$268	\$245	\$23
Over 600 amperes and including 1200 amperes	\$376	\$470	(\$94)
Over 1200 amperes	\$430	\$694	(\$264)
Services over 600 volts	\$495	\$151	\$344
Temporary Services	\$160	\$109	\$51
Each motor, transformer, heating appliance, etc. other misc. equipment or appliance not listed elsewhere in this section, for H.P., K.W., or K.V.A. rating of equipment			
Up to and including 1	\$11	\$16	(\$6)
Over 1 and not over 5	\$14	\$22	(\$8)
Over 5 and not over 20	\$20	\$30	(\$10)
Over 20 and not over 50	\$33	\$58	(\$25)
Over 50 and not over 100	\$66	\$96	(\$29)
Over 100	\$98	\$133	(\$35)
Electrical equipment for which no fee is herein prescribed (minimum charge)	\$129	\$142	(\$13)
Plan Review			
Plan Review (When projects are required by the Building Official to have the electrical systems reviewed prior to a permit being issued)	\$85	\$106	(\$21)
MISCELLANEOUS BUILDING PERMITS			

Fee Name	Current Fee	Total Cost	Difference
EV Charging Stations			
SFD & Duplex & Private Unit in MFD	New	\$371	N/A
All Others	New	\$461	N/A
Energy Storage Systems (ESS)			
Energy Storage Systems (ESS)	New	\$276	N/A
Contractors Business License			
Contractor Type A-General Engineering			
As of January 1st (100% of Fee)	\$350	\$108	\$242
As of April 1st (75% of Full Fee)	\$263	\$108	\$154
As of July 1st (50% of Full Fee)	\$175	\$108	\$67
As of October 1st (25% of Full Fee)	\$88	\$108	(\$21)
Contractor Type B-General Contractor			
As of January 1st (100% of Fee)	\$234	\$108	\$126
As of April 1st (75% of Full Fee)	\$176	\$108	\$67
As of July 1st (50% of Full Fee)	\$117	\$108	\$9
As of October 1st (25% of Full Fee)	\$59	\$108	(\$50)
Contractor Type C-Specialty Contractor			
As of January 1st (100% of Fee)	\$114	\$108	\$6
As of April 1st (75% of Full Fee)	\$86	\$108	(\$23)
As of July 1st (50% of Full Fee)	\$57	\$108	(\$51)
As of October 1st (25% of Full Fee)	\$29	\$108	(\$80)
Back to Business			
Registration	\$5,000	\$3,248	\$1,752
Registration (for smaller businesses)	\$5,000	\$834	\$4,166
Program/Plan Review	Hourly Rate	\$308	N / A
Engineer Certification	\$270	\$133	\$137
Mechanical permit fee			
For the installation, relocation or repair of each Smoke-Damper, Combination-Damper	\$183	\$620	(\$436)
For the installation, relocation or repair of each Fire-Damper, or ceiling radiation damper.	\$92	\$760	(\$668)
Smoke Control System	\$183	\$2,827	(\$2,643)
Low Voltage Installation - per square foot/floor - permit [NOTE: The cost analysis is based upon 1,500 sf. Single SF charge will be based upon dividing the final cost by 1,500]	\$0.16	\$0.19	(\$0.03)
Other Mechanical Equipment Ventilation fan connector to a Multiple duct	Hourly Rate	\$891	N / A
Ventilation Equipment: The installation or relocation of each duct smoke detector	\$71	\$434	(\$363)
For the installation, relocation or repair of CO and/or CO2 detector with VFD with 3rd party inspection	\$26	\$434	(\$408)
For the installation, relocation or repair of CO and/or CO2 detector with VFD without 3rd party inspection	Hourly Rate	\$168	N / A
Permit fee to complete construction previously approved under a currently expired permit when the scope of work has not changed, the applicable Codes are the same and the permit is expired:			
Less than one year	50%	50%	\$0
Less than four months	40%	40%	\$0

Fee Name	Current Fee	Total Cost	Difference
Less than three months	30%	30%	\$0
Less than two months	20%	20%	\$0
Less than one month	10%	10%	\$0
Plan check fee to renew action on a plan review expired less than one year when the scope of work has not changed, the applicable codes are the same and the plan review is expired:			
Less than one year	50%	50%	\$0
Less than four months	40%	40%	\$0
Less than three months	30%	30%	\$0
Less than two months	20%	20%	\$0
Less than one month	10%	10%	\$0
Investigation fee for work commencing prior to obtaining the required permit(s)			
Investigation fee for work commencing prior to obtaining the required permit(s) except for unpermitted window replacements where the current owner was not the owner of record at the time the unpermitted window replacement was completed and is replacing all unpermitted windows.			
			Fee equal to the Total permit fee
Express plan check fee:			
Fee to expedite the initial plan review process to eliminate "backlog time" on an as available, overtime basis		150% of the regular plan check fees (in addition to regular plan check fees)	
Electrical permit fees			
Alternative fee for Office Tenant Improvement including low voltage - Per Square Foot [NOTE: The cost analysis is based upon 1,500 sf. Single SF charge will be based upon dividing the final cost by 1,500]	\$0.21	\$0.41	(\$0.20)
Covenant and Agreement Fee			
General	\$2,348	\$3,800	(\$1,452)
ADUs	\$364	\$459	(\$95)
Construction Debris Processing Fee			
Construction Debris Processing Fee	\$50	\$64	(\$14)
Construction Waste Management Plan			
Administrative Processing Fee	\$50	\$63	(\$13)
Appeal for Denial of Diversion			
Security Deposit Fee	\$150	\$150	\$0
Land Development			
Grading Plan Check			
0-1,000 cubic yards, (for first Three Reviews)	\$2,213	\$661	\$1,552
1,001-10,000 cubic yards Each additional 1,000 cubic yards or fraction thereof, (for first Three Reviews)	\$463	\$121	\$342
10,001 and greater cubic yards First 10,000 cubic yards, (for first Three Reviews)	\$6,376	\$1,747	\$4,629
10,001 or greater, each additional 10,000 cubic yards or fraction thereof, (for first Three Reviews)	\$953	\$878	\$75

Fee Name	Current Fee	Total Cost	Difference
For Each Subsequent Review (After the 1st Three Reviews)	25% of original plan check fee		
Grading Permit			
0-1,000 cubic yards	\$2,851	\$2,808	\$43
1,001-10,000 cubic yards Each additional 1,000 cubic yards or fraction thereof	\$297	\$324	(\$26)
10,001 and greater cubic yards First 10,000 cubic yards	\$5,527	\$5,722	(\$195)
10,001 or greater, each additional 10,000 cubic yards or fraction thereof	\$2,557	\$2,242	\$315
Wet Weather Erosion Control Plan Review	As permitted by Ord. #5714	\$596	N / A
Low Impact Development Fee			
Low Impact Development Fee	\$826	\$596	\$230
SB9 Fees			
SB9 Housing Development Covenant and Agreement Fee	\$364	\$459	(\$95)
SB9 Lot Split Covenant and Agreement Fee	\$364	\$459	(\$95)
Special Inspector Approval			
Special Inspector Approval	New	\$102	N / A

The majority of Building's fees show an under-recovery. The largest over-recovery is related to the 'Grading Permits that are over 10,000 cubic yards' at \$4,629. This over-recovery is due to the moving of the program from Engineering to Building and streamlined processes.

3 Detailed Results – Valuation

Glendale currently uses a single sliding scale to establish permit fees for all basic building permits based on the value of construction costs. As noted in the modifications section, the project team worked with City staff to expand the existing table ranges and create separate tables for single-family and commercial / multi-family projects. These modifications will ensure staff can appropriately account for a variety of project types and costs. The following subsections discuss the valuation-based table and plan check percentage for Single-Family and Commercial / Multi-Family projects.

1 Single Family – Permit and Plan Check Fee

The project team worked with staff to develop a separate valuation-based fee schedule that would reflect building staff time and effort for residential inspections. It was also discussed that while commercial projects can vary in dollar value dramatically, the cap of \$1 million is appropriate for residential projects. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table outlines the valuation range, current fee, total cost, and difference.

Table 9: Total Cost Per Unit Results – Single Family Residential Valuation

Project Valuation Sliding Scale Category	Current Fee	Total Cost	Difference
Project Valuation \$1 to \$2,000	\$85.10	\$252.18	(\$167.08)
Project Valuation \$2,001 to \$25,000			
First \$2,000	\$85.10	\$252.18	(\$167.08)
Each Additional \$1,000 or fraction thereof	\$16.60	\$16.45	\$0.15
Project Valuation \$25,001 to \$50,000			
First \$25,000	\$466.90	\$630.46	(\$163.56)
Each Additional \$1,000 or fraction thereof	\$12.90	\$15.13	(\$2.23)
Project Valuation \$50,001 to \$100,000			
First \$50,000	\$789.40	\$1,008.73	(\$219.33)
Each Additional \$1,000 or fraction thereof	\$10.60	\$10.09	\$0.51
Project Valuation \$100,001 to \$500,000			
First \$100,000	\$1,319.40	\$1,513.09	(\$193.69)
Each Additional \$1,000 or fraction thereof	\$8.60	\$3.92	\$4.68
Project Valuation \$500,001 to \$1,000,000			
First \$500,000	\$4,759.40	\$3,082.23	\$1,677.17
Each Additional \$1,000 or fraction thereof	\$8.60	\$6.16	\$2.44
Project Valuation \$1,000,001 +			
First \$1,000,000	\$9,059.40	\$6,164.45	\$2,894.95
Each Additional \$1,000 or fraction thereof	\$6.20	\$3.08	\$3.12

As noted, the City’s previous methodology used a single factor to calculate building permit fees. The new valuation table above reflects a tiered system that captures economies of scale associated with single family residential projects.

Along with determining costs associated with inspection services, the project team also worked with Building staff to determine appropriate plan check costs. Currently, the City charges a plan check fee of 130%¹¹ of the permit fee. Based upon a detailed review of time estimates provided to review plans for each project type this analysis showed that Single Family Residential Plan Check should be **115% of the permit fee**.

2 Commercial / Multi-Family – Permit and Plan Check Fee

A separate valuation structure was developed for Multi-Family / Commercial / Industrial construction projects in order to better account for the services that are provided to applicants. It was decided that a cap of \$50 million was sufficient for commercial projects. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table outlines the valuation range, current fee, total cost, and difference.

¹¹ The Plan Check fee includes fees for Plan Check, Green Building, Disabled, and Energy Code.

Table 10: Total Cost Per Unit Results – Commercial / Multi-Family Valuation

Project Valuation Sliding Scale Category	Current Fee	Total Cost	Difference
Project Valuation \$1 to \$2,000	\$85.10	\$252.18	(\$167.08)
Project Valuation \$2,001 to \$25,000			
First \$2,001	\$85.10	\$252.18	(\$167.08)
Each Additional \$1,000 or fraction thereof	\$16.60	\$6.09	\$10.51
Project Valuation \$25,001 to \$50,000			
First \$25,000	\$466.90	\$392.28	\$74.62
Each Additional \$1,000 or fraction thereof	\$12.90	\$19.61	(\$6.71)
Project Valuation \$50,001 to \$100,000			
First \$50,000	\$789.40	\$882.64	(\$93.24)
Each Additional \$1,000 or fraction thereof	\$10.60	\$12.61	(\$2.01)
Project Valuation \$100,001 to \$500,000			
First \$100,000	\$1,319.40	\$1,513.09	(\$193.69)
Each Additional \$1,000 or fraction thereof	\$8.60	\$15.13	(\$6.53)
Project Valuation \$500,001 to \$1,000,000			
First \$500,000	\$4,759.40	\$7,565.46	(\$2,806.06)
Each Additional \$1,000 or fraction thereof	\$8.60	\$3.78	\$4.82
Project Valuation \$1,000,001 to \$5,000,000			
First \$1,000,000	\$9,059.40	\$9,456.83	(\$397.43)
Each Additional \$1,000 or fraction thereof	\$6.20	\$2.68	\$3.52
Project Valuation \$5,000,001 to \$10,000,000			
First \$5,000,000	New	\$20,174.57	N / A
Each Additional \$1,000 or fraction thereof	New	\$8.07	N / A
Project Valuation \$10,000,001 to \$25,000,000			
First \$10,000,000	New	\$60,523.72	N / A
Each Additional \$1,000 or fraction thereof	New	\$4.09	N / A
Project Valuation \$25,000,001 to \$50,000,000			
First \$25,000,000	New	\$121,888.04	N / A
Each Additional \$1,000 or fraction thereof	New	\$2.52	N / A
Project Valuation \$50,000,001 +			
First \$50,000,000	New	\$184,933.57	N / A
Each Additional \$1,000 or fraction thereof	New	\$1.26	N / A

As noted above, the City's previous methodology used a single factor to calculate building permit fees. The new valuation table above reflects a tiered system that captures economies of scale associated with multi-family and commercial projects.

Along with determining costs associated with commercial / multi-family inspection services, the project team also worked with Building staff to determine appropriate plan check costs. Currently, the City charges a plan check fee of 130%¹² of the permit fee. Based upon a detailed review of time estimates provided to review plans for each valuation range and different project type this analysis showed that Commercial / Multi-Family Plan Check should be **120% of the permit fee**.

¹² The Plan Check fee includes fees for Plan Check, Green Building, Disabled, and Energy Code.

3 Mechanical, Plumbing, and Electrical – Plan Check

Currently, the City of Glendale charges mechanical, electrical, and plumbing plan review fee as 15% of the plan check fee, or 15% of the standalone permit, or 15% of the building permit regardless of the type of project. The project team worked with Building staff to determine the appropriate plan check level of effort associated with Mechanical, Plumbing, and or Electrical review. The total cost calculated for each trade includes direct staff costs and Departmental and Citywide overhead. The following table outlines the trade category, current parentage, total calculated percentage, and difference.

Table 11: Total Cost Per Unit Results – MEP Percentages

Trade Category	Current %	Total Calculated %	Difference
Mechanical Surcharge for State Energy Conservation Regulation			
Residential			
Permit - % of Permit	15%	15%	0%
Commercial			
Plan Check - % of Plan Check	15%	20%	(5%)
Permit - % of Permit	15%	15%	0%
Plumbing Surcharge for State Energy Conservation Regulations			
Residential			
Permit - % of Permit	15%	10%	5%
Commercial			
Plan Check - % of Plan Check	15%	15%	0%
Permit - % of Permit	15%	15%	0%
Electrical Surcharge for State Energy Conservation Regulations			
Residential			
Permit - % of Permit	15%	10%	5%
Commercial			
Plan Check - % of Plan Check	15%	15%	0%
Permit - % of Permit	15%	15%	0%
Single-Family Residential MEP			
One Trade	10%	10%	(5%)
Two Trades	20%	25%	(5%)
Three Trades	30%	30%	0%

Based upon a detailed review of time estimates provided to review plans for each project type Matrix recommends that the City charge a different percentage for residential and commercial; as well as a different percentage based on whether it is being assessed as part of the larger or standalone building permit (% of building permit) or charged as part of the plan check fee (% of plan check fee) for the State Energy Conservation Regulation.

For the surcharges for the state energy conservation regulations, the City is generally at the full cost of 15%, other than for Plumbing and Electrical for residential projects. For the Single Family Residential projects, the City is under-recovering for the one and two trades category, but is at the full cost of 30% for the three trades.

Overall, these recommendations will allow for the City to appropriately recovery for staff time on plan check and inspection for mechanical, electrical, and plumbing permits.

4 Cross-Departmental Support

The Planning, Fire, and Water Departments, along with Public Works all provide plan check and / or inspection services for Building permits. In order to recover for the costs of providing these services, a fee percentage was calculated for the above Departments' time including direct staff costs and Departmental and Citywide overhead. The following sections details the support percentage associated with Planning, Fire, Water, and Traffic and Land Development support on Building services.

Table 12: Total Cost Per Unit Results – Building Cross-Dept Support

Support Division / Dept.	% of Building Permit Fee
Planning	5%
Fire	15%
Public Works ¹³	15%
Water	5%

These percentages of time were calculated as a percentage of the Building permit fee. It is important to note that these fees would only be assessed if plans are routed to these divisions and departments to review.

¹³ Includes Traffic, Land Development, Parking, and Engineering.

9. Community Development - Housing

The Glendale Housing Authority supports the development of affordable housing projects through the administration and oversight of various funding sources. The fees examined within this study relate to density bonus housing, affordable housing, and City coordinated lotteries. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Housing Authority.

1 Fee Schedule Modifications

In discussions with Housing staff, modifications were made to the current fee schedule, including:

- **Adding New Fees:** The following five fees were proposed to be added to address services the City currently provides but did not have a fee for on their existing schedule: Workforce Monitoring Fee: Annual Fee, New Unit Sale or Refinance, Management and Maintenance Plan, Marketing / Tenant Selection Plan, and City Coordinated Lottery.
- **Expanding Current Fees:** Density Bonus Housing Plan and Density Bonus Housing Agreement were each expanded to include a separate fee to account for any amendments to those projects.
- **Modification of Existing Fee Category:** The Affordable Housing Monitoring Fee was changed from a per project fee to a per unit fee to capture the additional level of effort associated with projects with more units.

The modifications noted above better reflect the services being provided by Housing Authority staff.

2 Detailed Results

The Housing Office collects fees for density bonus housing, affordable housing, and City coordinated lotteries. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 13: Total Cost Per Unit Results – Housing

Fee Name	Current Fee	Total Cost	Difference
Density Bonus:			
Housing Plan	\$2,227	\$3,658	(\$1,431)
Housing Agreement	\$3,078	\$540	\$2,538
Housing Plan - Amendment	New	\$1,829	N / A
Housing Agreement - Amendment	New	\$270	N / A
Affordable Housing:			
Monitoring Fee: Annual Fee	Modified	\$89	N / A
Workforce Monitoring Fee: Annual Fee	New	\$2,779	N / A
Other Housing Fees:			
New Unit Sale or Refinance	New	\$616	N / A
Management and Maintenance Plan	New	\$3,579	N / A
Marketing / Tenant Selection Plan	New	\$3,579	N / A
City Coordinated Lottery	New	\$95,342	N / A

Of the two existing Housing fees, Density Bonus – Housing Plan under-recovers by \$1,431 and Density Bonus - Housing Agreement over-recovers by \$2,538. The Housing Agreement over-recovery is attributable to the separation of this fee from the Planning Division. These updates better reflect the level of effort associated with these housing activities.

10. Community Development - Licensing

The Licensing Section of Neighborhood Services is responsible for issuing a variety of licenses required by the City to operate certain business types. The fees examined within this study relate to business and entertainment licensing; amplified sound permits; and taxicab and vehicle for hire permits. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Licensing Section.

1 Fee Schedule Modifications

In discussions with licensing staff, removal of Animal Licensing fee from the fee schedule was proposed as this service is now contracted out. Additionally, the 'Amplified Sound Permit Commercial (Weekly)' and Monthly was proposed to be removed as the daily and annual permits cover all situations.

2 Detailed Results

Licensing collects fees for business, and entertainment licensing; amplified sound permits; and taxicab and vehicle for hire permits. The total cost calculated for each service includes direct staff costs, supporting department costs¹⁴, and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 14: Total Cost Per Unit Results – Neighborhood Services - Licensing

Fee Name	Current Fee	Total Cost	Difference
LICENSE AND PERMIT FEES			
Adult Business License			
Initial	\$884	\$677	\$207
Renewal	\$663	\$538	\$125
Amplified Sound Permit			
Commercial (Daily)	\$108	\$522	(\$414)
Commercial (Annual)	\$499	\$555	(\$56)
Appeal (e.g. License/Permit Denial, Citations)	\$158	\$150	\$8
Auto Wrecker License			
Initial	\$877	\$707	\$170
Renewal	\$658	\$602	\$56
Bingo License			
Initial	\$218	\$697	(\$479)
Renewal	\$164	\$538	(\$374)

¹⁴ Various License fees include cross-departmental support from the following Departments: Fire, Planning, and Police.

Fee Name	Current Fee	Total Cost	Difference
Cart License			
Initial	\$235	\$520	(\$285)
Renewal	\$177	\$490	(\$313)
Plan Check and Permit for seasonal Pumpkin and/or Christmas Tree lot	\$82	\$304	(\$222)
Horse Commercial Stable	\$254	\$436	(\$182)
Driver's Permit	\$178	\$402	(\$224)
Entertainment Business License			
Initial	\$350	\$1,380	(\$1,030)
Renewal	\$263	\$761	(\$498)
Home-Sharing License			
Initial	\$272	\$552	(\$280)
Renewal	\$204	\$272	(\$68)
Junk Dealer License	\$603	\$822	(\$219)
Kennel Application - Initial	\$107	\$402	(\$295)
Kennel License - (Annual - Per Kennel)	\$136	\$109	\$27
Massage Establishment Owner Certificate			
Without a criminal history background check	\$311	\$800	(\$489)
With a criminal history background check using fingerprints	\$436	\$800	(\$364)
Pawnbroker License			
Initial	\$515	\$756	(\$241)
Renewal	\$387	\$694	(\$307)
Sale from Motor Vehicle License			
Initial	\$236	\$370	(\$134)
Renewal	\$177	\$370	(\$193)
Secondhand Dealer License			
Initial	\$507	\$778	(\$271)
Renewal	\$381	\$748	(\$367)
Sidewalk Vendor License			
Initial	\$295	\$400	(\$105)
Renewal	\$222	\$276	(\$54)
Smoking Permitted Area			
Initial	\$493	\$498	(\$5)
Renewal	\$370	\$436	(\$66)
Soliciting Commercial Application			
Application	\$292	\$405	(\$113)
90 Day Permit	\$292	\$242	\$50
Soliciting Interstate Commerce Application			
Application	\$292	\$405	(\$113)
Individual ID Card	\$15	\$27	(\$12)
Special District License			
Initial	\$880	\$998	(\$118)
Renewal	\$227	\$422	(\$195)
Taxicab Stand Fee	\$99	\$436	(\$337)
Tobacco Retailer License			
Initial	\$624	\$812	(\$188)
Renewal	\$468	\$697	(\$229)
Vehicle License	\$82	\$402	(\$320)
Owner's Permit	\$913	\$757	\$156

Fee Name	Current Fee	Total Cost	Difference
OTHER PERMITS			
Business Registration Certificate Fee			
Initial	\$262	\$428	(\$166)
Renewal	\$50	\$109	(\$59)
Duplicate License or Permit Fee	\$48	\$45	\$3
EBL Arcade or Amusement			
Machine Tag	\$21	\$149	(\$128)
Machine Tag Renewal	\$16	\$118	(\$102)
Machine Tag Alone	\$94	\$87	\$7
Machine Tag Alone Renewal	\$71	\$87	(\$16)
EBL Arcade			
Establishment Tag	\$21	\$87	(\$66)
Establishment Tag Renewal	\$16	\$87	(\$71)
EBL Billiard			
Room Tag	\$248	\$149	\$99
Tag Renewal	\$186	\$118	\$68
EBL Live Entertainment			
Entertainment Tag	\$534	\$898	(\$364)
Entertainment Tag Renewal	\$401	\$735	(\$334)
EBL Public Dance			
Public Dance Tag	\$542	\$898	(\$356)
Public Dance Tag Renewal	\$407	\$735	(\$328)
EBL Trampoline Center			
Trampoline Center Tag	\$279	\$292	(\$13)
Trampoline Center Tag Renewal	\$210	\$292	(\$82)
Additional Inspection	\$404	\$566	(\$162)
Driver Permit Denial/Revocation			
Appeal to Council	\$220	\$823	(\$603)
Appeal to Hearing Officer	\$220	\$823	(\$603)
Appeal to TPC	\$220	\$823	(\$603)
Owner's Permit Denial/Revocation Appeal to Council	\$220	\$823	(\$603)
Placard (Special Event/Natural Disaster)	\$26	\$36	(\$10)
Special Taxicab Permit (Special Event/Natural Disaster)	\$26	\$36	(\$10)
Taxicab Decal Placard	\$10	\$36	(\$26)
Vehicle Inspection	\$218	\$402	(\$184)
Home for the Aged	\$56	\$99	(\$43)

Currently, most fees being charged are showing an under-recovery. The deficits range from a low of \$5 for Initial licenses for Smoking Permitted Areas to a high of \$1,030 for Initial – Entertainment Business License.

3 Cross-Departmental Support

The Fire, Planning, and Police Departments review various license issued by Licensing. In order to recover for the costs of providing these services, fees have been calculated for

the above Departments’ time on License related fees. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following sections detail by division the full cost associated with providing support to License to arrive at the total City cost for providing these services.

Table 15: Total Cost Per Unit Results – Licensing Cross-Dept. Support

Fee Name	License Cost	Planning Cost	Fire Cost	Police Cost	Total City Cost
LICENSE AND PERMIT FEES					
Adult Business License					
Initial	\$566	\$34		\$77	\$677
Renewal	\$504	\$34			\$538
Amplified Sound Permit					
Commercial (Daily)	\$327	\$34	\$32	\$129	\$522
Commercial (Annual)	\$489	\$34	\$32		\$555
Auto Wrecker License					
Initial	\$548	\$34		\$125	\$707
Renewal	\$442	\$34		\$125	\$602
Bingo License					
Initial	\$535	\$34		\$128	\$697
Renewal	\$375	\$34		\$128	\$538
Cart License					
Initial	\$486	\$34			\$520
Renewal	\$456	\$34			\$490
Plan Check and Permit for seasonal Pumpkin and/or Christmas Tree lot	\$140	\$34	\$130		\$304
Horse Commercial Stable	\$402	\$34			\$436
Entertainment Business License					
Initial	\$535	\$34	\$64	\$747	\$1,380
Renewal	\$535	\$34	\$64	\$128	\$761
Junk Dealer License	\$663	\$34		\$125	\$822
Massage Establishment Owner Certificate					
Without a criminal history background check	\$535	\$137		\$128	\$800
With a criminal history background check using fingerprints	\$535	\$137		\$128	\$800
Pawnbroker License					
Initial	\$596	\$34		\$125	\$756
Renewal	\$535	\$34		\$125	\$694
Sale from Motor Vehicle License					
Initial	\$242			\$128	\$370
Renewal	\$242			\$128	\$370
Secondhand Dealer License					
Initial	\$619	\$34		\$125	\$778
Renewal	\$589	\$34		\$125	\$748
Sidewalk Vendor License					
Initial	\$365	\$34			\$400
Renewal	\$242	\$34			\$276

Fee Name	License Cost	Planning Cost	Fire Cost	Police Cost	Total City Cost
Smoking Permitted Area					
Initial	\$463	\$34			\$498
Renewal	\$402	\$34			\$436
Special District License					
Initial	\$745	\$34		\$219	\$998
Renewal	\$252	\$34		\$136	\$422
Taxicab Stand Fee	\$402	\$34			\$436
Tobacco Retailer License					
Initial	\$650	\$34		\$128	\$812
Renewal	\$535	\$34		\$128	\$697

Fire, Planning, and Police staff identified time related to various licenses. These costs per unit were integrated into the overall License total costs per unit. This integration ensures that the City is appropriately recovering for all City departments' costs as it relates to the above fees.

11. Community Development – Neighborhood Services

The Code Enforcement Division of Neighborhood Services is responsible for ensuring the community abides by and corrects violations of the Glendale Municipal Code. The fees examined within this study relate to inspections, sign postage, abatement, subpoenas, and removal of graffiti. Citations, penalties, delinquencies were not evaluated through this study and have not been included in this report. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Code Enforcement Division.

1 Fee Schedule Modifications

During discussions with Code Enforcement staff, the addition of ‘Delayed Enforcement ADU Application’ was proposed, as this new fee will capture annual inspection time for the enforcement of a new law which addresses illegally built ADUs.

2 Detailed Results

Code Enforcement collects fees for inspections, sign postage, abatement, subpoenas, and removal of graffiti. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 16: Total Cost Per Unit Results – Code Enforcement

Fee Name	Current Fee	Total Cost	Difference
Re-Inspection Fee: Inspection of any violation	\$385	\$534	(\$149)
Delayed Enforcement ADU Application	New	\$534	N/A
Administrative Citation			
Processing Fee	\$22	\$27	(\$5)
News Racks			
Installation of News Racks in the Public Rights of Way			
Annual Registration	\$54	\$204	(\$150)
Initial Registration	\$265	\$301	(\$36)
Abatement Fee	\$204	\$253	(\$49)
No Smoking Signs			
First Sign (Staff Time and External Cost of Sign)	\$59	\$62	(\$3)
Each Additional Sign (External Cost of Sign)	\$24	\$24	\$0
Release of Lien	\$292	\$486	(\$194)
Shopping Cart Abatement Fee (Includes Storage & Handling Fees)	\$204	\$253	(\$49)
Sign Abatement Fees (Includes Storage and Handling fees)	\$204	\$253	(\$49)

Fee Name	Current Fee	Total Cost	Difference
Abatement Fee	\$204	\$426	(\$222)
Smoking Permitted Area Sign			
First Sign (staff time and external cost of sign)	\$59	\$62	(\$3)
Each Additional Sign (external cost of sign)	\$24	\$24	\$0
Removing Graffiti from Private Property			
Up to 400 square feet	\$136	\$126	\$10
Up to 401-800 square feet	\$163	\$143	\$20
801-1,200 square feet	\$218	\$161	\$57
1,201-1,500 square feet	\$273	\$195	\$78
Annual Contract	\$410	\$349	\$61

A majority of Code Enforcement's fees show a deficit with Abatement fees experiencing the highest under-recovery of \$222. The only fees which show an over-recovery are for graffiti removal, however, these fees reflect actual contract costs for graffiti removal and can vary depending on the most recent contractual arrangement for the City.

12. Community Development – Planning

The Planning Division oversees comprehensive planning, application review, design standards, historic preservation and inspection services that help create great places to live, work, and play. Fees examined in this study relate to Conditional Use Permits, Variances, Tentative Parcel Maps, among other planning specific fees. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Planning Division.

1 Fee Schedule Modifications

During discussions with Planning staff, modifications were proposed to the current fee schedule, which include:

- **Removal of fees:** Several fees were removed as the associated services are either covered under another fee or are provided by other departments: Administrative Use Permit Renewal, Design Review; Mural Review, EIR Environmental Review Fee for EIRs prepared by applicants, and Postage All other zones. Additionally, Document Imaging and Document Scanning minor, standard, and major were removed as the cost for these services will now be captured in the Technology fee surcharge.
- **Addition of Fees:** Fees were added to reflect current services being provided, but not captured as distinct fees on the fee schedule. These fees include: Reasonable Accommodation and Preliminary Application Review.
- **Fee Name Changes:** Several fees had verbiage changes to either condense or expand the definition of how the fees would be applied.

The modifications outlined above will ensure that Planning's fee schedule accurately reflects the services being provided by staff and help ensure that costs are captured appropriately.

2 Detailed Results

The Planning Division collects fees for items such as Conditional Use Permits, Variances, Tentative Parcel Maps, among other planning specific fees. The total cost calculated for

each service includes direct staff costs, cross-departmental support¹⁵, Departmental support, and Citywide overhead. The following table details the fee name, current fee, total cost, and the difference associated with each service.

Table 17: Total Cost Per Unit Results – Planning

Fee Name	Current Fee	Total Cost	Difference
Accessory Dwelling Unit Review	\$309	\$350	(\$41)
Administration Exception			
Single Family Projects	\$855	\$1,313	(\$458)
All Other Project Types	\$1,408	\$1,313	\$95
Administrative Use Permit	\$1,898	\$1,615	\$283
Annexation/Detachment (Not including LAFCO and State)	\$5,369	\$5,903	(\$534)
Appeals			
To Planning Commission or City Council	\$2,000	\$4,562	(\$2,562)
Of Administrative Use Permits or Administrative Design Review	\$520	\$4,562	(\$4,042)
Cart Design and Location Review	\$205	\$425	(\$220)
Certificate of Compliance	\$770	\$933	(\$163)
Certification of Zoning	\$572	\$713	(\$141)
Change of Floor Area Ratio District	\$13,694	\$10,090	\$3,604
Change of Height District	\$13,694	\$10,638	\$3,056
Condition Modification or Waiver (Subdivision, Parcel Map, Zone Change)	\$13,694	\$12,052	\$1,642
Conditional Use Permit New Projects			
Up to 50 res. Units, or commercial or industrial projects with up to 20,000 sq. ft. of floor area	\$4,599	\$5,964	(\$1,365)
More than 50 res. Units, mixed use development, entirely Live / Work development, or commercial or industrial projects with more than 20,000 sq. ft. of floor area	\$11,760	\$11,548	\$212
Condominium Conversion			
Deposit	\$570	\$570	\$0
Inspection by the Fire Department for the first hour	\$140	\$214	(\$74)
Inspection by the Fire Department (Additional) per hour	\$140	\$214	(\$74)
Creative Sign Review	\$4,731	\$3,451	\$1,280
Demolition Permit Application Review	\$1,147	\$1,296	(\$149)
Density Bonus			
Housing Agreement	\$1,059	\$1,303	(\$244)
Housing Plan - Planning Fee	\$1,685	\$1,368	\$317
Design Development Overlay	\$5,740	\$4,456	\$1,284
Design Review			
Exemption	\$309	\$786	(\$477)
Administrative Review			
Single family homes	\$2,297	\$6,407	(\$4,110)
Multi-family and non-residential projects	\$5,661	\$7,145	(\$1,484)
DRB, HPC, City Council; All Single-Family Projects			
New Application	\$4,311	\$6,744	(\$2,433)
Amended Application	\$2,155	\$5,429	(\$3,274)

¹⁵ Various Planning fees include cross-departmental support from the following Divisions and Departments: Urban Design, Building, Neighborhood Services, Community Services & Parks, Engineering, Police, Fire, Integrated Waste, Maintenance, Water, and Electric.

Fee Name	Current Fee	Total Cost	Difference
DRB, HPC, City Council; New or Amended Application			
22-50 Residential units, Mixed-Use Development, entirely Live/Work development, or commercial or industrial with less than 20,000 sq. ft. of floor area	\$8,343	\$8,575	(\$232)
51 -100 residential units	\$7,642	\$8,942	(\$1,300)
101 or greater residential units, or commercial, or industrial with 20,000 sq. ft. or more of floor area	\$8,130	\$10,114	(\$1,984)
DRB, HPC, City Council			
Plan Revision (not requiring DRB review)	\$393	\$472	(\$79)
Express Applications	2.5 Times the Base Fee		
Sign Program			
Review	\$3,448	\$4,850	(\$1,402)
Revision	\$393	\$362	\$31
Staff Field Inspections After First Inspection	\$343	\$343	\$0
Development Agreements	\$3,080	\$1,991	\$1,089
Development Potential Request			
In all R zones	\$572	\$554	\$18
In all zones other than R zones	\$998	\$866	\$132
Research Fee	\$135	\$107	\$28
Environmental Information Form (New or Addendum)			
Commercial and Industrial (Gross floor area) Up to 20,000 sq. ft	\$3,448	\$6,141	(\$2,693)
Commercial and Industrial (Gross floor area) Above 20,000 sq. ft.	\$6,381	\$8,074	(\$1,693)
Residential One Unit	\$1,195	\$6,022	(\$4,827)
Residential 2 to 19 units	\$2,393	\$6,236	(\$3,843)
Residential 20 to 50 units	\$2,992	\$6,355	(\$3,363)
Residential 51 units or more, Mixed-Use Development, or entirely Live/Work	\$6,381	\$8,288	(\$1,907)
Environmental Impact Report (EIR)			
Contract Preparation Fee / Professional Services	\$4,154	\$3,026	\$1,128
Administrative Fee for Environmental Impact Report (EIR) Contract and Mitigation Monitoring	30% of EIR Actual Costs		
General Plan Amendment	\$13,523	\$6,945	\$6,578
GIS Map or Specialized Analysis			
GIS Map or Specialized Analysis Fee	\$209	\$176	\$33
Deposit	\$209	\$209	\$0
Historic Preservation Process - A Mills Act Request Fee:			
Up to \$750,000 Assessed Value	\$1,250	\$8,831	(\$7,581)
\$750,001 to \$1,000,000 Assessed Value	\$2,000	\$8,831	(\$6,831)
\$1,000,001 to \$1,400,000 Assessed Value	\$3,000	\$8,831	(\$5,831)
\$1,400,001 and Up Assessed Value	\$3,500	\$8,831	(\$5,331)
Home Occupation Permit	\$343	\$449	(\$106)
Lot Line Adjustment	\$2,873	\$2,097	\$776
Parking Exception Fee	\$1,081	\$1,336	(\$255)
Parking Reduction Permit	\$6,839	\$5,163	\$1,676
Parking Use Permit	\$5,673	\$4,210	\$1,463
Planned Residential Development (PRD) Precise Plan Review	\$13,404	\$13,282	\$122
Postage - Properties in R1, R1R, ROS Zones	\$84	\$82	\$2
Preliminary Design Review	\$3,448	\$2,356	\$1,092
Preliminary Application Review	New	\$1,500	N / A

Fee Name	Current Fee	Total Cost	Difference
Relocation			
Building relocation	\$1,703	\$1,966	(\$263)
Administrative relocation	\$874	\$1,199	(\$325)
Ridgeline or Blue Line Stream Exception	\$4,218	\$3,327	\$891
Setback Ordinance			
In all zones other than R1 and R1R	\$11,156	\$9,015	\$2,141
In R1 and R1R zones	\$3,448	\$8,909	(\$5,461)
Sign Permit for a Temporary Banner	\$572	\$2,299	(\$1,727)
Special Recreation (SR) Zone Development Plan review			
Hearing Required	\$5,748	\$6,673	(\$925)
No Hearing Required	\$356	\$786	(\$430)
Street Name Change Fee			
Fee	\$3,350	\$2,882	\$468
Deposit (Deposit to be refunded only if not approved)	\$7,523	\$7,523	\$0
Subdivision			
Condominium or Conversion	\$10,995	\$12,360	(\$1,365)
Condominium or Conversion Per Unit	\$327	\$899	(\$572)
New Mixed Use Condominium or Conversion	\$11,499	\$13,481	(\$1,982)
New Mixed Use Condominium or Conversion Per Unit	\$572	\$1,783	(\$1,211)
Conventional Raw Land	\$21,328	\$18,155	\$3,173
Conventional Raw Land Per Lot Amount	\$572	\$1,206	(\$634)
Exception	\$4,218	\$4,777	(\$559)
Parcel Map	\$17,006	\$15,313	\$1,693
Parcel Map Per Unit Amount	\$572	\$2,268	(\$1,696)
Reversion to Acreage	\$11,499	\$10,550	\$949
Sales Office Registration	\$755	\$905	(\$150)
Special Master Review		Contract+30%	
Time Extension	\$4,218	\$4,795	(\$577)
Vesting Tentative Tract	\$19,551	\$16,827	\$2,724
Vesting Tentative Tract; per lot	\$834	\$2,481	(\$1,647)
Vesting Parcel Map	\$17,006	\$14,094	\$2,912
Vesting Parcel Map; per lot	\$327	\$412	(\$85)
Time Extensions (administrative exceptions, conditional use permits, design review, density bonus housing plans, parking reduction permits, parking use permits and variances)	\$562	\$440	\$122
Variance Setback or Standards New Projects			
Up to 50 res. Units, or commercial or industrial projects with up to 20,000 sq. ft. of floor area, or new hillside single family projects	\$5,584	\$7,351	(\$1,767)
Up to 50 res. Units, or commercial or industrial projects with up to 20,000 sq. ft. of floor area, or new hillside single family projects	\$1,942	\$4,634	(\$2,692)
More than 50 res. Units, Mixed-Use Development, entirely Live/Work development, or commercial or industrial projects with more than 20,000 sq. ft. of floor area	\$6,885	\$9,219	(\$2,334)
More than 50 res. Units, Mixed-Use Development, entirely Live/Work Development, or commercial or industrial projects with more than 20,000 sq. ft. of floor area.	\$1,553	\$5,029	(\$3,476)
Variance Use	\$13,471	\$12,974	\$497
Variance - Use / Single Family Zone - Projects Approved Prior to Adoption of Ordinance #5644	\$1,344	\$12,662	(\$11,318)

Fee Name	Current Fee	Total Cost	Difference
Wireless Telecommunications Facility Permit			
Review	\$309	\$786	(\$477)
Review by Planning Commission	\$3,278	\$6,240	(\$2,962)
Review by Director	\$2,456	\$1,953	\$503
Expert Review, when required	\$595	\$595	\$0
Zone Change			
Map Amendment	\$13,694	\$11,170	\$2,524
Map Amendment Per Lot Fee	\$82	\$412	(\$330)
"HD" Historic District Overlay Zone Only	\$2,393	\$11,111	(\$8,718)
Zoning Code Text Amendment	\$13,523	\$11,934	\$1,589
Design Review for Fences & Walls	\$50	\$80	(\$30)
Glendale Transportation Demand Model Run Services	\$4,160	\$4,811	(\$651)
SB9 Housing Development Review Fee	\$309	\$350	(\$41)
SB9 Lot Split Parcel Map Application Fee	\$17,006	\$12,865	\$4,141
Reasonable Accommodation	\$50	\$892	(\$842)

Just under half of all Planning fees are under-recovering ranging from a low of \$41 for Accessory Dwelling Unit Review and SB9 Housing Development Review to a high of \$11,318 for a Variance for Single-Family Zone (approved prior to the ordinance). There are a handful of fees for which there is an over-recovery in Planning. These over-recoveries have to do with process improvements and changes.

3 Cross-Departmental Support

The Urban Design, Building, Neighborhood Services, Community Services & Parks, Engineering and Traffic, Police, Fire, Integrated Waste, Maintenance, Electric, and Water Divisions all provide plan check services on Planning related projects. In order to recover for the costs of providing these services, fees have been calculated for the above Departments' time on Planning related fees. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following sections detail by division the full cost associated with providing support to Planning to arrive at the total City cost for providing these services.

Table 18: Total Cost Per Unit Results – Planning Cross-Dept Support

Fee Name	Planning Cost	Urban Design Cost	Building Cost	Neighborhood Svcs Cost	Eng. & Traffic Cost	Maint. Cost	Integ. Waste Cost	CSP Cost	Police Cost	Fire Cost	Electric Cost	Water Cost	Total City Cost
Administrative Use Permit	\$1,329		\$107	\$99					\$81				\$1,615
Annexation/Detachment (Not including LAFCO and State)	\$4,257		\$1,019	\$99			\$24	\$248	\$81			\$176	\$5,903
Change of Floor Area Ratio District	\$9,769		\$320										\$10,090
Change of Height District	\$10,424		\$214										\$10,638
Condition Modification or Waiver (Subdivision, Parcel Map, Zone Change)	\$10,424		\$427		\$747		\$24		\$214			\$215	\$12,052
Conditional Use Permit													
New Projects:													
Up to 50 res. Units, or commercial or industrial projects with up to 20,000 sq. ft. of floor area	\$2,966		\$427	\$99	\$1,677		\$24		\$81	\$214	\$181	\$295	\$5,964
More than 50 res. Units, mixed use development, entirely Live / Work development, or commercial or industrial projects with more than 20,000 sq. ft. of floor area	\$7,542	\$491	\$641	\$99	\$1,677		\$24		\$81	\$428	\$270	\$295	\$11,548
Creative Sign Review	\$1,086	\$1,228	\$214		\$899		\$24						\$3,451
Density Bonus:													
Housing Agreement	\$970		\$94				\$24					\$215	\$1,303
Housing Plan - Planning Fee	\$1,036		\$94				\$24					\$215	\$1,368

Fee Name	Planning Cost	Urban Design Cost	Building Cost	Neighborhood Svcs Cost	Eng. & Traffic Cost	Maint. Cost	Integ. Waste Cost	CSP Cost	Police Cost	Fire Cost	Electric Cost	Water Cost	Total City Cost
Design Development Overlay	\$3,206	\$737	\$94	\$99			\$24		\$81			\$215	\$4,456
Design Review:													
Exemption	\$663	\$123											\$786
Administrative Review													
Single family homes	\$3,376	\$737	\$320		\$1,677	\$273	\$24						\$6,407
Multi-family and non-residential projects	\$3,376	\$614	\$427	\$99	\$2,310		\$24					\$295	\$7,145
DRB, HPC, City Council; All Single-Family Projects													
New	\$3,376	\$983	\$214	\$99	\$1,677		\$24		\$107	\$89		\$176	\$6,744
Amended	\$2,094	\$737	\$427	\$99	\$1,677		\$24		\$107	\$89		\$176	\$5,429
DRB, HPC, City Council; New or Amended Application:													
2-50 Residential units, Mixed-Use Development, entirely Live/Work development, or commercial or industrial with less than 20,000 sq. ft. of floor area	\$3,527	\$983	\$855	\$99	\$2,310		\$24		\$214	\$270		\$295	\$8,575
51 -100 residential units	\$3,527	\$1,474	\$641	\$99	\$2,310		\$24		\$214	\$359		\$295	\$8,942
101 or greater residential units, or commercial, or industrial with 20,000 sq. ft. or more of floor area	\$3,527	\$1,966	\$1,019	\$99	\$2,310		\$24		\$428	\$448		\$295	\$10,114

Fee Name	Planning Cost	Urban Design Cost	Building Cost	Neighborhood Svcs Cost	Eng. & Traffic Cost	Maint. Cost	Integ. Waste Cost	CSP Cost	Police Cost	Fire Cost	Electric Cost	Water Cost	Total City Cost
DRB, HPC, City Council; Plan Revision (not requiring DRB review)	\$410	\$61											\$472
Sign Program Review	\$2,976	\$737	\$214		\$899		\$24						\$4,850
Staff Field Inspections After First Inspection	\$312	\$31											\$343
Environmental Information Form (New or Addendum)													
Commercial and Industrial (Gross floor area) Up to 20,000 sq. ft.	\$5,181		\$214	\$99			\$24	\$248	\$81			\$295	\$6,141
Commercial and Industrial (Gross floor area) Above 20,000 sq. ft.	\$6,901		\$427	\$99			\$24	\$248	\$81			\$295	\$8,074
Residential One Unit	\$5,181		\$214	\$99			\$24	\$248	\$81			\$176	\$6,022
Residential 2 to 19 units	\$5,181		\$427	\$99			\$24	\$248	\$81			\$176	\$6,236
Residential 20 to 50 units	\$5,181		\$427	\$99			\$24	\$248	\$81			\$295	\$6,355
Residential 51 units or more, Mixed-Use Development, or entirely Live/Work	\$6,901		\$641	\$99			\$24	\$248	\$81			\$295	\$8,288
Historic Preservation Process - A Mills Act Request Fee:													
Up to \$750,000 Assessed Value	\$7,333	\$1,474					\$24						\$8,831
\$750,000 to \$1,000,000 Assessed Value	\$7,333	\$1,474					\$24						\$8,831

Fee Name	Planning Cost	Urban Design Cost	Building Cost	Neighborhood Svcs Cost	Eng. & Traffic Cost	Maint. Cost	Integ. Waste Cost	CSP Cost	Police Cost	Fire Cost	Electric Cost	Water Cost	Total City Cost
\$1,000,000 to \$1,400,000 Assessed Value	\$7,333	\$1,474					\$24						\$8,831
\$1,400,000 and Up Assessed Value	\$7,333	\$1,474					\$24						\$8,831
Parking Exception Fee	\$1,313						\$24						\$1,336
Parking Reduction Permit	\$5,041			\$99			\$24						\$5,163
Parking Use Permit	\$4,088			\$99			\$24						\$4,210
Planned Residential Development (PRD) Precise Plan Review	\$10,387		\$214	\$99	\$1,677		\$24	\$248	\$81	\$214	\$44	\$295	\$13,282
Preliminary Design Review	\$689	\$737	\$214	\$99			\$24	\$248	\$81		\$89	\$176	\$2,356
Preliminary Application Review	\$1,058	\$442											\$1,500
Relocation Building:													
Relocation Administrative relocation	\$1,307		\$214	\$99			\$24			\$107		\$215	\$1,966
	\$648		\$214	\$99			\$24					\$215	\$1,199
Setback Ordinance:													
In all zones other than R1 and R1R	\$8,175		\$214	\$99			\$24	\$248	\$81			\$176	\$9,015
In R1 and R1R zones	\$8,175		\$107	\$99			\$24	\$248	\$81			\$176	\$8,909
Sign Permit for a Temporary Banner	\$1,277			\$99	\$899		\$24						\$2,299
Special Recreation (SR) Zone Development Plan Review:													
Hearing Required	\$5,473	\$246	\$509	\$99			\$24			\$107		\$215	\$6,673
No Hearing Required	\$663	\$123											\$786
Street Name Change Fee	\$1,147		\$1,457				\$24		\$81		\$137	\$38	\$2,882

Fee Name	Planning Cost	Urban Design Cost	Building Cost	Neighborhood Svcs Cost	Eng. & Traffic Cost	Maint. Cost	Integ. Waste Cost	CSP Cost	Police Cost	Fire Cost	Electric Cost	Water Cost	Total City Cost
Subdivision:													
Condominium or Conversion	\$9,427		\$1,256	\$99	\$899		\$24	\$248	\$81	\$107	\$44	\$176	\$12,360
Condominium or Conversion Per Unit					\$899								\$899
New Mixed-Use Condominium or Conversion	\$9,837		\$1,966	\$99	\$899		\$24	\$248	\$81	\$107	\$44	\$176	\$13,481
New Mixed-Use Condominium or Conversion Per Unit	\$412		\$373	\$99	\$899								\$1,783
Conventional Raw Land	\$16,107		\$865	\$99	\$450		\$24	\$248	\$81	\$107		\$176	\$18,155
Conventional Raw Land Per Lot Amount	\$412		\$246	\$99	\$450								\$1,206
Exception	\$3,327		\$373	\$99	\$450		\$24	\$248	\$81			\$176	\$4,777
Parcel Map	\$12,865		\$1,220	\$99	\$450		\$24	\$248	\$81	\$107	\$44	\$176	\$15,313
Parcel Map Per Unit Amount	\$1,406		\$246	\$99	\$450		\$24				\$44		\$2,268
Reversion to Acreage	\$8,943		\$492	\$99	\$450		\$24	\$248	\$81			\$215	\$10,550
Sales Office Registration	\$455				\$450								\$905
Special Master Review	\$497		\$1,492	\$99	\$450			\$248	\$81			\$176	\$3,043
Time Extension	\$4,322				\$450		\$24						\$4,795
Vesting Tentative Tract	\$14,616		\$983	\$99	\$450		\$24	\$248	\$81	\$107	\$44	\$176	\$16,827
Vesting Tentative Tract, per lot	\$1,491		\$373	\$99	\$450		\$24				\$44		\$2,481
Vesting Parcel Map	\$11,374		\$1,492	\$99	\$450		\$24	\$248	\$81	\$107	\$44	\$176	\$14,094
Variance Setback or Standards New Projects:													

Fee Name	Planning Cost	Urban Design Cost	Building Cost	Neighborhood Svcs Cost	Eng. & Traffic Cost	Maint. Cost	Integ. Waste Cost	CSP Cost	Police Cost	Fire Cost	Electric Cost	Water Cost	Total City Cost
Up to 50 res. Units, or commercial or industrial projects with up to 20,000 sq. ft. of floor area, or new hillside single family projects	\$4,103		\$427	\$99	\$1,861		\$24	\$248	\$81	\$214		\$295	\$7,351
Up to 50 res. Units, or commercial or industrial projects with up to 20,000 sq. ft. of floor area, or new hillside single family projects Additional exception	\$1,547		\$427	\$99	\$1,861		\$24	\$248	\$81	\$53		\$295	\$4,634
More than 50 res. Units, Mixed-Use Development, entirely Live/Work development, or commercial or industrial projects with more than 20,000 sq. ft. of floor area	\$5,094		\$641	\$99	\$2,310		\$24	\$248	\$81	\$428		\$295	\$9,219
More than 50 res. Units, Mixed-Use Development, entirely Live/Work Development, or commercial or industrial projects with more than 20,000 sq. ft. of floor area.	\$1,225		\$641	\$99	\$2,310		\$24	\$248	\$81	\$107		\$295	\$5,029
Variance Use	\$10,274		\$427	\$99	\$1,494		\$24	\$248	\$81	\$107	\$44	\$176	\$12,974

Fee Name	Planning Cost	Urban Design Cost	Building Cost	Neighborhood Svcs Cost	Eng. & Traffic Cost	Maint. Cost	Integ. Waste Cost	CSP Cost	Police Cost	Fire Cost	Electric Cost	Water Cost	Total City Cost
Variance - Use / Single Family Zone - Projects Approved Prior to Adoption of Ordinance #5644	\$10,274		\$214	\$99	\$1,494		\$24	\$248	\$81	\$53		\$176	\$12,662
Wireless Telecommunications Facility Permit:													
Review	\$663	\$123											\$786
Review by Planning Commission	\$3,527	\$1,966	\$94		\$297		\$24			\$107	\$50	\$176	\$6,240
Review by Director	\$1,313		\$94		\$297		\$24				\$50	\$176	\$1,953
Zone Change:													
Map Amendment	\$10,424		\$118	\$99			\$24	\$248	\$81			\$176	\$11,170
"HD" Historic District Overlay Zone Only	\$10,424		\$59	\$99			\$24	\$248	\$81			\$176	\$11,111
Zoning Code Text Amendment	\$10,424		\$882	\$99			\$24	\$248	\$81			\$176	\$11,934

Urban Design, Building, Neighborhood Services, Community Services & Parks, Engineering and Traffic, Police, Fire, Integrated Waste, Maintenance, Electric, and Water staff identified time related to conditional use permits, density bonus housing, condominium remodels and inspections, design review, variance, subdivision, zoning amendments, and more. These costs per unit were integrated into the overall Planning total costs per unit. This integration ensures that the City is appropriately recovering for all City departments' costs as it relates to the above fees.

13. Community Services & Parks

The Community Services & Parks Department is responsible for providing recreational opportunities that promote involvement and engage the community in order to improve quality of life among residents. Fees examined in this study relate to facility rentals, picnic rentals, field rentals, after school programs, camp, classes, and sports programs. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Community Services & Parks Department.

1 Fee Schedule Modifications

During discussions with Community Services & Parks staff, various modifications were proposed to the current fee schedule, below are some of those proposed changes:

- **Modified Fees:** The flat trash detail fee was replaced with a per bin fee to better reflect the costs incurred by the Department.
- **Moved Fees:** As a means to consolidate like similar fees, Artsakh Avenue Paseo Rental fees were moved to this fee schedule from the Management Service fee schedule
- **Eliminated Fees:** Several fees are being proposed for elimination for a variety of reasons:
 - Youth Soccer Weekend Tournament as the City no longer offers this program.
 - Thirteen miscellaneous fees were removed; including, Easel or AV Cart, 24 Cup Coffee Service, Posting of “No Parking” Signage, and Snack Bar Concession Operation, as the City no longer provides these services or going forward the fee will now be included in the rental rate.
 - Rental of Movie Equipment Popcorn Package, Party on the GO! Popcorn Machine and Shaved Ice Machine, Party on the GO! Face Painting, and Skate Party Package were removed as these services are no longer offered.
 - Club Maple Softball Tournament and Adult Basketball League was removed as the City no longer offers these tournaments and leagues, there are other Softball Tournaments and Basketball League options still available.

The modifications outlined above will allow the Community Services & Parks’ fee schedule to accurately reflect the services being provided by staff and will ensure that costs are captured appropriately.

2 Detailed Results

The Community Services & Parks Department collects fees for facility rentals, picnic rentals, field rentals, after school programs, camp, classes, and sports programs. The total cost calculated for each service includes direct staff costs, Departmental, and Citywide overhead. For Community Services & Parks fees a different methodology was utilized to calculate the cost of service. There are two types of services within Community Services & Parks:

- 1. Programs:** This represents programmatic activities such as leagues, tournaments, aquatic lessons, summer camps, etc. For these types of activities, the cost was calculated based upon staff time and effort associated with managing, and running the activity, and estimated number of participants (as needed).
- 2. Rentals:** This represents the costs associated with park and facility rentals. For these services, the cost was based upon the area being rented (square footage or acre), cost per acre or square foot based upon city's existing depreciations, estimated annual use of hours, the staff time to process the information, and average amount of time to rent the space.

The following table details the fee name, current fee, total cost (based upon the above two distinct methodologies), and difference associated with each service offered.

Table 19: Total Cost Per Unit Results – Community Services & Parks

Fee Name	Current Fee	Cost / Unit	Difference
FACILITY RENTAL FEES			
Acreage Fee	\$35	\$38	(\$3)
Trail Fee (Special Events)	\$500	\$633	(\$133)
Adult Recreation Center			
Indoor Lounge	\$25	\$105	(\$80)
Indoor Dining Room A (with Stage) or B - Before 6 pm	\$55	\$153	(\$98)
Indoor Dining Room A (with Stage) or B - After 6 pm & Weekends	\$75	\$153	(\$78)
Indoor Kitchen (Must be rented in conjunction with another room)	\$55	\$98	(\$43)
Indoor Activity Room	\$25	\$98	(\$73)
Indoor Multi-Purpose Room A	\$35	\$85	(\$50)
Indoor Multi-Purpose Room B	\$30	\$78	(\$48)
Outdoor Upper Courtyard	\$80	\$306	(\$226)
Outdoor Lower Courtyard	\$60	\$164	(\$104)
Artsakh Avenue Paseo			
Artsakh Avenue Paseo	\$80	\$142	(\$62)
Brand Studio Community Building			
Studio #1	\$30	\$62	(\$32)
Studio #2	\$40	\$79	(\$39)

Fee Name	Current Fee	Cost / Unit	Difference
Both Studios	\$60	\$120	(\$60)
Studio #2 and Patio	\$50	\$91	(\$41)
Central Park Paseo Rental			
Central Park Paseo Rental	\$80	\$164	(\$84)
Civic Center Plaza			
Civic Center Plaza	\$500	\$734	(\$234)
Deposits			
Rental Deposit - over 100 people, (Without Alcohol) (Applicable when facility has no specific deposit)	\$500	\$500	\$0
Rental Deposit - with Alcohol (Applicable when facility has no specific deposit)	\$500	\$500	\$0
Facility Rental Fees - Special Event Deposit	\$1,000	\$1,000	\$0
Dunsmore Community Building			
Large/Front Room	\$45	\$74	(\$29)
Small/Back Room	\$35	\$48	(\$13)
Kitchen	\$20	\$38	(\$18)
Griffith Manor Community Building			
Griffith Manor Community Building	\$52	\$70	(\$18)
Maple Park Community Center			
Kitchen 1st Level	\$30	\$6	\$24
Kitchen 2nd Level	\$20	\$8	\$12
Multi-Purpose Gym Weekday	\$50	\$396	(\$346)
Multi-Purpose Gym Nights & weekends	\$60	\$396	(\$336)
Multi-Purpose Fields Weekday	\$25	\$738	(\$713)
Multi-Purpose Fields Nights & weekends	\$30	\$738	(\$708)
Upper Level Patio	\$25	\$30	(\$5)
Meeting Room A	\$40	\$112	(\$72)
Meeting Room B	\$40	\$112	(\$72)
Outdoor Terrace	\$30	\$88	(\$58)
Joe Bridges Clubhouse			
Joe Bridges Clubhouse	\$50	\$131	(\$81)
Pacific Community Center			
Red Bud Room	\$40	\$114	(\$74)
Arts & Science Room	\$40	\$149	(\$109)
Sycamore Room	\$55	\$148	(\$93)
Conference Room	\$30	\$102	(\$72)
Oak Room	\$50	\$95	(\$45)
Kitchenette	\$30	\$52	(\$22)
Gym A (City) or Gym B (School) Weekday	\$60	\$239	(\$179)
Gym A (City) or Gym B (School) Nights & weekends	\$80	\$271	(\$191)
1 Picnic Shelter	\$35	\$68	(\$33)
Lunch Shelter	\$50	\$135	(\$85)
Multi-Use Court	\$40	\$562	(\$522)
Terrace	\$40	\$110	(\$70)
Outdoor Stage Area	\$100	\$180	(\$80)
Photography Permits			

Fee Name	Current Fee	Cost / Unit	Difference
Brand Friendship Garden & Gazebo Photography Permit	\$235	\$151	\$84
Brand Library Photography Permit	\$30	\$148	(\$118)
Photography Permit - All Other Sites	\$80	\$151	(\$71)
Picnic Shelter Facilities			
Verdugo Park Picnic Shelter	\$35	\$32	\$3
Palmer Park Picnic Shelter	\$35	\$32	\$3
Lower Scholl Canyon Park Picnic Shelter	\$40	\$32	\$8
Verdugo Adobe Picnic Shelter	\$40	\$32	\$8
Casa Adobe De San Rafael Picnic Shelter	\$40	\$32	\$8
Deukmejian Wilderness Park Picnic Area #1 (Lower area)	\$40	\$32	\$8
Deukmejian Wilderness Park Picnic Area #2 (Upper area)	\$40	\$32	\$8
Deukmejian Wilderness Park - Amphitheater	\$40	\$32	\$8
Cerritos Park Picnic Shelter	\$35	\$32	\$3
Skate Park			
Skate Park	\$150	\$138	\$12
Sparr Heights Community Center			
Verdugo Room	\$93	\$142	(\$49)
Garden Room	\$52	\$135	(\$83)
Lounge	\$21	\$74	(\$53)
Kitchen	\$36	\$37	(\$1)
North Patio (Small)	\$21	\$199	(\$178)
South Patio (Large)	\$41	\$227	(\$186)
Stone Barn Nature Center			
Stone Barn Nature Center	\$200	\$746	(\$546)
Stone Barn Nature Center Deposit Without Alcohol	\$1,000	\$1,000	\$0
Stone Barn Nature Center Deposit With Alcohol	\$2,000	\$2,000	\$0
Stone Barn Nature Center - Open Floor Plan (Up to 6 hours)	\$2,000	\$2,747	(\$747)
Stone Barn Nature Center - Patio	\$40	\$254	(\$214)
Sports Complex			
Meeting Room	\$25	\$37	(\$12)
Meeting Room - Youth Group	FREE	\$37	N/A
Weddings			
Wedding Events Deposit (When facility has no specific deposit)	\$500	\$500	\$0
Wedding Permits	\$120	\$94	\$26
Wedding Permits - Deukmejian Wilderness Park	\$125	\$94	\$31
Wedding Rehearsal	\$25	\$85	(\$60)
CIVIC AUDITORIUM FEES			
Upper Level			
Weekday (Monday-Thursday)	\$100	\$475	(\$375)
Weekend (Friday, Saturday, & Sunday)	\$125	\$475	(\$350)
Lower Level			
Weekday (Monday-Thursday)	\$70	\$444	(\$374)
Weekend (Friday, Saturday, & Sunday)	\$95	\$444	(\$349)
Terrace Room			
Weekday (Monday-Thursday)	\$30	\$150	(\$120)

Fee Name	Current Fee	Cost / Unit	Difference
Weekend (Friday, Saturday, & Sunday)	\$55	\$150	(\$95)
Conference Room			
Weekday (Monday-Thursday)	\$35	\$30	\$5
Weekend (Friday, Saturday, & Sunday)	\$60	\$30	\$30
Other Rental Spaces			
Lobby	\$100	\$962	(\$862)
Box Office	\$200	\$80	\$120
Dressing Room	\$100	\$481	(\$381)
Kitchen Daily Rate	\$250	\$602	(\$352)
Kitchen Weekly Rental for Caterers (Mon-Fri)	\$540	\$4,211	(\$3,671)
Kitchen Monthly Rental for Caterers (Mon-Fri)	\$1,900	\$16,843	(\$14,943)
Indoor Soccer			
Indoor Soccer	\$75	\$469	(\$394)
Indoor Soccer Weekend Soccer Tournament	\$375	\$781	(\$406)
Indoor Soccer Birthday Party Package up to 50 kids	\$400	\$1,171	(\$771)
Indoor Soccer Birthday Party Package additional hour	\$70	\$469	(\$399)
Indoor Soccer Indoor Soccer Civic League (6" on 6")	\$490	\$2,811	(\$2,321)
Parking Fees			
Parking Rate	\$6	\$12	(\$6)
Prepaid Garage Rate with Valid Civic Event Permit	\$1,900	\$4,200	(\$2,300)
Prepaid Lot 31 Rate with Valid Civic Event Permit	\$750	\$2,040	(\$1,290)
Bus/Motorhome/Trailer	\$30	\$36	(\$6)
Miscellaneous Fees			
Audio/Visual Package	\$350	\$350	\$0
Power Package	\$150	\$150	\$0
Piano	\$150	\$150	\$0
Pipe & Drape	\$5	\$5	\$0
Staff Fee	\$22	\$52	(\$30)
Food Cost Fee	\$150	\$274	(\$124)
Food Cost Fee with Alcohol	\$250	\$442	(\$192)
Deposits			
Conditionally Refundable Deposit Private/Non-Commercial Event	\$1,000	\$1,000	\$0
Conditionally Refundable Commercial Event	\$2,000	\$2,000	\$2,000
Rental Space Kitchen Conditionally Refundable Deposit	\$1,000	\$1,000	\$0
FIELD RENTAL FEES			
Pacific Fields			
Pacific Multi-Purpose Field; Weekday (before 6 p.m.)	\$53	\$166	(\$113)
Pacific Multi-Purpose Field; Nights (6 p.m. - 10 p.m.) & Weekends	\$80	\$202	(\$122)
Pacific Baseball Field	\$35	\$129	(\$94)
Sports Complex			
Baseball#1			
Weekday Rates (Mon-Fri Before 6 pm)	\$43	\$108	(\$65)
Night & Weekend Rates (Weekday 6 pm-10 pm and Sat & Sun)	\$68	\$119	(\$51)

Fee Name	Current Fee	Cost / Unit	Difference
Baseball#2			
Weekday Rates (Mon-Fri Before 6 pm)	\$38	\$188	(\$150)
Night & Weekend Rates (Weekday 6 pm-10 pm and Sat & Sun)	\$63	\$199	(\$136)
Baseball #3			
Weekday Rates (Mon-Fri Before 6 pm)	\$38	\$188	(\$150)
Night & Weekend Rates (Weekday 6 pm-10 pm and Sat & Sun)	\$63	\$199	(\$136)
Soccer #4			
Weekday Rates (Mon-Fri Before 6 pm)	\$53	\$120	(\$68)
Night & Weekend Rates (Weekday 6 pm-10 pm and Sat & Sun)	\$80	\$132	(\$52)
Soccer#5			
Weekday Rates (Mon-Fri Before 6 pm)	\$58	\$123	(\$65)
Night & Weekend Rates (Weekday 6 pm-10 pm and Sat & Sun)	\$85	\$134	(\$49)
Stengel Field Rates			
Weekdays before 6pm	\$41	\$41	\$0
Nights & Weekends	\$67	\$67	\$0
City-Wide Field Rates			
City-Wide Field	\$25	\$174	(\$149)
Field Lights	\$20	\$11	\$9
Miscellaneous Fees			
Baseball Field Prep (base & lining)	\$30	\$34	(\$4)
Sports Complex Tournament Fee	\$685	\$805	(\$120)
Sports Complex Ballfield Tournament Field Prep Fee	\$100	\$268	(\$168)
Controller Deposit	\$500	\$500	\$0
Sports Complex Storage Space (1/4 room)	\$25	\$25	\$0
Storage Bin Placement	\$100	\$100	\$0
Snack Bar Rental-Approved Community Youth Group	\$100	\$100	\$0
Portable Backstop	\$30	\$180	(\$150)
PROGRAM FEES			
Parent's Night Out	\$15	\$48	(\$33)
Contract Classes Cancellation Fee	\$15	\$61	(\$46)
Sports			
Soccer Small Goals	\$5	\$11	(\$6)
Soccer Tournament	\$430	\$223	\$207
Softball Tournament	\$220	\$332	(\$112)
Adult Soccer League	\$845	\$1,014	(\$169)
Adult Softball League	\$362	\$1,047	(\$685)
Adult Basketball League	\$375	\$2,584	(\$2,209)
Masters Open Play Soccer	\$2	\$2	\$0
3 on 3 Youth Basketball Tournaments	\$20	\$20	\$0
Skate Classes and Lessons			
Drop-By Skate Class Lesson	\$20	\$15	\$5
Beginning & Intermediate Group Skate Class	\$100	\$89	\$11
Private Skate Lessons	\$40	\$45	(\$5)
Semi-Private Skate Lessons; 2 Students	\$70	\$45	\$25
Semi-Private Skate Lessons; 3 Students	\$90	\$45	\$45

Fee Name	Current Fee	Cost / Unit	Difference
Senior Classes			
Senior Class Fees Senior Fitness	\$1	\$3	(\$2)
Cruise Night			
Cruise Night Car Registration	\$35	\$197	(\$162)
Cruise Night Late Registration	\$40	\$197	(\$157)
Stone Barn Nature Center			
Stone Barn Nature Center Private Tour (Up to 2 hours)	\$250	\$294	(\$44)
Stone Barn Nature Center Interpretive Activity (1.5 hours up to 20 children)	\$250	\$388	(\$138)
Stone Barn Nature Center Interpretive Activity - Each Additional Child	\$10	\$19	(\$9)
Verdugo Mountains 10K Trail Run and Hike			
Verdugo Mountains 10K Trail Run and Hike Pre-Registration Before March 1st Rate	\$30	\$79	(\$49)
Verdugo Mountains 10K Trail Run and Hike Pre-Registration March 1st through March 31st Rate	\$35	\$79	(\$44)
Verdugo Mountains 10K Trail Run and Hike Pre-Registration April 1st through day before the event Rate	\$40	\$79	(\$39)
Verdugo Mountains 10K Trail Run and Hike Day-of Registration Rate	\$45	\$79	(\$34)
Skate Park Adult Non-Resident			
Skate Park Adult Non-Resident - Daily Entry (18 & over)	\$4	\$4	\$0
Skate Park Adult Non-Resident - Monthly Pass (18 & over)	\$40	\$37	\$3
Skate Park Adult Non-Resident - Annual Pass (18 & over)	\$75	\$67	\$8
Day Camps			
Blast Camp Registration	\$120	\$187	(\$67)
Spectacular Camp Registration	\$150	\$156	(\$6)
Day Camp Before Care	\$20	\$27	(\$7)
Day Camp After Care	\$20	\$27	(\$7)
Counselor in Training Registration	\$100	\$43	\$57
Skate Camps; "Groms" Sk8 Camp	\$225	\$362	(\$137)
Skate Camps; "Shredders" Traveling Sk8 Camp	\$325	\$544	(\$219)
Kool Dayz Camp Registration - Full Day	\$85	\$155	(\$70)
Kool Dayz Camp Registration - Half Day	\$60	\$153	(\$93)
Kinder Camp Registration - Full Day	\$105	\$343	(\$238)
Kinder Camp Registration - Half Day	\$60	\$307	(\$247)
Travelin' Teens Camp Registration -Full Day	\$150	\$401	(\$251)
Maple Starz Camp Registration - Full Day	\$75	\$118	(\$43)
Maple Starz Camp Registration - Half Day	\$55	\$296	(\$241)
Day Camp T-Shirt Fee	\$5	\$8	(\$3)
Sparr-Tacular Camp Registration	\$65	\$119	(\$54)
Nature Camp Registration	\$275	\$297	(\$22)
Day Camp Non-Resident Fee	\$15	\$15	\$0
Day Camp Cancellation Fee	\$20	\$61	(\$41)
AQUATICS FEES			
Non-Resident Surcharge	\$15	\$15	\$0
Swim Lessons			

Fee Name	Current Fee	Cost / Unit	Difference
Youth Swim Lesson Half Session	\$25	\$25	\$0
Youth Swim Lesson Full Session	\$40	\$37	\$3
Adult Swim Lesson Half Session	\$35	\$25	\$10
Adult Swim Lesson Full Session	\$55	\$37	\$18
Private Swim Lesson	\$30	\$79	(\$49)
Semi-Private Swim Lessons; 2 Students	\$50	\$40	\$10
Semi-Private Swim Lessons; 3 Students	\$60	\$26	\$34
Pool Entry Fee			
0-4	\$0	\$3	(\$3)
5-11	\$0.50	\$2.69	(\$2)
12-17	\$1	\$3	(\$2)
18-54	\$3	\$3	\$0
55+	\$1	\$3	(\$2)
Pacific Community Pool			
Pacific Community Pool Whole Pool (2 hr minimum)	\$150	\$240	(\$90)
Pacific Community Pool Shallow End Only (2 hr minimum)	\$100	\$188	(\$88)
Aquatics Staff Fee	\$20	\$52	(\$32)
Pacific Community Pool Lane Rentals	\$10	\$26	(\$16)
Wading Pool Rental			
Wading Pool Rental Fee 1st Hour	\$100	\$194	(\$94)
Wading Pool Rental Fee Additional Hours	\$25	\$45	(\$20)
Wading Pool Rental Fee Picnic Table (2 hrs of staff time to reserve)	\$40	\$94	(\$54)
Pacific Community Pool Registrations			
Jr. Lifeguard Registration	\$85	\$102	(\$17)
Water Polo Registration	\$75	\$39	\$36
Swim Team Registration	\$75	\$19	\$56
Summer Unlimited Pool Entry Pass			
5-11	\$20	\$67	(\$47)
12-17	\$40	\$67	(\$27)
18-54	\$75	\$67	\$8
55+	\$40	\$67	(\$27)
Monthly Recreation & Lap Swim Unlimited Entrance Pass			
5-11	\$10	\$48	(\$38)
12-17	\$15	\$48	(\$33)
18-54	\$40	\$48	(\$8)
55+	\$15	\$48	(\$33)
Drop-In Aqua Exercise Program			
12-54	\$5	\$3	\$2
55+	\$4	\$3	\$1
15 Punch Pass			
5-11	\$6	\$40	(\$34)
12-17	\$12	\$40	(\$28)
18-54	\$36	\$40	(\$4)
55+	\$12	\$40	(\$28)
Drop-In Aqua Exercise 15 Punch Pass			

Fee Name	Current Fee	Cost / Unit	Difference
12-54	\$56	\$40	\$16
55+	\$45	\$40	\$5
PARTY PACKAGE FEES			
Movie Equipment Rental Rate With One Movie	\$750	\$1,769	(\$1,019)
Party on the GO! Basic Party Package (2 staff and 6 games/activities up to 12 children)	\$300	\$896	(\$596)
Party on the GO! Basic Party Package (2 staff and 6 games/activities up to 12 children) - Each additional hour	\$100	\$103	(\$3)
Party on the GO! Basic Party Package (2 staff and 6 games/activities up to 12 children) - Additional child fee	\$10	\$75	(\$65)
Party on the GO! Basic Party Package (2 staff and 6 games/activities up to 12 children) - Carnival Games	\$20	\$114	(\$94)
Glendale Rocks! Events Package Basic Event Package	\$300	\$536	(\$236)
Glendale Rocks! Events Package Basic Event Package - Each additional hour after 2 hours	\$100	\$89	\$11
LED Screen	\$3,000	\$1,402	\$1,598
MISCELLANEOUS FEES			
Staff Fee	\$20	\$45	(\$25)
Table	\$10	\$20	(\$10)
Chair Rental	\$2	\$3	(\$1)
Security Guard	\$25	\$25	\$0
Portable PA System	\$150	\$169	(\$19)
Alcohol Permit	\$100	\$101	(\$1)
Trash Detail	\$1,120	\$279	\$841
Jumper Permit Fee	\$25	\$91	(\$66)
Portable Generator	\$550	\$550	\$0
Portable Sound System	\$350	\$350	\$0
Portable Stage	\$650	\$650	\$0
Portable Stage and Portable Generator Combination	\$1,000	\$1,000	\$0
Memorial Plaque - Bench	\$6,500	\$6,590	(\$90)
Memorial Plaque - Picnic Table	\$7,500	\$7,590	(\$90)
Activity Card Fees			
Activity Card Fees (17 and under)	\$0	\$7	(\$7)
Activity Card Fees (18-59 years)	\$25	\$7	\$18
Activity Card Fees (60 and over)	\$10	\$7	\$3
Activity Card Fees Replacement Cards (All)	\$2	\$4	(\$2)
Activity Card Fees One Day Activity Card	\$2	\$7	(\$5)
Adult Gym Membership Fee (Adult Recreation Center) – 18-59 years old	\$80	\$7	\$73
Senior Gym Membership Fee (Adult Recreation Center) - 60 years and over	\$50	\$7	\$43
Banners			
Banners - Local Glendale Business	\$100	\$88	\$12
Banners - Non-Local Glendale Business	\$200	\$88	\$112
Banners - Non-Profit Organization (Advertising own Business)	\$50	\$88	(\$38)
Banners - Approved Community Youth Group Fundraising/Sponsorships	25% of amount raised		

Fee Name	Current Fee	Cost / Unit	Difference
Administrative Fee for Changes to Approved Permits			
Administrative Fee for Changes to Approved Permits; Permits less than \$100	\$10	\$304	(\$294)
Administrative Fee for Changes to Approved Permits; Permits \$100 or more	\$20	\$304	(\$284)
Community Gardens			
Annual Community Garden Plot Assignment Fee	\$25	\$34	(\$9)
Community Garden Gate Key Fee	\$5	\$11	(\$6)

The majority of fees for Community Services & Parks show an under-recovery, the largest deficit relates to Rental Space Kitchen Monthly Rental for Caterers (Mon-Fri) at \$14,943. The largest over-recovery relates to Special Event & Miscellaneous Fees LED Screen Rental at \$1,598.

While this report calculates the cost of service based upon certain assumptions such as staff time, administrative overhead, some annual maintenance components, community service fees should be set based upon the market rate. The market demand will fluctuate depending upon the amenities offered, the supply of services, and the quality of services. Due to these intangible factors, the information in this report can be utilized to determine some aspect of cost recovery, but there are other factors to consider when setting recreation and rental fees. These other factors should be considered in conjunction with the cost estimates to set these fees.

14. Fire - Prevention

The Fire Prevention Division is responsible for plan review and inspection of Fire Sprinkler Systems, Fire Alarms, Hazardous Materials, Storage Tanks, and New Construction to ensure that there is compliance with life and safety standards. The following subsections discuss fee schedule modifications and detailed per unit results for the Prevention fee-related services provided by the Fire Department.

1 Fee Schedule Modifications

During discussions with Fire staff, the addition of various new fees were proposed; examples include, Fire Flow service charges; Plan Check, Permit, and Inspection for seasonal Pumpkin and/or Christmas lot; Hazardous Materials and Disclosure Programs, and Campfire Permit. Additionally, 'GUSD Public Schools (any number of persons): Annual inspection' was combined with 'Permit to operate or maintain Private schools (any number of persons); includes annual inspection' to form a single annual inspection for educational facilities, etc. The modifications noted above ensure that the proposed fee schedule better reflects the services being provided by Fire staff.

2 Detailed Results

The Fire Department collects fees for prevention services associated with plan review and inspection; including, fire sprinkler systems, fire alarms, hazardous materials, storage tanks, and new construction. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and the difference associated with each service.

Table 20: Total Cost Per Unit Results – Fire Prevention

Fee Name	Current Fee	Total Cost	Difference
MISCELLANEOUS FIRE FEES			
Institution: Permit to operate or maintain			
Acute Care hospitals as I-2 occupancy in accordance with CCR Title 24; includes periodic inspection	\$2,015	\$6,434	(\$4,419)
Ambulatory Health Care Facilities classified as I-2.1 occupancy in accordance with CCR Title 24; includes periodic inspection	\$1,041	\$673	\$368
An institution classified as I-2 occupancy other than acute care hospital, in accordance with CCR Title 24; includes periodic inspection	\$1,232	\$2,817	(\$1,585)
Residential Care facility: Permit to operate or maintain			

Fee Name	Current Fee	Total Cost	Difference
Boarding homes (as defined by Title 24, CAC); includes periodic inspection	\$418	\$1,318	(\$900)
Care Facility classified as an R-2.1 occupancy in accordance with CCR Title 24; includes periodic inspection	\$603	\$1,290	(\$687)
Day Care facility: Permit to operate or maintain			
Adult day care or child day care centers defined as I-4 or E occupancies in accordance with CCR Title 24; includes periodic inspection	\$507	\$715	(\$208)
Educational			
Permit to operate or maintain Private and Public schools (any number of persons); includes annual inspection	\$720	\$757	(\$37)
Fire Life Safety Inspection Program			
Fire Prevention Bureau annual inspection of multifamily dwellings not otherwise defined; minimum half hour or fraction thereafter: Inspection	\$36	\$84	(\$48)
Covered Mall: for the placement or construction of temporary kiosks, displays, booths, barriers, concession equipment or the like in a covered mall			
Permit and Inspection	\$106	\$112	(\$6)
Plan Check	\$104	\$138	(\$34)
Fees for Documents, Fire Incident Report, Dispatch Log / 911 Audio			
Fire Incident Report, Dispatch Log / 911 Audio ¹⁶	\$15	\$15	\$0
Subpoena, Arson Report & EMS Report ¹⁷	\$24	\$24	\$0
Service charge			
Copying ¹⁸	\$0.10	\$0.10	\$0.00
Digital copying and/or archiving of fire protection system plans	\$3	\$3	(\$0)
Fire permit search	\$9	\$11	(\$2)
Fire plan retrieval fee	\$9	\$11	(\$2)
FIRE ALARM SYSTEM			
Permit and Inspection			
Base fee for installation of new system	\$536	\$547	(\$11)
Additional fee for extensive new or altered Fire alarm system in a High-rise, Mid-rise or Complex building	\$2,898	\$3,124	(\$226)
Additional fee per device	\$4	\$4	(\$0)
Base fee for alteration of existing system	\$484	\$491	(\$7)
Plan Check			
Base fee for alteration to existing Fire alarm system	\$102	\$117	(\$15)
Additional fee for extensive new or altered Fire alarm system in a High-rise, Mid-rise or Complex building	\$444	\$1,022	(\$578)
Base fee for installation of new Fire Alarm system	\$273	\$368	(\$95)
Additional fee per device	\$2	\$3	(\$1)
FIRE EXTINGUISHING SYSTEM			
Permit and Inspection			
Base fee for new or existing KITCHEN HOOD Fire Extinguishing system	\$277	\$266	\$11

¹⁶ The Fire Incident Report, Dispatch Log / 911 Audio fee is set by CA Evidence Code § 1563(b)(6).

¹⁷ The Subpoena, Arson Report & EMS Report fee is set by CA Evidence Code § 1563(b)(6).

¹⁸ The Copying fee is set by CA Govt Code § 81008(a).

Fee Name	Current Fee	Total Cost	Difference
Base fee for new or existing SPECIAL Fire Extinguishing system (NOT KITCHEN HOOD)	\$386	\$392	(\$6)
Additional fee per nozzle for Fire Extinguishing system	\$8	\$8	(\$1)
Plan Check			
Base Fee for new or existing KITCHEN HOOD Fire Extinguishing system	\$82	\$291	(\$209)
Base fee for new or existing SPECIAL Fire Extinguishing system (NOT KITCHEN HOOD)	\$365	\$429	(\$64)
Additional fee per nozzle for Fire Extinguishing system	\$19	\$31	(\$11)
FIRE SPRINKLER SYSTEM			
Base fee for alteration to existing Fire Sprinkler system			
Permit and Inspection	\$483	\$491	(\$8)
Plan Check	\$102	\$138	(\$36)
Base fee for installation of new Fire Sprinkler, standpipe or combined system			
Permit and Inspection	\$541	\$547	(\$6)
Plan Check	\$272	\$368	(\$96)
Additional fee for Fire Sprinkler, standpipe or combined system			
Inspection Additional fee per inlet and/or outlet	\$25	\$28	(\$3)
Inspection Additional fee per head	\$5	\$31	(\$26)
Plan Check Additional fee per inlet and/or outlet	\$23	\$6	\$17
Plan Check Additional fee per head	\$2	\$3	(\$1)
Installation of Underground supply line for Fire Sprinkler, standpipe, or combined system			
Permit and Inspection	\$476	\$476	(\$0)
Plan Check	\$156	\$230	(\$74)
Single Family Dwelling			
Plan Check for alteration of existing Fire Sprinkler system for house, detached garage, guest house and/or accessory building	\$84	\$156	(\$72)
Permit and Inspection for installation of new Fire Sprinkler system for a house only, or house with a detached garage, guest house and/or accessory building	\$421	\$981	(\$560)
Plan Check for installation of a new Fire Sprinkler system for a house only, or house with detached garage, guest house and/or accessory building	\$297	\$505	(\$208)
Permit and Inspection for installation of Fire Sprinkler system for a detached garage, guest house and/or accessory building - house not included	\$235	\$659	(\$424)
Plan Check for installation of Fire Sprinkler system for a detached garage, guest house and/or accessory building - house not included	\$144	\$230	(\$86)
Plan Check Additional time for installation of new or alteration of existing Fire Sprinkler system for house and/or accessory building	\$101	\$184	(\$83)
GENERAL			
Plan Check and Permit for use of candles or open flames in an assembly area or restaurant dining	\$106	\$153	(\$47)
Permit and Inspection for General fire permit required by the Fire Chief and not otherwise listed	\$249	\$368	(\$119)
Fireworks display			

Fee Name	Current Fee	Total Cost	Difference
Permit and Inspection	\$1,677	\$1,958	(\$281)
Plan Check	\$149	\$168	(\$19)
Inspection required by the Fire Chief and not otherwise listed	Hourly Rate	\$295	N / A
Inspection Additional time for re-inspection for 1) work that was requested to be inspected and has not been completed or 2) when more than two inspections are required to correct deficiencies noted on a previous inspection	\$196	\$266	(\$70)
Plan Check and Permit for landing of any helicopter other than at an approved airport, for the purpose of lifting equipment, supplies or materials; does not apply to permitted filming companies, government or other approved agencies	\$250	\$332	(\$82)
Inspection for issuance of Fire Clearance for new business	\$248	\$384	(\$136)
Plan Check for General fire permit required by the Fire Chief and not otherwise listed			
First hour	\$226	\$340	(\$114)
Additional time	Hourly Rate	\$184	N / A
Plan Check and Permit for Pyrotechnical special effects	\$205	\$414	(\$209)
Installation of Spray booth			
Permit and Inspection	\$571	\$644	(\$73)
Plan Check	\$498	\$766	(\$268)
Plan Check and Permit for the installation of tents, canopies and temporary membrane structures	\$106	\$168	(\$62)
High/Mid/Low-Rise Buildings:			
High-rise building: To maintain or operate a high-rise building in accordance with the Health and Safety Code; includes annual inspection and one re-inspection	\$1,545	\$3,364	(\$1,819)
Low-rise and mid-rise buildings: Permit to operate and maintain Low-rise or Mid-rise building; includes annual inspection	\$987	\$1,682	(\$695)
Hydrant: Installation of Private Fire Hydrant			
Permit and Inspection	\$566	\$644	(\$78)
Plan Review	\$454	\$689	(\$235)
Plan Check and processing of Fire Code Modifications / Appeals Request for a code modification or alternate method or materials - Actual Time @ staff hourly rates	Hourly Rate	\$216	N / A
Service charge: Technical research	\$161	\$168	(\$7)
Place of assembly: Permit to operate or maintain as defined by CCR Title 24; includes periodic inspection			
A-3 occupancy	\$394	\$1,121	(\$727)
A-1 or A-5 occupancy	\$870	\$1,682	(\$812)
Occupant load greater than 300 persons and not otherwise specified	\$1,113	\$2,018	(\$905)
A-2 or A-4 occupancy	\$585	\$1,121	(\$536)
Vegetation Management Program: Administrative costs to abate a nuisance	\$377	\$336	\$41
Haz Mat Response: Spill / Incident Mitigation (Type I Response Team) - Actual Time @ staff hourly rates; plus actual cost for special consumable equipment / supplies and disposal fee	Actual Costs		

Fee Name	Current Fee	Total Cost	Difference
Landscaping, irrigation, fuel modification			
Plan Check	\$171	\$276	(\$105)
Permit and Inspection	\$187	\$547	(\$360)
Plan Check and Permit for Fire road access	\$101	\$168	(\$67)
Residential or Commercial Plan Check [Building Code Modification - BMOD] - When required by Building Division policy - Actual Time @ staff hourly rates	Hourly Rate	\$184	
Plan Check and Inspection as the Local Fire Authority for DSA and OSHPD projects	\$996	\$1,026	(\$30)
Plan checks and field inspections when required by the Fire Chief and not specifically addressed in the fire code.	Hourly Rate	\$168	N / A
Covered Mail: to use a covered mail for a public assembly or special event			
Plan Check	\$82	\$123	(\$41)
Permit and Inspection	\$187	\$505	(\$318)
Outside of Normal Business Hours - Actual Time at Staff Hourly Cost-Recovery Rates ("Re-call" situations require a minimum 4-hour charge.)			
Inspections	Hourly Rate	\$197	N / A
Plan Checks	Hourly Rate	\$215	N / A
For Construction: that do not conform to one of the categories listed above			
Plan Checks	Hourly Rate	\$184	N / A
Inspections	Hourly Rate	\$168	N / A
ABOVEGROUND STORAGE TANK			
Plan Check			
For installation of first Aboveground storage tank	\$1,343	\$1,374	(\$31)
Additional fee for two or more Aboveground storage tanks	\$328	\$368	(\$40)
For alteration of existing Aboveground storage tank	\$332	\$368	(\$36)
Permit and Inspection			
For installation of the first Aboveground storage tank	\$466	\$476	(\$10)
Additional fee for two or more Aboveground storage tanks	\$270	\$252	\$18
For alteration of existing Aboveground storage tank	\$275	\$252	\$23
HAZARDOUS MATERIALS			
Additional charge for re-inspections, responding to accidental discharges, and complaints - Actual Time @ Staff Cost-Recovery Rates	Hourly Rate		
Hazardous Materials and Disclosure Program: Permit to store, transport on-site, dispense, use or handle hazardous liquids, solids or gases: includes periodic inspection			
Category I: Liquid (Gals) 0-20; Solids (Lbs) 0-200; Gases (Cubic Ft.) 0-100	New	\$443	N / A
Category II: Liquid (Gals) 21-54; Solids (Lbs) 201-500; Gases (Cubic Ft.) 101-200	New	\$487	N / A
Category III: Liquid (Gals) 55-200; Solids (Lbs.) 501-2,000; Gases (Cubic Ft.) 201-1,000	\$621	\$722	(\$101)
Category IV: Liquid (Gals) 201-550; Solids (Lbs.) 2,001-5,000; Gases (Cubic Ft.) 1,001-2,000	\$815	\$995	(\$180)

Fee Name	Current Fee	Total Cost	Difference
Category V: Liquid (Gals) 551-1,500; Solids (Lbs.) 5,001-10,000; Gases (Cubic Ft.) 2,001-5,000	\$1,081	\$1,267	(\$186)
Category VI: Liquid (Gals) 1,501-2,750; Solids (Lbs.) 10,001-25,000; Gases (Cubic Ft.) 5,001-10,000	\$1,108	\$1,400	(\$292)
Category VII: Liquid (Gals) 2,751 & over; Solids (Lbs.) 25,001 & over; Gases (Cubic Ft.) 10,001 & up	\$1,486	\$1,620	(\$134)
Category VIII	New	\$3,422	N / A
Initial permit application			
Hazardous Materials and /or Hazardous Waste: Permit and Inspection	\$215	\$235	(\$20)
Industrial Waste: Initial permit application and renewal	\$215	\$183	\$32
Hazardous Materials, Hazardous Waste, and/or Industrial Waste: Plan Review	\$163	\$186	(\$23)
Hazardous Waste, Industrial Waste: Additional time and charges	Actual Cost		
Install Industrial Waste pretreatment equipment			
Permit and Inspection	\$121	\$216	(\$95)
Plan Check	\$101	\$216	(\$115)
Abandon/Remove Industrial Waste pretreatment equipment			
Permit and Inspection	New	\$216	N / A
Plan Check	New	\$216	N / A
Installation of low-pressure tank or pressure vessel containing liquefied flammable gas or other hazardous materials			
Permit and Inspection	\$288	\$302	(\$14)
Plan Check	\$210	\$218	(\$8)
Installation or alteration of equipment in connection with the storage, handling, use or sale of flammable or combustible liquids or other hazardous materials; does not include UST re-piping			
Permit and Inspection	\$288	\$475	(\$187)
Plan Check	\$328	\$373	(\$45)
Spill Prevention Control & Countermeasure Program (SPCC) or Risk Management Plan (CalARP RMP)			
Plan Check	\$743	\$839	(\$96)
Hazardous Waste: Management and Control Fee; Permit and Periodic inspection to maintain and operate			
Group I (1-19 employees)	\$508	\$567	(\$59)
Group II (20-100 employees)	\$662	\$762	(\$100)
Group III (101-500 employees)	\$767	\$910	(\$143)
Group IV (500 or more employees)	\$828	\$1,043	(\$215)
Hazardous Waste Treatment: Conditional Authorization:			
Permit and Periodic inspection to maintain and operate (add-on inspections concurrent with other inspections)	\$1,640	\$1,247	\$393
Hazardous Waste Treatment: Conditional Exemption ; Permit and Periodic inspection to maintain and operate (add-on inspections concurrent with other inspections)			
Commercial Laundries	\$371	\$579	(\$208)
Conditional Exemption Limited (CEL)	\$371	\$579	(\$208)
Conditional Exemption Small Quantity Treatment (CESQT)	\$382	\$579	(\$197)
Conditional Exemption Specified Waste Streams (CESW)	\$382	\$579	(\$197)
Hazardous Waste Treatment: Permit by Rule			
Permit and Periodic inspection to maintain and operate (add-on inspections concurrent with other inspections)	\$1,640	\$1,420	\$220
Industrial Waste and Pretreatment Program. Permit to discharge industrial waste into the sanitary sewer or storm drain system. Includes annual permit inspection and sampling fee.			

Fee Name	Current Fee	Total Cost	Difference
Facility generating waste not otherwise listed, Excluding Food Service Establishments (All Others)	\$443	\$646	(\$203)
Auto Repair or Jewelry Manufacturing facility	\$888	\$795	\$93
Categorical facility (pursuant to EPA Standards)	\$9,087	\$9,459	(\$372)
Printing, Car Wash facility, or Dental Facility	\$336	\$316	\$20
Significant Industrial User (SIU) facility (pursuant to EPA Standards)	\$998	\$8,468	(\$7,470)
UNDERGROUND STORAGE TANK			
Annual permit to operate and maintain			
First tank	\$1,510	\$2,001	(\$491)
Additional tank	\$335	\$403	(\$68)
Installation			
Permit and Inspection (for the first tank)	\$2,340	\$2,449	(\$109)
Inspection Fee (for each additional tank)	\$242	\$184	\$58
Plan Review and Permit Fee (for the first tank)	\$1,333	\$1,470	(\$137)
Plan Review and Permit Fee (each additional tank)	\$162	\$184	(\$22)
Abandon/Remove			
Permit and Inspection (for the first tank)	\$1,706	\$1,869	(\$163)
Inspection Fee: for each additional tank	\$355	\$460	(\$105)
Plan Check (for the first tank)	New	\$368	N / A
Plan Check (for each additional tank)	New	\$184	N / A
Actual Costs			
Site Remediation Proposal Evaluation	\$1,297	\$942	\$355
Temporary abandonment, or restore to Service; Permit and Inspection	\$529	\$566	(\$37)
Re-piping of Underground storage tank			
Plan Check	\$333	\$368	(\$35)
Permit and Inspection	\$489	\$1,042	(\$553)
Equipment Replacement/Repair			
Inspector witnessing of monitoring equipment "cold start"	\$529	\$622	(\$93)
Plan review and permit inspection for equipment replacement or repair	\$529	\$322	\$207
Plan review and permit inspection for under dispenser containment (UDC) removal/replacement	\$529	\$506	\$23
Plan review and permit inspection for fuel change	\$529	\$322	\$207
NEW CONSTRUCTION - RESIDENTIAL OR COMMERCIAL			
Building Code Modification [BMOD]: Plan Check	Hourly Rate	\$200	N / A
Fire Code Modification: Modifications/Appeals Request for a code modification or alternate method or materials [FMOD]: Plan Check and processing	Hourly Rate	\$216	N / A
Re-inspection for 1) work that was requested to be inspected and has not been completed or 2) when more than two inspections are required to correct deficiencies noted on a previous inspection: Inspection - additional time	\$244	\$184	\$60
Fire Sprinkler System			
Plan Check Additional fee	\$536	\$276	\$260
Inspection Additional fee	\$557	\$460	\$97
TCO			
Plan Review - When required by Building Division policy	Actual Costs		
Inspection - When required by Building Division policy	Actual Costs		
Express Plan Check			

Fee Name	Current Fee	Total Cost	Difference
Express plan check fee: fee to expedite the initial plan review process to eliminate "backlog time" on an as available, overtime basis	150% of the regular plan check fees (in addition to regular plan check fees)		
ABOVEGROUND STORAGE TANK:			
Operational permit for a tank in an underground area with 55 gallons or greater and facility has capacity of less than 1,320 gallons of petroleum, subject to APSA requirements; includes periodic inspections	\$335	\$561	(\$226)
Operational permit to store between 55 and 1,319 gallons of petroleum in aboveground storage tanks or containers; includes periodic inspections	\$466	\$808	(\$342)
Operational permit to store between 1,320 and 9,999 gallons of petroleum in aboveground storage tanks or containers; subject to APSA requirements; includes periodic inspections	\$1,026	\$1,074	(\$48)
Operational permit to store 10,000 gallons or more of petroleum in aboveground storage tanks or containers; subject to APSA requirements; includes periodic inspections	\$1,706	\$1,294	\$412
MISCELLANEOUS FIRE FEES			
Management and Inspection of Hazardous Vegetation for properties designated VMP (Vegetation Management Program) in the High or Very High Fire Hazard Area	\$15	\$42	(\$27)
California Environmental Report System (CERS)			
Fee	\$100	\$173	(\$73)
California Accidental Release Prevention (CalARP) Program:			
Level 1 Operational Permit	\$1,049	\$1,074	(\$25)
Level 2 Operational Permit	\$1,049	\$1,340	(\$291)
Level 3 Operational Permit	\$1,441	\$1,606	(\$165)
State CUPA Program Oversight Surcharge			
Underground Storage Tank Program (ST-UST)	New	\$20	N / A
Aboveground Storage Tank Program (ST-AST)	New	\$26	N / A
Service Charge: Fire flow			
Report Request	New	\$264	N / A
Fire Flow Testing	New	\$262	N / A
FLS annual inspection not otherwise covered by CIP (FPB inspection not otherwise covered)	New	\$294	N / A
Seasonal Pumpkin and/or Christmas Tree lot			
Plan Check	New	\$153	N / A
Permit and Inspection	New	\$574	N / A
Flume Sampling: Annual Citywide IW Sampling (staff time and lab costs)	New	\$3,422	N / A
Campfire Permit	New	\$38	N / A

The majority of Fire Preventions' fees are under-recovering, with the largest deficit relating to Permit Inspection and Sampling Fees to discharge industrial waste into the sanitary sewer or storm drain system for a Significant Industrial User (SIU) facility (pursuant to EPA Standards) at \$7,470. The over-recoveries seen in the above table range from a low of \$11 for a new or existing kitchen hood fire extinguishing system base fee

to \$412 for an above ground storage tank operational permit to store 10,000 gallons or more of petroleum.

15. Glendale Water & Power – Customer Service

The Customer Service division within Glendale Water and Power (GWP) is responsible for providing information to GWP customers allowing them to make informed decisions about water and energy services and use. The fees examined within this study relate to new account setup, delinquency, smart meter opt out, and various miscellaneous fees. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Customer Service.

1 Fee Schedule Modifications

During discussions with Customer Service staff, it was proposed that Smart Meter Opt Out Fees - Electric Meter reading fee (for meters other than the Smart Meter) and Smart Meter Opt Out Fees - Water/Electric Meter Test be removed from the fee schedule.

2 Detailed Results

The Customer Service division collects fees for new account setup, smart meter opt out, and various other fees. All penalty based fees such as late charges, posting, theft, and damaged equipment were not evaluated. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 21: Total Cost Per Unit Results – Customer Service

Fee Name	Current Fee	Total Cost	Difference
New Account Setup:			
New Account	\$15	\$20	(\$5)
New Account/Same Day Turn On (Non-remote turn-on's)	\$53	\$59	(\$6)
New Meter Application	\$15	\$20	(\$5)
Each Additional Meter	\$5	\$8	(\$3)
Delinquency Fees (Inclusive of all services on GWP Bill)			
Disconnect	\$25	\$27	(\$2)
Collection Field Visit	\$25	\$27	(\$2)
Disconnect Service at Pole or Vault	\$273	\$1,020	(\$747)
Reconnect Service	\$25	\$27	(\$2)
Reconnect Service; Same Day (Non-remote reconnect)	\$50	\$52	(\$2)
Reconnect Service; At Pole or Vault	\$273	\$1,020	(\$747)
Unauthorized Connection	\$25	\$27	(\$2)
Smart Meter Opt Out Fees:			
Electric Smart Meter Manual Reading fee	\$10	\$33	(\$23)
Electric Smart Meter Manual Reading fee for each additional attempt to read an inaccessible meter	\$10	\$33	(\$23)

Fee Name	Current Fee	Total Cost	Difference
Electric Smart Meter and water meter manual reading (if both meters are located in the same location)	\$10	\$33	(\$23)
Water Meter Manual Reading Fee	\$10	\$33	(\$23)

All Customer Service’s fees show an under-recovery, with the highest deficit being \$747 for both the Disconnect and Reconnect of Service at Pole or Vault.

16. Glendale Water & Power – Electric

The Electric department within Glendale Water and Power is responsible for providing and maintaining electrical services and continuously improving their power delivery system. Fiber Optic related fees were not examined in this study and are not included in this report. The fees examined within this study relate to overhead and underground services, meter testing, quitclaims, easement processing, and various other fees. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Electric division.

1 Fee Schedule Modifications

In discussions with Electric Services staff, the following modifications were made to the current fee schedule, including:

- **Eliminated Fees:** Small Cell Wireless Attachment was removed as the City no longer provides this service along with Print (or photocopy fees).
- **New Fees:** Electric Research was proposed for addition to the fee schedule.

The modifications noted above better reflect the services being provided by Electric staff, and more accurately account for time spent providing those services.

2 Detailed Results

Electric Services collects various fees, including those for overhead and underground services, meter testing, quitclaims, and easement processing. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 22: Total Cost Per Unit Results – Electric Service

Fee Name	Current Fee	Total Cost	Difference
Upgrading an existing OH or UG service to 100A for safety reasons (room additions do not qualify)		Free	
Electrical service reconstruction due to fire damage with no service upgrade		Free	
OH Services:			
Electrical panel relocation or update with no service size change: reusing the existing service conductor (in lieu of Basic Flat Fee)	\$379	\$680	(\$301)

Fee Name	Current Fee	Total Cost	Difference
Mid-span Service - Adder	\$568	\$1,020	(\$452)
Class 1Ph: 100-200A (R) (cable Size #2 AL Tri)			
Basic Flat Fee	\$615	\$1,068	(\$453)
Cable Cost Adder	\$0.46	\$0.48	(\$0.02)
Class 1Ph: 200A(C) (Cable size #1/0 AL TRI)			
Basic Flat Fee	\$644	\$1,106	(\$462)
Cable Cost Adder	\$0.75	\$0.86	(\$0.11)
Class 1Ph: 400A(R) (Cable size #3/0 AL TRI)			
Basic Flat Fee	\$835	\$1,445	(\$610)
Cable Cost Adder	\$1.52	\$1.71	(\$0.19)
Class 1Ph: 400A (C) (Parallel #1/0 AL TRI)			
Basic Flat Fee	\$909	\$1,446	(\$537)
Cable Cost Adder	\$1.51	\$1.72	(\$0.21)
Class 3Ph: 100-200A (Cable size #1/0 Quad)			
Basic Flat Fee	\$698	\$1,154	(\$456)
Cable Cost Adder	\$1.29	\$1.34	(\$0.05)
Class 3Ph: 400A (Cable size Parallel #1/0 Quad)			
Basic Flat Fee	\$1,016	\$1,494	(\$478)
Cable Cost Adder	\$2.58	\$2.68	(\$0.10)
UG Services:			
Electrical panel change with no service size change:			
Reusing service conductor and de-energizing panel for R&R (Remove & Replace Panel) (in lieu of Basic Flat Fee)	\$1,960	\$3,512	(\$1,552)
Reusing service conductor and without de-energizing panel (in lieu of Basic Flat Fee)	\$379	\$680	(\$301)
Class 1Ph: 100-150A (R) (1/0-2-1/0)			
Basic Flat Fee	\$1,579	\$2,738	(\$1,159)
Flat Charge Adder for Additional AL Run	\$758	\$1,360	(\$602)
Cable Cost Adder	\$1.08	\$1.04	\$0.04
Class 1Ph: 200A (R) (4/0-2/0-4/0)			
Basic Flat Fee	\$1,606	\$2,849	(\$1,243)
Flat Charge Adder for Additional AL Run	\$758	\$1,360	(\$602)
Cable Cost Adder	\$1.36	\$2.15	(\$0.79)
Class 1Ph: 400A(R) (350-4/0-350)			
Basic Flat Fee	\$1,684	\$2,982	(\$1,298)
Flat Charge Adder for Additional AL Run	\$758	\$1,360	(\$602)
Cable Cost Adder	\$2.13	\$3.48	(\$1.35)
Class 1Ph: 400A (C) (750-500-750)			
Basic Flat Fee	\$4,383	\$7,727	(\$3,344)
Flat Charge Adder for Additional AL Run	\$758	\$1,360	(\$602)
Cable Cost Adder	\$4.61	\$7.04	(\$2.43)
Class 3Ph: 200A (3-4/0,2/0)			
Basic Flat Fee	\$4,114	\$7,294	(\$3,180)
Flat Charge Adder for Additional AL Run	\$1,960	\$3,512	(\$1,552)
Cable Cost Adder	\$1.92	\$2.71	(\$0.79)
Class 3Ph: 400A (3-750, 4/0)			
Basic Flat Fee	\$4,465	\$7,892	(\$3,427)
Flat Charge Adder for Additional AL Run	\$1,960	\$3,512	(\$1,552)
Cable Cost Adder	\$5.43	\$8.69	(\$3.26)
OH/UG Services:			
Class 1Ph: 100-150A (R) (1/0-2-1/0)			
Basic Flat Fee	\$3,940	\$6,900	(\$2,960)

Fee Name	Current Fee	Total Cost	Difference
Flat Charge Adder for Additional AL Run	\$1,240	\$2,231	(\$991)
Cable Cost Adder	\$1.08	\$1.04	\$0.04
Class 1Ph: 200A (R)(4/0-2/0-4/0)			
Basic Flat Fee	\$3,994	\$7,122	(\$3,128)
Flat Charge Adder for Additional AL Run	\$1,240	\$2,231	(\$991)
Cable Cost Adder	\$1.36	\$2.15	(\$0.79)
Class 1Ph: 400A (R) (350-4/0-350)			
Basic Flat Fee	\$4,149	\$7,388	(\$3,239)
Flat Charge Adder for Additional AL Run	\$1,240	\$2,231	(\$991)
Cable Cost Adder	\$2.13	\$3.48	(\$1.35)
Class 1Ph: 400A (C) (750-500-750)			
Basic Flat Fee	\$5,887	\$10,331	(\$4,444)
Flat Charge Adder for Additional AL Run	\$1,240	\$2,231	(\$991)
Cable Cost Adder	\$4.61	\$7.04	(\$2.43)
Class 3Ph: 200A (3-4/0,2/0)			
Basic Flat Fee	\$4,107	\$7,234	(\$3,127)
Flat Charge Adder for Additional AL Run	\$2,481	\$4,462	(\$1,981)
Cable Cost Adder	\$1.92	\$2.71	(\$0.79)
Class 3Ph: 400A (3-750, 4/0)			
Basic Flat Fee	\$6,051	\$10,661	(\$4,610)
Flat Charge Adder for Additional AL Run	\$2,481	\$4,462	(\$1,981)
Cable Cost Adder	\$5.43	\$8.69	(\$3.26)
Miscellaneous Electric Fees			
400A: Installing Meter Equipment (CT) in Standing Sections			
Service Fee	\$923	\$1,486	(\$563)
Meter Meggering Test Fee	\$172	\$279	(\$107)
Pulse Meter Service Fee	\$617	\$897	(\$280)
Service Spot Fee (Commercial and Multi-Residential)	\$215	\$355	(\$140)
Service Spot Revision	\$53	\$89	(\$36)
Quitclaim - Summary Vacation (GWP Only)	\$538	\$798	(\$260)
Preliminary Electrical Engineering Services	\$344	\$630	(\$286)
Easement Processing Fee	\$841	\$798	\$43
Permit-to-Encroach (PTE) Fee	\$841	\$798	\$43
Permit-to-Occupy (PTO) Fee	\$161	\$266	(\$105)
Electrical Research	New	\$172	N / A
Electric Meter Test Fee	\$30	\$292	(\$262)

All but four of Electric's fees are under-recovering with the largest deficit related to OH/UG Services: Class 3Ph: 400A (3-750, 4/0) Basic Flat Fee at \$4,610. The largest over-recovery at \$43 is in relation to Easement Processing and Permit-to-Encroach.

17. Glendale Water & Power - Water

The Water Division within Glendale Water and Power (GWP) is responsible for the distribution of both potable and recycled waters throughout the City and providing water services to individual homes and businesses, maintaining water quality, optimizing water production, and efficiently storing water. The fees examined within this study relate to the costs for the installation of new water service line assemblies (including water meters), fire line protection service lines, fire hydrant assemblies, inspections, and other miscellaneous water services related work. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Water.

1 Fee Schedule Modifications

In discussions with Water staff, the following modifications were made to the current fee schedule.

- **Fee Name Changes:** AMI and Ball was removed from the title of 'Water Meter' and 'Water Meter, Valves, & Water Meter Box / Valve Set'. Additionally, various fees which had a plus in their title (i.e. Water Meter - 2"+) were changed to the words "greater than" (i.e. Water Meter - Greater Than 2").
- **Eliminated Fees:** 'Sprinkler pressure test and flush installation performed by private contractor' was removed as other City Departments may provide these services.

The modifications noted above more accurately reflect the current services provided by Water staff.

2 Detailed Results

The Water division collects fees for new water service assembly installations (including water meters), new fire line installations, new fire hydrant assemblies, relocation of existing fire hydrant assemblies, inspections, and other miscellaneous water service related work. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead costs as well as materials and equipment costs. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 23: Total Cost Per Unit Results – Water

Fee Name	Current Fee	Total Cost	Difference
Water Service Installations: (Local Streets)			
1" Water Meter and Service; 10' or less in length		Actual Cost	
1" Water Meter and Service; greater than 10' in length		Actual Cost	
1.5" Water Meter and Service; 10' or less in length		Actual Cost	
1.5" Water Meter and Service; greater than 10' in length		Actual Cost	
2" Water Meter and Service; 10' or less in length		Actual Cost	
2" Water Meter and Service; greater than 10' in length		Actual Cost	
3" Equivalent Water Meter and Service; 10' or less in length		Actual Cost	
3" Equivalent Water Meter and Service; greater than 10' in length		Actual Cost	
4"+ Water Meter and Service		Actual Cost	
Water Meter:			
1"	\$547	\$955	(\$408)
1.5"	\$657	\$1,651	(\$994)
2"	\$877	\$1,936	(\$1,059)
Greater Than 2"		Actual Cost	
Water Meter, Valves, & Water Meter Box / Vault Set:			
1"	\$767	\$1,449	(\$682)
1.5"	\$888	\$2,219	(\$1,331)
2"	\$1,218	\$2,504	(\$1,286)
Greater than 2"		Actual Cost	
Water Service Abandonment Fee (2" or less)	\$2,802	\$4,563	(\$1,761)
Water Service Abandonment Fee (Greater than 2")		Actual Cost	
Fire Line Protection Service Installations:			
4" Fire Line; 10' or less in length		Actual Cost	
4" Fire Line; between 10' and 20' in length		Actual Cost	
6" Fire Line; 10' or less in length		Actual Cost	
6" Fire Line; between 10' and 20' in length		Actual Cost	
8" Fire Line; 10' or less in length		Actual Cost	
8" Fire Line; between 10' and 20' in length		Actual Cost	
Greater Than 20+ in length		Actual Cost	
Fire Hydrant Head Upgrade:			
2.5" x 4"		Actual Cost	
2.5" x 4" x 4"		Actual Cost	
Miscellaneous Fees:			
Inspection Fees; Water Service Installations performed by private contractor		Actual Cost	
Inspection Fees; Fire Line Installations performed by private contractor		Actual Cost	
Well Permits; Non-Production Well	\$587	\$469	\$118
Well Permits; Production Well	\$1,329	\$1,328	\$1
Fire Flow Test	\$926	\$1,016	(\$90)
Fire Flow Report Request	\$237	\$429	(\$192)
Water Meter Test	\$30	\$904	(\$874)

A majority of the Water division's fees are based on the actual cost of the service provided. Of the fees which are charged a flat fee, the only over-recoveries relate to Well Permits; Non-Production Well at \$118 and Well Permits; Production Well at \$1. The rest

of Water's fees under-recover, ranging from a low of \$90 for Fire Flow Report Request to a high of \$1,761 for Water Service Abandonment Fee (2" or less).

18. Library, Arts & Culture

The Library, Arts, & Culture Department contributes to the community's quality of life by meeting ongoing educational and cultural needs through various programs and services. Fees examined in this study relate to facility rentals; parking fees; and inter-library loans. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Library, Arts, & Culture Department.

1 Fee Schedule Modifications

During discussions with Library, Arts & Culture staff, the following modifications were proposed to the current fee schedule, which include:

- **Fee Name Changes:** Furthermore, Lost/Destroyed Materials; Paperback was changed to Lost/Destroyed Materials; Uncatalogued Paperback as the new name more accurately encompasses the service being provided. Additionally, Reading Spa was changed to Teen Space to more accurately align with how the space is being used.
- **New Fees:** Several new fees; including: MakerSpace Rental and Lost / Destroyed / Damaged Materials – Processing Fee – Book / AV were proposed for addition to Library's fee schedule.
- **Eliminated Fees:** A large number of fees were suggested for removal from Library's current fee schedule as the City no longer offers these services or has chosen to no longer charge for the service. Some of the removed fees include: Deposit for Reference Books, Supplies Flash Drive, Gallery Exhibition Fee Group (5 or more), and various fees from the Lost / Destroyed Material and Supplies section.

The modifications outlined above will allow the Library, Arts, & Culture's fee schedule to more accurately reflect the services being provided by staff and will ensure that costs are captured appropriately.

2 Detailed Results

The Library, Arts & Culture Department collects fees for facility rentals; parking fees; document delivery; lost, destroyed, or damaged materials; and inter-library loans. The total cost calculated for each service includes direct staff costs, Departmental, and

Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 24: Total Cost Per Unit Results – Library, Arts & Culture

Fee Name	Current Fee	Total Cost	Difference
LIBRARY AUDITORIUM FEES			
Central Library			
Rehearsal / Set up and Auditorium Fees			
Non-Profit	\$108	\$269	(\$162)
Standard/Private	\$137	\$269	(\$133)
Commercial	\$192	\$269	(\$78)
Study Rooms	\$31	\$73	(\$42)
Main Reading Room Rental			
Non-Profit	\$2,220	\$4,000	(\$1,780)
Standard/Private	\$2,776	\$4,000	(\$1,224)
Commercial	\$3,329	\$4,000	(\$671)
Main Reading Room Rental; Each Additional Hour	\$341	\$620	(\$279)
Auditorium - Sound Room Rental			
With technician	\$25	\$42	(\$17)
Without technician	\$25	\$21	\$4
Auditorium - Rentals			
Audio/Video Package	\$163	\$126	\$37
Kitchen Usage	\$108	\$41	\$67
Piano Rental	\$85	\$85	\$0
Teen Space	New	\$235	N/A
West Reading Room, during closed hours only (minimum 3 hours)	New	\$209	N/A
Brand Library			
Recital Hall Piano rental	\$85	\$85	\$0
Recital Hall Paid Ticketed Event Fee			
Non-Profit	\$117	\$1,225	(\$1,108)
Standard/Private	\$295	\$1,225	(\$930)
Maintenance Fee	\$40	\$40	\$0
Reception Fee (When food is served at event and/or for use of kitchen) / Non-Catered	\$54	\$52	\$2
Rehearsal / Set up Fee (Up to 2 Hours)	\$57	\$816	(\$759)
Recital Hall, Sale of Non-Food Merchandise, Appropriate to a Library Setting	\$173	\$450	(\$277)
Recital Hall			
Non-Profit	\$52	\$408	(\$356)
Standard/Private	\$79	\$408	(\$329)
Commercial	\$160	\$408	(\$248)
Art Galleries/ Skylight/ Atrium/ Courtyard			
Non-Profit	\$2,747	\$5,982	(\$3,235)
Standard/Private	\$3,297	\$5,982	(\$2,685)
Commercial	\$3,847	\$5,982	(\$2,135)
Use of Media Equipment	\$85	\$85	\$0

Fee Name	Current Fee	Total Cost	Difference
Branch Library			
Branch Library (Excluding Brand) Closed Hours			
Non-Profit	\$163	\$322	(\$159)
Standard/Private	\$218	\$322	(\$104)
Commercial	\$273	\$322	(\$49)
Brand Plaza/ Atrium Gallery/ Courtyard			
Brand Plaza/ Atrium Gallery/ Courtyard			
Non-Profit	\$383	\$1,023	(\$640)
Standard	\$438	\$1,023	(\$585)
Commercial	\$493	\$1,023	(\$530)
Brand Mansion			
Brand Mansion			
Non-Profit	\$2,747	\$4,138	(\$1,391)
Standard/Private	\$3,297	\$4,138	(\$841)
Commercial	\$3,847	\$4,138	(\$291)
Brand Complex			
Brand Complex - (Excluding stacks and Brand Studios)			
Non-Profit	\$5,496	\$7,631	(\$2,135)
Standard/Private	\$6,596	\$7,631	(\$1,035)
Commercial	\$7,696	\$7,631	\$65
Reception Fee (When food is served at event and/or for use of kitchen) / Catered	\$218	\$1,168	(\$950)
Other Rentals			
Meeting Room Rental			
Non-Profit	\$40	\$115	(\$75)
Standard/Private	\$75	\$115	(\$40)
Commercial	\$100	\$115	(\$15)
MakerSpace Rental	New	\$60	N/A
Parking Fees			
Central Library (minimum of 5 hours) Parking Fees, Central			
Full Lot Available during closed hours only	\$1,131	\$428	\$704
Price per Slot	\$20	\$8	\$13
Neighborhood Libraries, Parking Fees			
Chevy Chase	\$338	\$450	(\$112)
Montrose (Upper Lot Only)	\$338	\$450	(\$112)
Grandview	\$338	\$450	(\$112)
All Other Neighborhood Libraries	\$300	\$300	\$0
Misc. Rental Fees			
Cost for access to library prior to event for deliveries	\$108	\$126	(\$18)
Fee for use of Risers for Event	\$218	\$218	\$0
Portable Sound System	\$75	\$75	\$0
Staffing Fee	\$25	\$42	(\$17)
Staffing Fee (Overtime / Holiday)	Hourly Rate	\$63	N/A
Use of Alcohol Fee	\$100	\$104	(\$4)
Security Guard	\$25	\$25	\$0
Custodial Fee		Actual Cost	
PHOTOGRAPHY USE PERMITS			
Brand Library - Interior Photography, during closed hours only (Minimum 3 hours)			
Non-Profit	\$103	\$1,252	(\$1,149)
Standard/Private	\$155	\$1,252	(\$1,097)
Commercial	\$259	\$1,252	(\$993)

Fee Name	Current Fee	Total Cost	Difference
Brand Library Exterior Photography Porch and Plaza			
Non-Profit or Standard/Private	\$60	\$354	(\$294)
Commercial	\$259	\$354	(\$95)
Central Library - Interior Photography, during closed hours only (Minimum 3 hours)			
Non-Profit	New	\$1,252	N/A
Standard/Private	New	\$1,252	N/A
Commercial	New	\$1,252	N/A
Central Library Exterior Photography Porch and Plaza			
Non-Profit or Standard/Private	New	\$354	N/A
Commercial	New	\$354	N/A
MISCELLANEOUS LIBRARY FEES			
Collection Agency Fee	\$15	\$15	\$0
Equipment Printouts/Copies - Black/White	\$0.10	\$0.10	\$0.00
Equipment Printouts/Copies - Color	\$0.50	\$0.50	\$0.00
Sale of Supplies Ear-buds	\$1	\$1	\$0
Tote Bag	New	Actual Cost +50%	
Document Delivery: (Hardcopy)			
0-5 pages	Free	Free	\$0
5-10 pages	\$3	\$3	\$0
11-20 pages	\$5	\$4	\$1
21-30 pages	\$7	\$7	\$0
31+ pages	\$0.25	\$0.25	\$0.00
Lost / Destroyed / Damaged Materials			
Lost/Destroyed/Damaged Materials		Actual Cost	
Processing Fees - Book / AV	New	\$67	N/A
Processing Fees - Other Materials	New	\$138	N/A
Inter-Library Loan (ILL)			
Interlibrary Loan Patron requests materials from a lending library			
Processing Fee	\$5	\$34	(\$29)
Materials		Fees charged by lending Library (if applicable)	
Obituary	\$20	\$67	(\$47)
Complex Research/Local History (not to exceed one hour)	\$20	\$67	(\$47)
Photo Use Fee			
Commercial Publication of Library Photo	\$25	\$135	(\$110)
For Personal and / or Non-Profit Use - After 5 images (first 5 free)	\$3	\$135	(\$132)
Returned Checks			
NSF/A/C, etc. ¹⁹	\$25	\$25	\$0
Subsequent Insufficient Check ²⁰	\$35	\$35	\$0

The majority of Library's fee show an under-recovery, ranging from a low \$4 for Use of Alcohol Fee to a high of \$3,235 for Art Galleries/ Skylight/ Atrium/ Courtyard – Non-Profit. The largest over-recovery relates to Central Library (minimum of 5 hours) Parking Fees, Central (Full Lot Available during closed hours only) at \$704.

¹⁹ Returned Check Charges First Insufficient Check/Funds fee is set by California Civil Code, Section 1719(a).

²⁰ Returned Check Charges-Subsequent Insufficient Check fee is set by California Civil Code, Section 1719(a).

It is important to note that the majority of these fees are rental fees, as such, they are not subject to the full cost noted in the report and should be set based upon the market rate.

19. Police

The Police Department is responsible for law enforcement, as a means to ensure the safety of residents and visitors within the City of Glendale. The fees examined within this study include false alarm permits, vehicle impound fees, and other miscellaneous services. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Police Department.

1 Fee Schedule Modifications

During discussions with Police Department staff, the following modifications to the fee schedule were proposed:

- **Fee Name Changes:** To further clarify the services offered the following fee name changes were proposed: Traffic Accident Report changes to Traffic Accident Report (traffic accident; property damage; injury report)
- **Eliminated Fees:** The fee Photographs - 4x6; 5x7; 8x10; 8x12; 11x14 was removed as the City now provides this service via email or on a CD.
- **Consolidated Fees:** Traffic Accident Report – Property Damage Only and Traffic Accident Report – Injury Report only were consolidated under a single Traffic Accident Report changes to Traffic Accident Report (traffic accident; property damage; injury report) fee.

The proposed modifications to the Police fee schedule better reflect the current services being provided.

2 Detailed Results

The Police Department collects fees for traffic accident reports, vehicle impound fees, and various other fees. False Alarm Company and penalty fees were not evaluated through this analysis and have not been included in this report. The total cost calculated for each service includes direct staff costs, direct material costs (where applicable), and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each Police fee.

Table 25: Total Cost Per Unit Results – Police

Fee Name	Current Fee	Total Cost	Difference
Alarm Permit Fee - (No permit renewal fee charged if no false alarms in prior permit year)			
Residential	\$114	\$289	(\$175)
Commercial	\$171	\$289	(\$118)
Alarm Company – Appeal Fee Per Request	\$52	\$109	(\$57)
Booking Fee	\$153	\$163	(\$10)
Crime Reports		No Charge	
Data Analysis Services	\$106	\$192	(\$86)
Local Criminal History Letter	\$50	\$81	(\$31)
Oversized Vehicle	\$50	\$86	(\$36)
Pay-to-stay Fees	\$96	\$154	(\$58)
Permit for the Retail Sales of Weapons			
Initial	\$282	\$599	(\$317)
Renewal	\$63	\$245	(\$182)
Photographs			
Provided digitally on a CD (4x6; 5x7; 8x10; 8x12; 11x14; Proof/Contact Sheet)	\$12	\$12	\$0
CD	\$4	\$34	(\$30)
Post Impound Hearing Charge	\$86	\$250	(\$164)
Vehicle Impound Release Fee	\$77	\$125	(\$48)
Vehicle Impound Release Fee - DUI	\$37	\$63	(\$26)
Vehicle Towing Administrative Cost Recovery (VTACR) Fee	\$271	\$476	(\$205)

All of Police's fees show an under-recovery. The largest under-recovery is associated with Initial Permit for Retail Sales of Weapons at \$317 and Vehicle Towing Administrative Cost Recovery (VTACR) fee was \$205.

20. Public Works - Engineering

The Engineering Division is responsible for ensuring new development and infrastructure meet City policies and codes in order to protect the natural environment while allowing new development to provide residents, visitors, and businesses with quality infrastructure. Engineering provides review, permitting, and plan check on all land development, private development, and public improvements. Fees examined in this study relate to Encroachments, Excavations, GIS Mapping, and other various fees. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Engineering Division.

1 Fee Schedule Modifications

During discussions with Engineering staff, modifications were proposed to the current fee schedule, which include:

- **Elimination of fees:** The permit and inspection fees for Right of Way Improvement that were based on per linear foot or per drain for curb and gutter or driveway and sidewalk were eliminated as the right-of-way application fee, and hourly inspection fee already captures these services. Additionally, staff proposed the elimination of the Construction Rates as those can be based on cost and various Land Development (Grading permit) fees as those are covered through other fees or departments.
- **Change Fee Names:** Inspection fee was modified to be Construction Inspector Fully Burdened Hourly Rate to more accurately describe the service and Permit and Inspection Application Fees under Right-Of-Way Improvements was changed to be Engineering Permit Fees.
- **Combination of fees:** The following fees account for services which are now covered through other existing fees, and therefore have been removed:
 - Land Development – Engineering Permit, as this fee is now covered in the cost of a construction permit.
 - Miscellaneous Fee - City Map with Street Index 24" X 36" (D-size) and Topographic Maps 24" x 36" (D-size) are now covered under Miscellaneous Fee – GIS Map.
- **Addition of fees:** Several fees were proposed to be added including Blanket Permit, Additional open trench inspection fees, Excavation in ROW – Extension for 30 days only; Easement Preparation; Haul Route; Work Hour Deviation After Hours; Traffic

Control Plan Review; Base Fee (per sheet, assumed 1 review prior to approval); Trip Generation Memorandum, Appeal for Telecommunication Wireless Facility, and Expert Review for Telecommunication Wireless Facility Appeal, etc.

- **Expansion of fees:** Construction – Encroachment was expanded into four new fees related to Wireless Telecommunication Permits.

The modifications outlined above will ensure that the Engineering fee schedule accurately reflects the services being provided by staff and help ensure that costs are captured appropriately.

2 Detailed Results

The Engineering Division collects fees for items such as Encroachments, Excavations, GIS Mapping, and other various fees. Fees associated with legal description, map analysis, and sidewalk permit rental fees were not included in this analysis. The total cost calculated for each service includes direct staff costs, cross-departmental support²¹, Consultant Costs, Departmental, and Citywide overhead. The following table details the fee name, current fee, total full cost to provide these services, and the difference associated with each service.

Table 26: Total Cost Per Unit Results – Engineering

Fee Name	Current Fee	Total Cost	Difference
Construction			
Encroachment Permit			
Encroachment Permit	\$1,903	\$2,033	(\$130)
Wireless Telecommunications Facility - No Hearing - Preferred zone	New	\$1,417	N / A
Wireless Telecommunications Facility - Requiring Hearing - Non- Preferred zone	New	\$3,061	N / A
No Changes or Modifications to existing Wireless Telecommunications Facility (As Is)	New	\$447	N / A
Changes to Site Conditions or Equipment Modification/Upgrades to Wireless Telecommunications Facility	New	\$615	N / A
Renewal - Standard	New	\$669	N / A
Excavation Permits (Application, Processing, and Inspection)			
Application for Permit (non-refundable)	\$987	\$1,969	(\$982)
Excavation in ROW - Extension for 30 days only	New	\$213	N / A
Blanket Permit	\$360	\$148	\$212
Blanket Permit – Extension 30 days	New	\$70	N / A
Construction Inspector Fully Burdened Hourly Rate	\$153	\$162	(\$9)

²¹ Various Engineering fees include cross-departmental support from the following Departments: Electric, Fire, Community Services & Parks, Maintenance and Water.

Fee Name	Current Fee	Total Cost	Difference
Additional open trench inspection fee for trenches greater than 50 lin. ft.	New	\$17	N / A
Additional trenchless inspection fee for greater than 100 lin. ft.	New	\$8	N / A
Late Application Fee (non-refundable)	\$1,170	\$1,898	(\$728)
Right of Way Improvements			
Engineering Permit	\$672	\$1,789	(\$1,117)
Inspection Fees ²²	\$1,399	\$1,300	\$99
Covenants and Agreement			
General, excluding Drainage Devices	\$2,348	\$1,643	\$705
Drainage Devices	\$700	\$766	(\$66)
Digital Data Compact Disks			
Compact Disks	\$36	\$49	(\$13)
DVD Disks	\$36	\$48	(\$12)
Labor to copy, organize, translate, convert and download data onto magnetic media	\$222	\$151	\$71
Easement			
Preparation	New	\$780	N / A
Quitclaims	\$5,488	\$5,101	\$387
Land Development			
Engineering & Processing Fee			
Tract Map	\$3,381	\$3,282	\$99
Parcel Map	\$3,139	\$3,134	\$5
Improvement Plan Check Fees Based on 20 Scale Plans			
Up to Three Reviews (Title and General Notes Sheets without Plan, Profile or Details is 1/4 of Flat Fee per Sheet)	\$5,061	\$6,051	(\$990)
Each Subsequent Review (After the 1st Three Reviews) (Title and General Notes Sheets without Plan, Profile or Details is 1/4 of Flat Fee per Sheet)	\$1,095	\$1,545	(\$450)
GIS Map			
Miscellaneous Fee - GIS Map	\$53	\$95	(\$42)
Non-Regulatory Curb Painting			
First 25 feet	\$47	\$54	(\$7)
Each Additional 25 feet	\$24	\$27	(\$3)
Oversize Load Permit			
Annual - Limited by state law ²³	\$90	\$90	\$0
Single Occurrence - Limited by state law ²⁴	\$16	\$16	\$0
Parkway Landscaping Permit			
Parkway Landscaping Permit	\$56	\$305	(\$249)
Pedestrian Signs			
Pedestrian Signs	\$110	\$176	(\$66)
Release of Covenant and Agreement			
Release of covenant and agreement	\$816	\$850	(\$34)
Repainting of Non-Regulatory Curb Paint			
First 25 feet	\$35	\$21	\$14
Each Additional 25 feet	\$24	\$30	(\$6)
Right of Way			

²² Original fee is per hour. Current fee has been calculated to be based upon the estimate of hour(s) provided in support. Example, the Right of Way Improvements Inspection Fees takes approximately 9.14 hours. The 9.14 hours is multiplied by current hourly rate of \$153.00 to calculate current fee of \$1,399. This is to allow a more appropriate comparison to the proposed flat fee.

²³ Oversize Load Permit-Annual fee set by Caltrans.

²⁴ Oversize Load Permit-Single Occurrence fee set by Caltrans.

Fee Name	Current Fee	Total Cost	Difference
Street/Alley Vacations	\$10,256	\$10,670	(\$414)
Summary Street/Alley Vacations	\$6,669	\$6,984	(\$315)
Sidewalk Dining Permit			
New	\$224	\$664	(\$440)
Renewal	\$82	\$255	(\$173)
Stormwater Pollution Prevention Plan Fee			
Stormwater Pollution Prevention Plan Fee	\$849	\$827	\$22
Street Use Permit			
Temporary Use of Streets, Sidewalk Parkway, Parking Lot or Alleys	\$25	\$50	(\$25)
Temporary Use of Streets, Sidewalk Parkway, Parking Lot or Alleys - (one time plus daily)	\$361	\$170	\$191
Traffic Analysis and Impact Review			
For all Projects where services go beyond hours needed to complete task set by the base fee	Actual Cost	Actual Cost	
Local Transportation Analysis (Projects with 50 or more trips including trip credits); Base Fee	\$5,927	\$6,013	(\$86)
Combined trip generation and Scoping Memorandum for Local Transportation Analysis (Projects with 50 or more trips including trip credits)	\$2,964	\$1,659	\$1,305
Trip Generation Memorandum (For projects with 50 or more trips w/o trip credit and less than 50 trips with trip credits)	New	\$875	N / A
Wireless Communication Facility			
Application Processing Fee	\$1,093	Actual Cost	N / A
Encroachment Permit Expert Review	\$606	Actual Cost	N / A
Appeal for Telecommunication Wireless Facility	New	\$2,550	N / A
Expert Review for Telecommunication Wireless Facility Appeal	New	Actual Cost	N / A
Miscellaneous Engineering Fees			
Haul Route (Not part of grading & pool permit)	New	\$166	N / A
Work Hour Deviation After Hours	New	\$88	N / A
Traffic Control Plan Review; Base Fee (per sheet, assumes 1 review prior to approval)	New	\$501	N / A
SB9 Lot Split Land Development Engineering and Processing Fee	\$3,139	\$2,975	\$164
Parking Fees			
Preferential Parking Permit Fee	\$25	\$24	\$1
Valet / Reserved Parking Application Processing Fee	\$117	\$118	(\$1)

Just over half of Engineering's fees are under-recovering. The largest under-recovery is for Right of Way Improvements Engineering Permit at \$1,117, while the largest over-recovery is related to Traffic Analysis and Impact Review for projects with more than 50 trips at \$1,305.

3 Cross-Departmental Support

The Electric, Fire, Community Services & Parks, Maintenance, and Water Divisions all provide plan check and / or inspection services on Engineering related permits and

applications. In order to recover for the costs of providing these services, fees have been calculated for the above Departments’ time on the Engineering related fees outlined in the above table. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following section details the full cost associated by division for Engineering Permits

Table 27: Total Cost Per Unit Results – Engineering Cross-Dept. Support

Fee Name	Eng. Cost	All Other PW Cost	Fire Cost	CSP Cost	GPW – Electric Cost	GWP – Water Cost	Total City Cost
Construction							
Encroachment Permit							
Encroachment Permit	\$1,074	\$54	\$54	\$93	\$282	\$476	\$2,033
Wireless							
Telecommunication Facility - No Hearing - Preferred zone	\$1,050	\$54		\$93	\$141	\$79	\$1,417
Wireless							
Telecommunication Facility - Requiring Hearing - Non- Preferred zone	\$2,693	\$54		\$93	\$141	\$79	\$3,061
Changes to Site Conditions or Equipment Modification/Upgrades to Wireless Telecommunication Facility							
Renewal - Standard	\$522		\$54	\$93			\$615
Renewal - Standard	\$522			\$93			\$669
Excavation Permits (Application, Processing, and Inspection)							
Application for Permit (non-refundable)	\$1,194	\$18			\$282	\$476	\$1,969
Improvement Plan Check Fees Based on 20 Scale Plans							
Up to Three Reviews (Title and General Notes Sheets without Plan, Profile or Details is 1/4 of Flat Fee per Sheet)	\$5,576					\$476	\$6,051

Maintenance, Fire, Community Services & Parks, and Glendale Water and Power staff identified time related to excavation and encroachment permits. These costs per unit were integrated into the overall Engineering total costs per unit. This integration ensures that the City is appropriately recovering for all City departments’ costs as it relates to the above fees.

21. Public Works – Environmental Management

The Environmental Management division is responsible for the maintenance and upkeep of the City's sewer and storm drain systems. Additionally, they perform routine inspections of restaurants to ensure alignment with the City's Fats, Oils, and Grease (FOG) ordinance. The fees examined within this study relate to Sewer Connections and Industrial Waste Pre-treatment Programs. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Environmental Management.

1 Fee Schedule Modifications

In discussions with Environmental Management staff, a single modification was made to their fee schedule: (C-Connection Permit) was added to the end of the Sewer Permit Application fee name. The modification noted provides additional clarity and allows staff to appropriately charge for services rendered.

2 Detailed Results

Environmental Management collects fees for Sewer Connections and Industrial Waste Pre-treatment Programs. Local Sewer Development and Sewer Facility Charge fees were not evaluated through this study and are not included in this report. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 28: Total Cost Per Unit Results – Environmental Management

Fee Name	Current Fee	Total Cost	Difference
Sewer Connection If Public Sewer main to which private property described in Section 13.40.100 is sought to be connected was not in place on or before January 1, 1942.			
Private Party-5000 sq. ft or less	\$41	\$190	(\$149)
Base Fee	\$35	\$190	(\$155)
Additional Fee (all area in excess of 5,000 sq. ft.)	\$0.50	\$3.80	(\$3.30)
Sewer Permit Application Fee (C-Connection Permit)	\$13	\$153	(\$140)
Industrial Waste and Pretreatment Program. Permit to discharge industrial waste into the sanitary sewer or storm drain system. Includes annual permit inspection and sampling fee.			
Food Service Establishment	\$443	\$287	\$156
Bakery	\$336	\$268	\$68

Environmental Management is under-recovering for all fees in the Sewer Connection category and over-recovering for both Industrial Waste Pretreatment fees.

22. Public Works – Integrated Waste

The Integrated Waste Management division of Public Works is responsible for the collection, transport, and disposal of solid waste in accordance with environmental regulations, in order to protect public health. While the Division is responsible for servicing residential refuse collection and bin services, this study only examined user fees related to manure collection, steam cleaning, and private hauler permits. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Integrated Waste Management.

1 Fee Schedule Modifications

In discussions with Integrated Waste Management staff, only a single modification was made to the current fee schedule. The Private Hauler Permit was expanded to be Private Hauler Permit (Integrated Waste Management) for Construction and Demolition & Temporary Bin rental -New and Renewal - C&D Hauling. This aims to better reflect the reason for processing and issuing the private hauler permit.

2 Detailed Results

Integrated Waste Management collects fees for manure collection, steam cleaning, service renewal, temporary bin rental, and private hauler permits. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 29: Total Cost Per Unit Results – Integrated Waste Management

Fee Name	Current Fee	Total Cost	Difference
Manure Collection (Disposal of 27 cubic feet of manure)			
First Horse	\$64	\$135	(\$71)
Each additional horse	\$27	\$36	(\$9)
Steam Clean Bin	\$120	\$178	(\$58)
Special Item Pickup or Unscheduled Pickup	\$40	\$119	(\$79)
Steam Clean Container	\$40	\$178	(\$138)
Service Renewal and Redelivery Fee	\$81	\$163	(\$82)
Temporary Bin Rental	\$118	\$106	\$12
Private Hauler Permit for Construction and Demolition & Temporary Bin rental - New and Renewal	\$1,388	\$1,259	\$129

All but two of Integrated Waste's fees show an under-recovery, ranging from a low of \$9 for Manure Collection - each additional horse to a high of \$138 for a Steam Clean

Container. Both of the over-recoveries are in relation to Temporary Bin rentals with Private Hauler Permit for Construction and Demolition & Temporary Bin rental – New and Renewal showing the highest over-recovery at \$129.

23. Public Works – Maintenance

The Maintenance Services Division of the Public Works Department cares for the City's public right-of-way through maintenance of the following: streets, sidewalks, street and curb painting, alleys, traffic signs, street trees, landfill and debris basins, parking lots, and parking meters. The fees examined within this study relate to barricade placement and Indigenous Tree services. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Maintenance Division.

1 Fee Schedule Modifications

In discussions with Maintenance staff, the following modification were proposed to the current fee schedule.

- **Consolidated Fee:** The current fee schedule separates indigenous tree fees based upon number of trees (i.e. 1-5, and more than 5); however, the fee assessed is the same. During discussion with staff, it was determined that this should be collapsed into a singular fee regardless of the number of trees examined.
- **Eliminated Fees:** Both fees under Barricade Placement, 10 Barricades a Day and Additional Barricade a Day, were removed.

The above modifications ensure the fee schedule more accurately reflects services offered by the division. The City recently updated its Tree and Indigenous Tree Ordinance and these proposed changes were reflected in that update.

2 Detailed Results

The Maintenance Division collects fees for barricade placement and Indigenous Tree services. The total cost calculated for each service includes direct staff costs, material costs, and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 30: Total Cost Per Unit Results – Maintenance

Fee Name	Current Fee	Total Cost	Difference
Street Tree Permit Application Fee	\$175	\$205	(\$30)
Indigenous Tree Fees in Public Works Permit Fees			
Cutting, removing, moving, or encroaching upon a protected indigenous tree	\$752	\$2,200	(\$1,448)
Conduction an additional site inspection, consulting or monitoring by an arborist, reviewing a permit application revision, or preparing a revised or additional report	\$529	\$1,282	(\$753)
Pruning a protected indigenous tree	\$43	\$105	(\$62)
Removing a dead, protected indigenous tree	\$96	\$236	(\$140)
Public Works Tree Installation Fees			
15 gallon tree	\$102	\$390	(\$288)
24 inch box tree	\$102	\$600	(\$498)
36 inch box tree	\$1,571	\$1,410	\$161
48 inch box tree	\$2,100	\$2,160	(\$60)
60 inch box tree	\$2,616	\$6,160	(\$3,544)

All but two of Maintenance's fees under-recovery. The largest over-recovery is in relation to 36-inch box tree at \$161. The wide range of costs difference are primarily due to the variable material cost. Since the material costs fluctuates per market value as does the total cost of providing these services. Additionally, as noted the City recently updated its tree-related ordinances, and these fees costed out do not conflict or supersede any fees adopted as part of that ordinance review.

24. General Plan Maintenance Fee

The City of Glendale currently assesses a General Plan Maintenance Fee as part of its planning and building process. The fee is meant to account for updates to the general plan, zoning ordinance, housing elements, and other long-range planning activities that are part of the larger General Plan. This is a fairly typical fee charged by many jurisdictions. The City of Glendale currently charges this fee as a percentage of the planning application, building plan check, and building permit fee, at the time of building permit or planning application submittal.

The General Plan Maintenance fee is governed by Government Code Section 66014(b) which states that fees “may include the costs reasonably necessary to prepare and revise the plans and policies that a local agency is required to adopt before it can make any necessary findings and recommendations.” This code states that fees can be charged against zoning changes, zoning variances, use permits, building inspections, and filing applications.

More typically, the fee is charged during the building permit phase so as to ensure any development project, which gets to that phase, makes enough of an impact to require the need for an update to the Zoning Code or the General Plan. This fee should only be applied to major building permits (i.e. new or remodel / tenant improvements) rather than standalone permits for water heaters or electrical outlets.

The project team worked with staff in the Planning Division to estimate the annual percentage of time spent by staff as it relates to long-range planning. In addition to internal staff cost there are contracted costs associated with updates to the General Plan and Zoning Code. The following table shows by cost component the total cost associated with each type of cost factor, the life of the cost factor, and the resulting annual cost:

Table 31: General Plan Maintenance Fee Cost Components

Cost Category	% of Time	Cost²⁵	Life (Yrs)	Total Annual Cost
Principal Planner	70%	\$197,727	1	\$197,727
Planner	25%	\$53,673	1	\$53,673
Deputy Director of Planning	20%	\$66,676	1	\$66,676
<i>Subtotal Staffing Costs</i>				<i>\$318,077</i>
Land Use & Circ. Elements		\$286,426	10	\$28,643
Housing Element		\$94,000	8	\$11,750
West Glendale Studies		\$676,320	20	\$33,816
Verdugo Wash Visioning Study		\$440,000	20	\$22,000
East West & North Historic		\$275,000	20	\$13,750

²⁵ The cost reflects the fully annual burdened cost for each position, so it includes salaries, benefits, and overhead (departmental and citywide).

<i>Subtotal Contractual Costs</i>	<i>\$109,959</i>
Total General Plan Maintenance Annual Cost	\$428,035

The total annual costs associated with updating the General Plan are approximately \$428,000; of which staff costs represents \$318,000. It is important to note that the staff costs in the table are representative of fully burdened hourly rates and billable time.

In order to assess this fee as a percentage of the building permit and planning application fees, the project team took the annual cost associated with general plan upkeep and divided it by the average total building permit (valuation-based fees only) and planning applications. The following table shows this calculation:

Table 32: General Plan Maintenance Fee Calculation

Category	Amount
Total General Plan Annual Maintenance Cost	\$428,035
Total Building Permit and Planning Application	\$3,944,682
General Plan Maintenance Fee	10.9%

As the table indicates, the calculated General Plan Maintenance Fee is 10.9% of the building and planning fee. The following table compares the city’s current fee to the full cost fee calculated through this study:

Table 33: General Plan Maintenance Fee Per Unit Result Comparison

Category	Current Fee	Full Cost	Surplus / (Deficit)
General Plan Maintenance Fee	6.7%	10.9%	(4.2%)

The City’s current fee is 6.7% of the building permit, plan check, and planning application. While the full cost fee would result in an increase of the City’s current fee from 6.7% to 10.9%, it would only apply to building permits (valuation) and planning applications, rather than plan checks and stand-alone trade permits.

As part of this analysis, the project team conducted a comparative survey of other local jurisdictions and their assessment of the General Plan Maintenance Fee. Like other comparative efforts, the survey below simply shows the fees charged by the jurisdiction and does not include the basis upon which the other jurisdictions calculated or developed their fee. The following table shows the results of this comparative analysis:

Table 34: General Plan Maintenance Fee – Comparative Survey

Jurisdiction	Fee Amount
Burbank	10% of Building and Planning Applications
Huntington Beach	\$0.27 per square foot
Inglewood	2.5% of Building Permit Fee
Long Beach	4% of Building and Planning Fees

Jurisdiction	Fee Amount
Pasadena	0.50% of Building Valuation
Riverside	10% of Building Permit Fee
Santa Ana	\$23.79 per permit
Santa Monica	7.3% of Permit Fees
Torrance	0.13% of Building Valuation

As the table indicates, all comparable jurisdictions charge a General Plan Maintenance Fee. The way the fee is charged varies based upon percentage of valuation (Torrance and Pasadena), percentage of Permit fees (Burbank, Riverside, Santa Monica), per square foot (Huntington Beach), and per permit (Santa Ana). Of those cities that charge the fee as a percentage of the Permit fee, the City of Glendale’s current fee of 6.70% is on the lower end only higher than Inglewood and Long Beach. Updating the City’s General Plan Maintenance fee will allow Glendale to be in alignment with other jurisdictions and better recover its costs for long-range planning efforts.

It is a best practice to collect and account for General Plan Maintenance surcharge in separate accounts. The City of Glendale currently has a separate subaccount for the General Plan Maintenance Fee. The City should continue that practice as this will ensure compliance with funding requirements, enable appropriate allocation of funds to general plan-related activities, and mitigate any potential issues with comingling of funds.

25. Annual Revenue Impact

One of the most important components of a cost of services analysis is the revenue impact associated with fees. The focus of this analysis has been all fees for service charged by the City of Glendale. The City of Glendale’s fee-related services can be divided based upon departments / key service areas, such as: Administrative, Development, Public Works, Public Safety, Glendale Water & Power (GWP), and Rental / Program-related. The following subsections discuss the revenue impacts based upon these categories.

1 Administrative Revenue Impacts

Administrative Fees refer to the fees charged by City Clerk and Finance. These departments provide fee-related services as an ancillary function and their revenue is a small component of their overall funding, which is primarily through general fund monies (i.e. property taxes).

As part of this analysis, the project team analyzed the revenue collected for these departments in and compared it against the annual fee-related cost. The fee-related annual cost is calculated based upon the amount of workload processed for the different types of activities. Based upon revenue and workload, the City is under-recovering by approximately \$176 or a cost recovery level of 78%. The following table compares by Department the revenue, the annual fee-related cost, the annual surplus / (deficit), and the associated cost recovery percentage.

Table 35: Administration Revenue

Department / Division	Annual Fee Revenue	Annual Fee-Related Expenses	Annual Surplus / (Deficit)	Cost Recovery %
City Clerk	\$351	\$591	(\$240)	59%
Total	\$351	\$591	(\$240)	59%

The only administrative department that had workload associated with it was City Clerk, as no Finance fees were assessed. The primary source of this \$176 deficit is lobbying registration fees.

2 Community Development Department Revenue Impacts

Community Development consists of Building, Planning, Neighborhood Services, and Housing. These departments / divisions primarily service the public and the majority of

their expenditures are fee-related. Additionally, there is a lot of inter-dependence among these departments / divisions.

The annual revenue and fee-related cost for Community Development was calculated based upon the estimated workload of activity that occurred in prior fiscal year. Based upon the calculated fee revenue and the calculated annual fee-related cost, the City is under-recovering for Community Development by approximately \$2.1 million or at a cost recovery level of 84%. The following table compares by Division the revenue, the annual fee-related cost, the annual surplus / (deficit), and the associated cost recovery percentage.

Table 36: Community Development Revenue Impact

Division	Annual Fee Revenue	Annual Fee-Related Expenses ²⁶	Annual Surplus / (Deficit)	Cost Recovery %
Building	\$9,153,401	\$9,947,522	(\$794,121)	92%
Planning	\$1,227,191	\$1,952,511	(\$725,320)	63%
Neighborhood Services	\$463,098	\$817,613	(\$354,515)	57%
Housing	\$21,220	\$229,118	(\$207,898)	9%
Total	\$10,864,910	\$12,946,764	(\$2,081,855)	84%

The largest source of deficit for Community Development is Building fees at \$794,000. Of the \$794,000, approximately \$628,000 of it is flat-fee-related. The largest component of this is the minimum inspection fees for the Mechanical, Electrical, and Plumbing permits. While the per unit deficit is only \$27, due to the sheer volume of activity, changing that fee can have a large impact on the Department’s potential revenue.

The next largest source of deficit is Planning applications at \$725,000. For Planning, the largest component of this deficit, at \$319,000, is associated with Design Review exemptions. The current fee for that application is \$309, but it costs the City \$786 to process those applications, resulting in a \$477 per unit deficit. Due to the large amount of these types of applications administered by the City, even a small increase in the cost would contribute to increased cost recovery.

3 Public Works Revenue Impacts

Public Works consists of Engineering, Maintenance, Integrated Waste, and Environmental Management. Other than Engineering, the primary purpose of these divisions is to provide support to the general residents rather than through permits and applications.

The annual revenue and fee-related cost for Public Works was calculated based upon the estimated workload of activity that occurred in prior fiscal year. Based upon calculated

²⁶ The annual cost for building and planning includes cross-departmental and divisional support from GWP, Public Works, and Engineering.

fee revenue and the calculated annual fee-related cost, the City is under-recovering for Public Works by approximately \$623,000 or a cost recovery level of 74%. The following table compares by Division the revenue, the annual fee-related cost, the annual surplus / (deficit), and the associated cost recovery percentage.

Table 37: Public Works Revenue Impact

Division	Annual Fee Revenue	Annual Fee-Related Expenses ²⁷	Annual Surplus / (Deficit)	Cost Recovery %
Engineering	\$1,469,541	\$1,925,851	(\$456,311)	76%
Maintenance	\$44,912	\$137,900	(\$92,988)	33%
Integrated Waste	\$194,931	\$297,605	(\$102,674)	65%
Env. Management	\$98,888	\$70,131	\$28,757	141%
Total	\$1,808,271	\$2,431,487	(\$623,216)	74%

The largest source of deficit for Public Works is Engineering fees at \$456,000. Approximately half of the deficit is associated with construction – excavation permit – application for permit. The current fee for this activity is \$987, but it costs the city \$1,969 to provide that service.

4 Public Safety Revenue Impacts

The Public Safety section consists of Police and Fire Departments. The Police department only provides a handful of fee-related services to the public. While Fire also provides significant non-fee related services to the public through the Suppression division, its Fire Prevention division is responsible for conducting reviews and inspections.

The annual revenue and fee-related cost for Public Safety was calculated based upon the estimated workload of activity that occurred in the prior fiscal year. Based upon calculated fee revenue and the calculated annual fee-related cost, the City is under-recovering for public safety by approximately \$1.7 million at a cost recovery level of 63%. The following table compares by Department / Division, the revenue, the annual fee-related cost, the annual surplus / (deficit), and the associated cost recovery percentage.

Table 38: Public Safety Revenue Impact

Department / Division	Annual Fee Revenue	Annual Fee-Related Expenses	Annual Surplus / (Deficit)	Cost Recovery %
Police	\$1,012,203	\$1,643,573	(\$631,369)	62%
Fire Prevention	\$1,794,395	\$2,814,238	(\$1,019,843)	64%
Total	\$2,806,598	\$4,457,811	(\$1,651,212)	63%

²⁷ The annual cost for Engineering and Maintenance includes cross-departmental and divisional support from Community Development.

The largest source of deficit for Public Safety is Fire Prevention fees at \$1 million. The largest contributor to this deficit is associated with inspection of the Vegetation Management program. The current fee for this activity is \$15, but it costs the city \$42 to provide that service. The next largest contributor is related to Fire Life Safety Annual Inspections (half hour minimum per facility).

5 Glendale Water and Power (GWP) Revenue Impacts

The Glendale Water and Power Utility consists of Customer Service, Water, and Electric services. The majority of the funding for the utility comes through utility rates (water and electric). However, there are a handful of services that these divisions provide to residents, for which a user fee is charged.

The annual revenue and fee-related cost for GWP was calculated based upon the estimated workload of activity that occurred in the prior fiscal year. Based upon calculated fee revenue and the calculated annual fee-related cost, the City is under-recovering for GWP by approximately \$1.1 million or at a cost recovery level of 70%. The following table compares by Division the revenue, the annual fee-related cost, the annual surplus / (deficit), and the associated cost recovery percentage.

Table 39: GWP Revenue Impact

Division	Annual Fee Revenue	Annual Fee-Related Expenses	Annual Surplus / (Deficit)	Cost Recovery %
Customer Service	\$717,974	\$861,702	(\$143,728)	83%
Water	\$1,297,955	\$1,855,869	(\$557,914)	70%
Electric	\$609,653	\$1,055,224	(\$445,571)	58%
Total	\$2,625,582	\$3,772,794	(\$1,147,212)	70%

The main contributors to the deficit are Water (\$558,000) and Electric (\$446,000). Most of Water’s difference is due to Water Service Installations, while a majority of Electric’s is due to OH Services. These fees include material cost for services, as such, variability will be present as the market value of materials shift.

6 Rental-Related Revenue Impacts

The rental-related departments are: Community Services & Parks, Library, Arts & Culture, and Filming. These departments are unique in that many of their services are heavily subsidized as the functions are in support of providing benefit to the community. Additionally, these areas were much more impacted by the recent COVID-19 Pandemic, as due to government rules and regulations, many of its classes were cancelled, and facilities were closed and prevented from being rented out. Therefore, the cost recovery for these areas should be analyzed separately from other City funds and departments.

As discussed, due to the unique impact of COVID-19 on this department, workload for FY20 and FY21 was averaged to estimate the annual revenue and annual fee-related cost. Based upon FY20 and FY21 calculated fee revenue and the calculated annual fee-related cost, the City is under-recovering for Rental-related activities by approximately \$3.8 million or at a cost recovery level of 36%. The following table compares by Department the revenue, the annual fee-related cost, the annual surplus / (deficit), and the associated cost recovery percentage.

Table 40: Rental-Related Revenue Impact

Division	Annual Fee Revenue	Annual Fee-Related Expenses	Annual Surplus / (Deficit)	Cost Recovery %
Community Services & Parks	\$1,218,397	\$4,411,078	(\$3,192,681)	28%
Library, Arts & Culture	\$57,813	\$83,476	(\$25,664)	69%
Management Services - Filming	\$891,560	\$1,517,480	(\$625,920)	59%
Total	\$2,167,769	\$6,012,035	(\$3,844,265)	36%

The largest source of deficit for rental related activities is Community Services & Parks at \$3.2 million. The largest components of this deficit are: \$646,000 for field rentals, \$495,000 for the Civic Center, and \$119,000 for Parking fees at the Civic Center. It is important to note that the majority of the fees reviewed under this section can be set based upon market value, and should be set to ensure that the City is receiving the full revenue associated with providing some of these unique and premium rental services.

26. Cost Recovery Considerations

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

1 Fee Adjustments

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

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

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

1 Full Cost Recovery

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

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

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

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

2 Phased Increases

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

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

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

2 Annual Adjustments

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

Additionally, the City of Glendale also utilizes an annual factor increase to apply to its fees to allow for cost of living and general cost increases. Developing annual update mechanisms allow jurisdictions to maintain current levels of cost recovery, while accounting for increases in staffing or expenditures related to fee-related services. The City should continue this policy.

3 Policies and Procedures

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

Development of cost recovery policies and procedures will serve to ensure that current and future decision makers understand how and why fees were determined and set, as well as provide a road map for ensuring consistency when moving forward. The following subsections outline typical cost recovery levels and discuss the benefits associated with developing target cost recovery goals and procedures for achieving and increasing cost recovery.

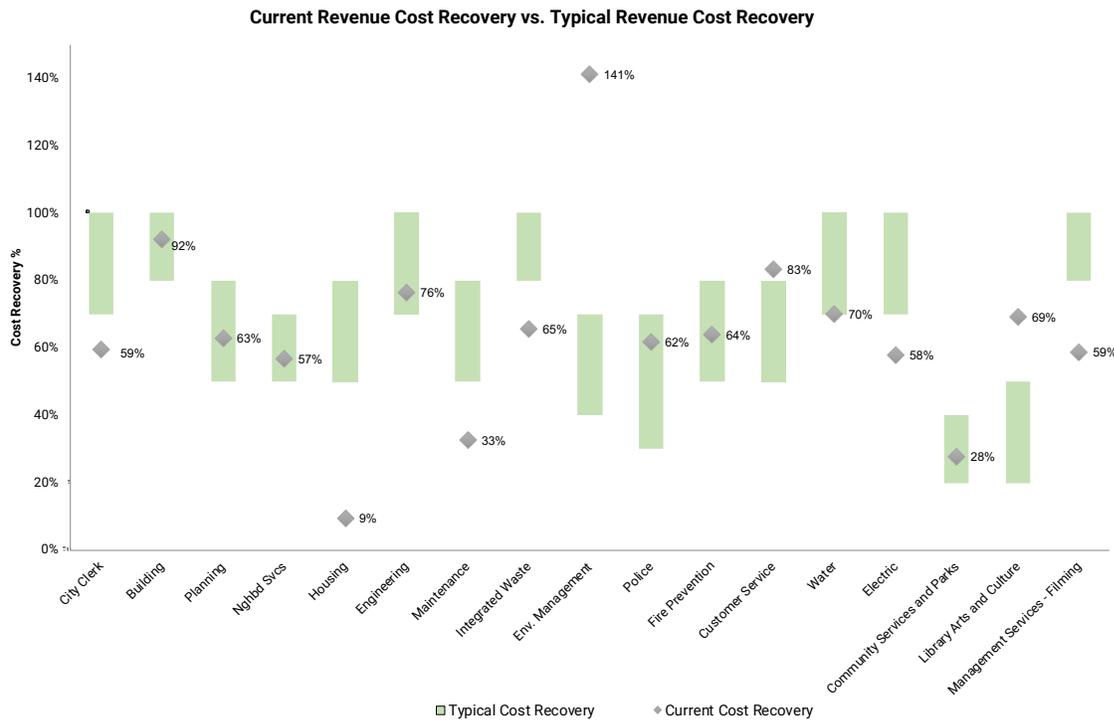
1 Typical Cost Recovery

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

Table 41: Typical Cost Recovery Ranges by Department

Department / Division	Typical Cost Recovery Ranges
City Clerk	70-100%
Building	80-100%
Planning	50-80%
Neighborhood Services	50-70%
Housing	50-80%
Engineering	70-100%
Maintenance	50-80%
Integrated Waste	80-100%
Env. Management	40-70%
Police	30-70%
Fire Prevention	50-80%
Customer Service	50-80%
Water	70-100%
Electric	70-100%
Community Services & Parks	20-40%
Library Arts and Culture	20-50%
Management Services - Filming	80-100%

Information presented in the table above is based on the Matrix Consulting Group’s experience in analyzing local governments’ operations across the United States and within California and reflects *typical* cost recovery ranges observed by local adopting authorities. The following graph depicts how Glendale compares to industry cost recovery range standards.



Overall, the City’s cost recovery varies. Environmental Management is the only department above 100% cost recovery. City Clerk, Housing, Maintenance, Integrated Waste, Electric, and Filming are below their typical cost recovery range, and Police and Library and Culture are above typical ranges. The remaining departments are within cost recovery ranges typical for the services they provide.

2 Development of Cost Recovery Policies and Procedures

The City should review the current cost recovery levels and adopt a formal policy regarding cost recovery. This policy can be general in nature and can apply broadly to the City as a whole, or to each department and division specifically. A department specific cost recovery policy would allow the City to better control the cost recovery associated with different types of services being provided and the community benefit received.

Appendix – Comparative Survey

As part of the Cost of Services (User Fee) study for the City of Glendale, the Matrix Consulting Group conducted a comparative survey of user fees. The City identified eleven jurisdictions to be included in the comparative survey: Burbank, Huntington Beach, Inglewood, Long Beach, Pasadena, Riverside, Santa Ana, Santa Monica, and Torrance. The project team then reviewed public documents (i.e., agenda items, staff reports, budgets, fee schedules, and ordinances), and or contacted jurisdictions to get comparative information.

While this report will provide the City with a reasonable estimate and understanding of the true costs of providing services, many jurisdictions also wish to consider the local “market rates” for services as a means for assessing what types of changes in fee levels their community can bear. However, a comparative survey does not provide adequate information regarding the relationship of a jurisdiction’s cost to its fees.

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

1 Economic Factors

In order to provide additional context to the comparative survey information, the project team collected economic factors for the jurisdictions included. Three important economic factors to consider when comparing fees across multiple jurisdictions are: population, budget, and workforce size. The following tables rank each jurisdiction from smallest to largest for each of these economic factors:

Table 42: Ranking of Jurisdictions by Population

Jurisdiction	2020 Population ²⁸
Santa Monica	93,076
Burbank	107,337
Inglewood	107,762
Pasadena	138,699
Torrance	147,067
Glendale	196,543
Huntington Beach	198,711
Santa Ana	310,227
Riverside	314,998
Long Beach	466,742

²⁸ Population data is pulled from April 2020 census.

Table 43: Ranking of Jurisdictions by Citywide Total Budget²⁹

Jurisdiction	FY21/22 Budget
Inglewood	\$325,452,007
Torrance	\$385,314,975
Huntington Beach	\$424,421,323
Burbank	\$699,177,870
Santa Monica	\$707,800,000
Santa Ana	\$717,100,000
Pasadena	\$898,523,004
Glendale	\$972,560,489
Riverside	\$1,224,268,952
Long Beach	\$3,014,943,193

Table 44: Ranking of Jurisdictions by Workforce Size

Jurisdiction	FY21/22 FTE
Inglewood	692
Huntington Beach	962
Santa Ana	1,263
Burbank	1,434
Torrance	1,532
Glendale	1,584
Santa Monica	1,941
Pasadena	2,254
Riverside	2,550
Long Beach	5,678

Based on the data shown in the previous tables, the City of Glendale ranks in the middle of surveyed jurisdictions in terms of population and size of workforce, and third highest in terms of budget.

2 Recency Factor

While the previous comparative information can provide some perspective when comparing Glendale's fees with surveyed jurisdictions, other key factors to consider are when a jurisdiction's fee schedule was last updated and when the last comprehensive analysis was completed. The following tables detail when each surveyed jurisdiction last conducted a fee analysis and when they last updated their fee schedule.

Table 45: Last Fee Study Conducted

Jurisdiction	Response
Huntington Beach	2008
Pasadena	2014
Burbank	2017
Torrance	2017

²⁹ To ensure appropriate comparisons, full operating budget (all funds) has been used for all jurisdictions.

Jurisdiction	Response
Santa Ana	2018
Santa Monica	2020
Inglewood	2021
Long Beach	In-Progress
Riverside	In-Progress

Table 46: Last Fee Schedule Update

Jurisdiction	Response
Inglewood	FY 16-17
Riverside	FY 20-21
Huntington Beach	FY 21-22
Santa Ana	FY 21-22
Burbank	FY 21-22
Torrance	FY 21-22
Santa Monica	FY 21-22
Pasadena	FY 21-22
Long Beach	Varies ³⁰

Five of the nine surveyed jurisdictions have conducted fee studied within the last five years. Pasadena last conducted a fee study in 2014, while Huntington Beach last conducted a user fee study over 10 years ago in 2008. Additionally, both Long Beach and Riverside are currently undergoing user fee studies. With the exception of Inglewood all other jurisdictions have updated their fee schedule within the last three years. Inglewood has updated their fee schedule within the last five years.

It is important to note that even though jurisdictions may have conducted fee studies, fees are not always adopted at full cost recovery. The comparative results will only show the adopted fees for the surveyed jurisdictions, not necessarily the full cost associated with the comparable service.

3 Additional Factors

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

- Each jurisdiction and its fees are different, and many are not based on the actual cost of providing services.

³⁰ Long Beach is undergoing a phased assessment of their fee schedule; as such, their fees have been updated at different times. The first round was completed in May 2021 and includes the Health & Human Services (partial review), Development Services, and Parks, Recreation and Marine Departments. The second round was completed in February 2022 and includes Public Works and Energy Resources Departments. The third round, currently in progress, includes the Police Department, City Manager, Fire, and Health and Human Services (Environmental Health) Departments. Preliminary results for these departments are anticipated, at the earliest, in Summer 2022.

- The same “fee” with the same name may include more or less steps or sub-activities. In addition, jurisdictions provide varying levels of service and have varying levels of costs associated with providing services such as staffing levels, salary levels, indirect overhead costs, etc.

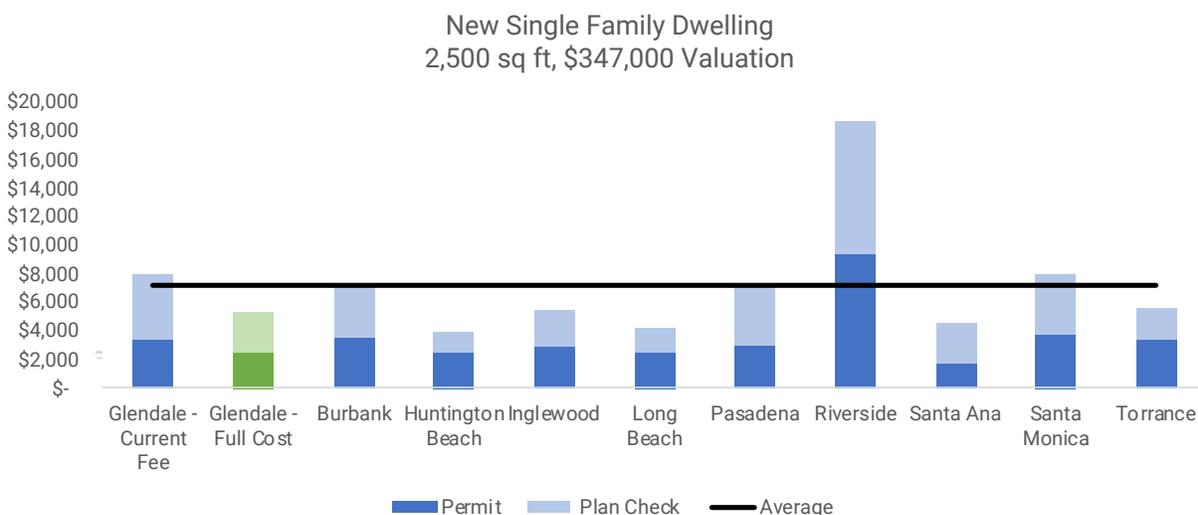
Market surveys can run the risk of creating a confusing excess of data that will obscure rather than clarify policy issues. Because each jurisdiction is different, the Matrix Consulting Group recommends that the information contained in the market comparison of fees be used as a secondary decision-making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

4 Comparative Survey Results

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

1 New Single-Family Dwelling, 2,500 Square Feet, \$347,000 Valuation

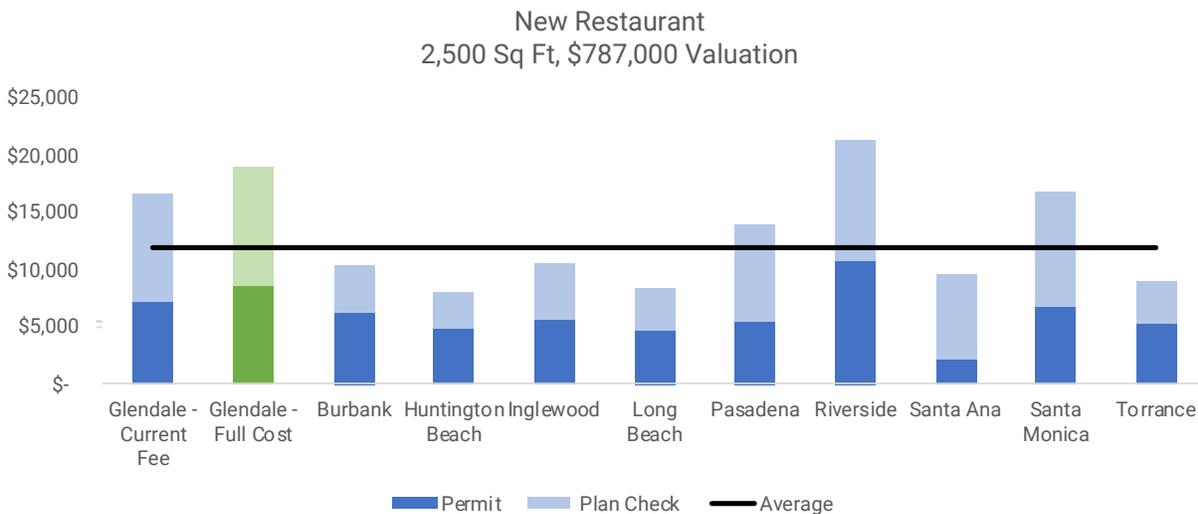
Currently, the Building & Safety Division charges a fee of \$7,920 for plan review and inspection of a 2,500 square foot new single-family home valued at \$347,000. Through this study, the project team calculated the full cost of this service to be \$5,336. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee falls in line with the jurisdictional average of \$7,211. It’s full cost at \$5,336 is more in alignment with surrounding jurisdictions.

2 New Restaurant, 5,000 Square Feet, \$787,000 Valuation

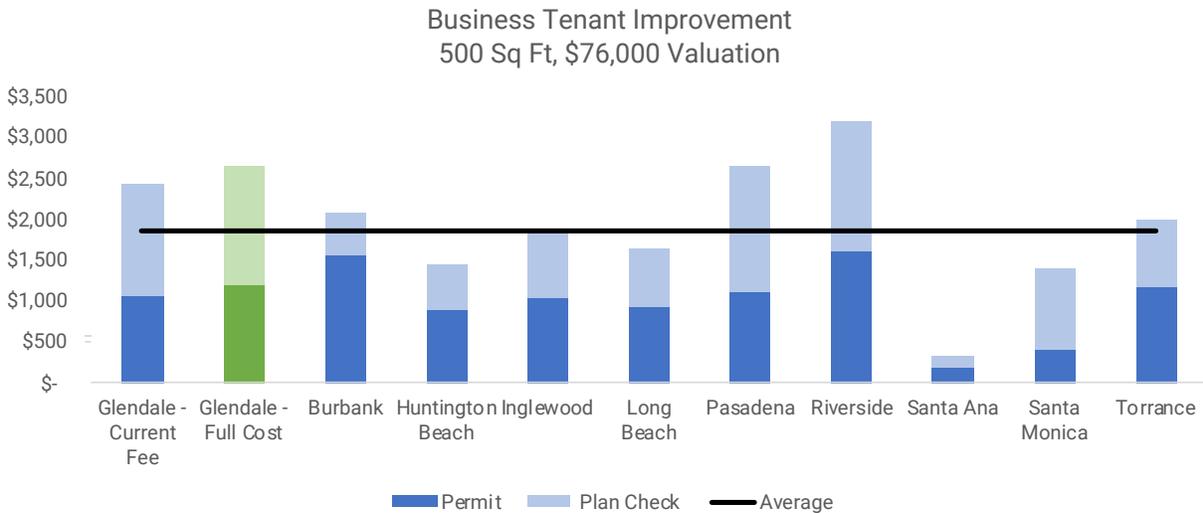
Currently, the Building & Safety Division charges a fee of \$16,623 for plan review and inspection of a 5,000 square foot new restaurant valued at \$787,000. Through this study, the project team calculated the full cost of this service to be \$19,032. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost are well above the jurisdictional average of \$11,946 and roughly fall in line with fees charged by Santa Monica. Riverside is the only jurisdiction that charges fees higher than Glendale’s full cost.

3 Business TI, 500 Square Feet, \$76,000 Valuation

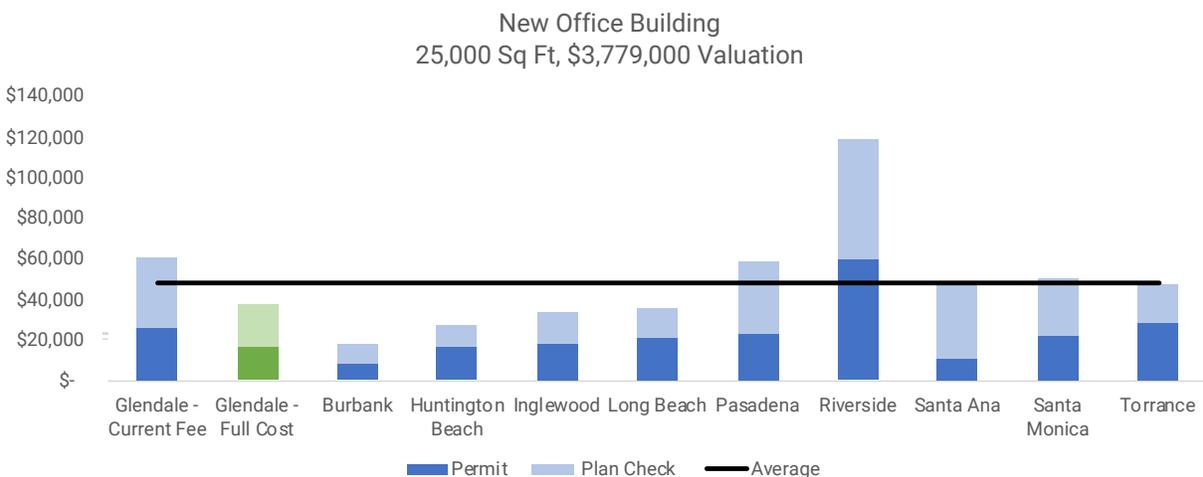
Currently, the Building & Safety Division charges a fee of \$2,450 for plan review and inspection of a 500 square foot business tenant improvement valued at \$76,000. Through this study, the project team calculated the full cost of this service to be \$2,663. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost are above the jurisdictional average of \$1,849. Pasadena and Riverside are the only jurisdictions that charge fees higher than Glendale’s full cost.

4 New Office Building, 25,000 Square Feet, \$3,779,000 Valuation

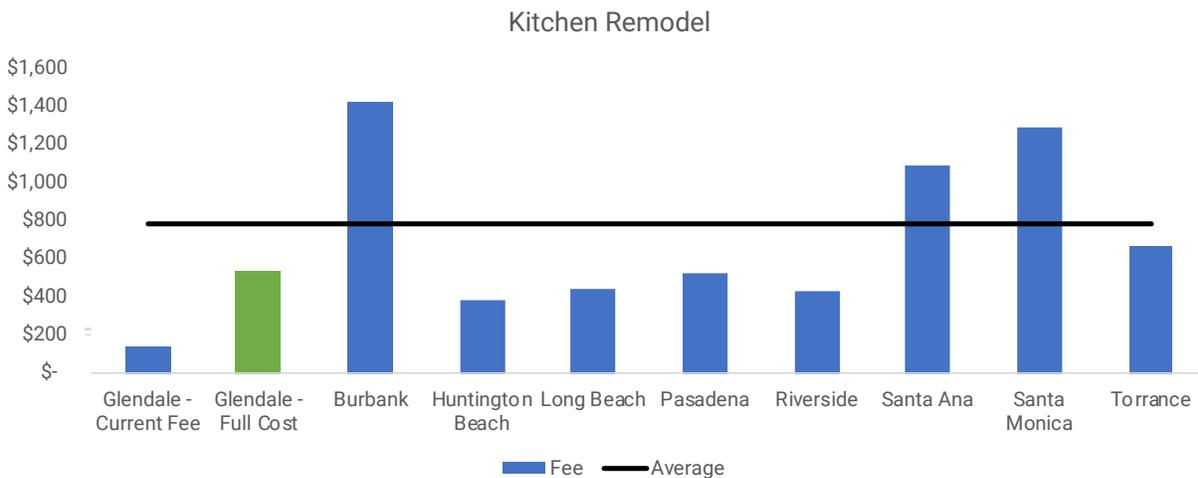
Currently, the Building & Safety Division charges a fee of \$60,465 for plan review and inspection of a 25,000 square foot new office building valued at \$3,779,000. Through this study, the project team calculated the full cost of this service to be \$37,187. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



While Glendale’s current fee is above the jurisdictional average (\$48,337) the full cost calculated of providing plan review and inspection services falls below the average. The full cost falls in line with fees charged by Inglewood, Long Beach, and Santa Ana.

5 Kitchen Remodel

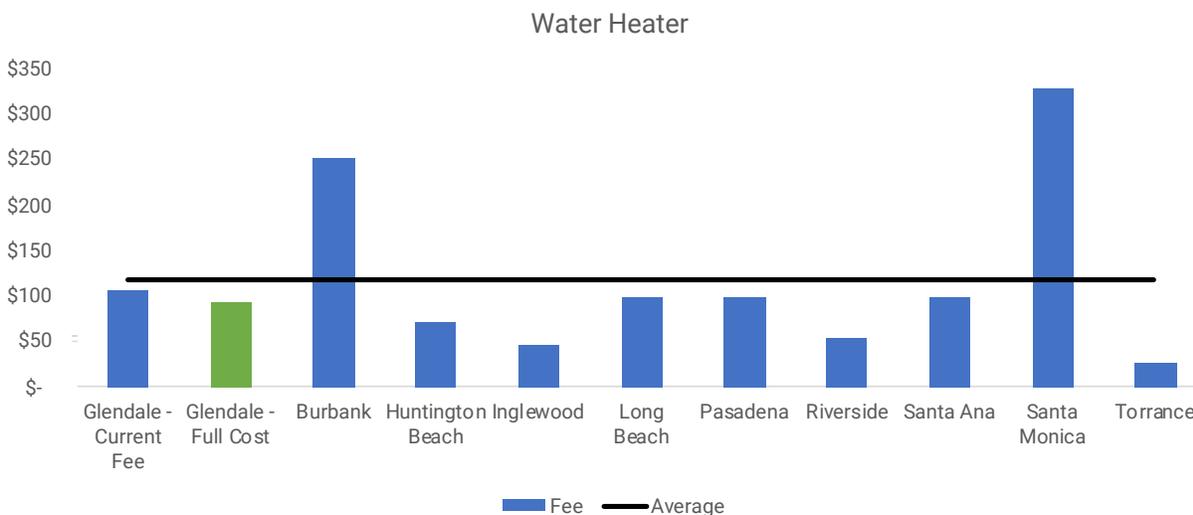
Currently, the Building & Safety Division charges a fee of \$130 for kitchen or bathroom remodels. Through this study, the project team calculated the full cost of this service to be \$529. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Both Glendale’s current fee and full cost are well below the jurisdictional average (\$778). The current fee charged is lower than all other fees charged by other comparable jurisdictions. The full cost calculated falls in line with fees charged by Huntington Beach, Long Beach, Pasadena, Riverside, and Torrance.

6 Water Heater

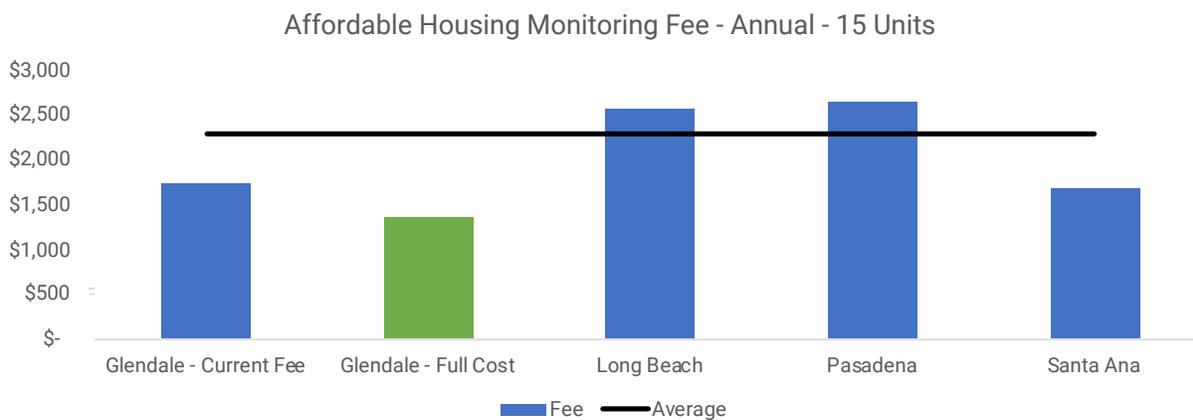
Currently, the Building & Safety Division charges a fee of \$106 for residential water heater installation (issuance and permit). Through this study, the project team calculated the full cost of this service to be \$92. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current and full cost fee falls below the jurisdictional average of \$119. The calculated full cost roughly aligns with Long Beach and Pasadena.

7 Monitoring Fee - Annual

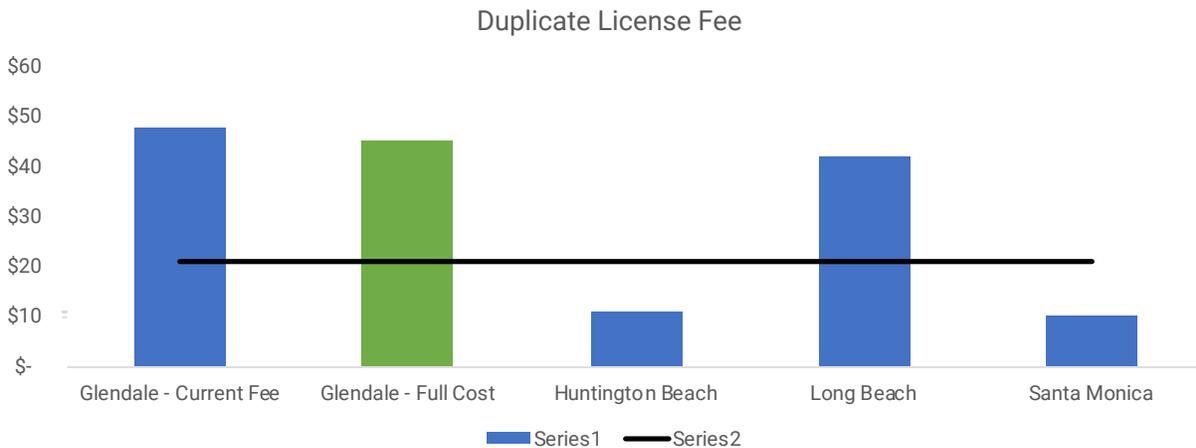
Currently, the Housing Division charges an annual fee of \$1,718 for compliance monitoring. Through this study, it was proposed that this service be charged per unit per year. With the modification, the calculated the full cost of this service is \$89 per unit or \$1,342 for 15 units. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall below the jurisdictional average of \$2,289 and fall in line with fees charged by Santa Ana (\$1,679). However, both fees are lower than those charged by Long Beach (\$2,550) and Pasadena (\$2,640).

8 Duplicate License Fee

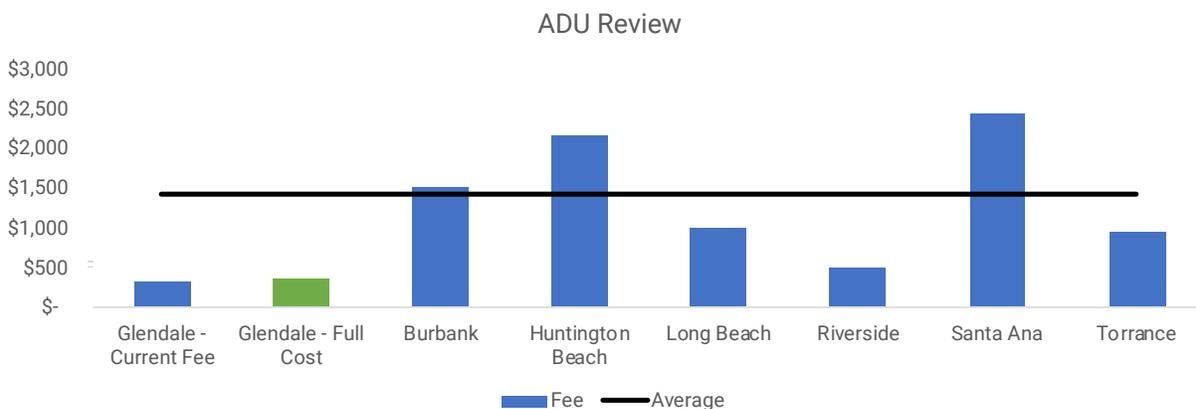
Currently, the Neighborhood Services Division charges a fee of \$48 for a duplicate license. Through this study, the project team calculated the full cost of this service to be \$45. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall well above the jurisdictional average of \$21. Of the comparable jurisdictions that do charge a fee for this service, Huntington Beach and Santa Monica charge a very minimal fee.

9 ADU Review

Currently, the Planning Division charges a fee of \$309 for ADU reviews. Through this study, the project team calculated the full cost of this service to be \$350. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.

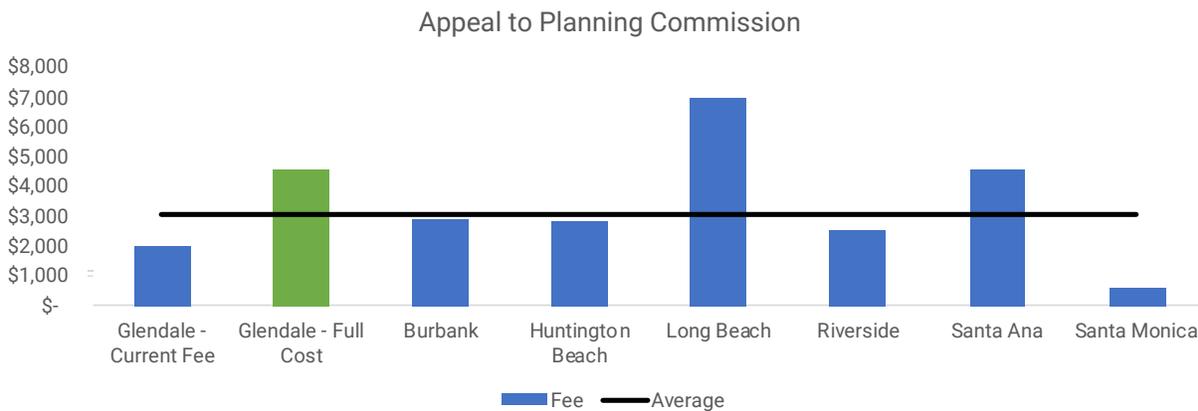


Glendale’s current fee and full cost fall well below the jurisdictional average of \$1,415. The full cost falls closely in line with fees charged by Riverside but is lower than all fees

charged by other comparable jurisdictions. This fee can be charged differently in other jurisdictions as sometimes a flat ADU review fee is charged to cover all department and division costs.

10 Appeal to Planning Commission

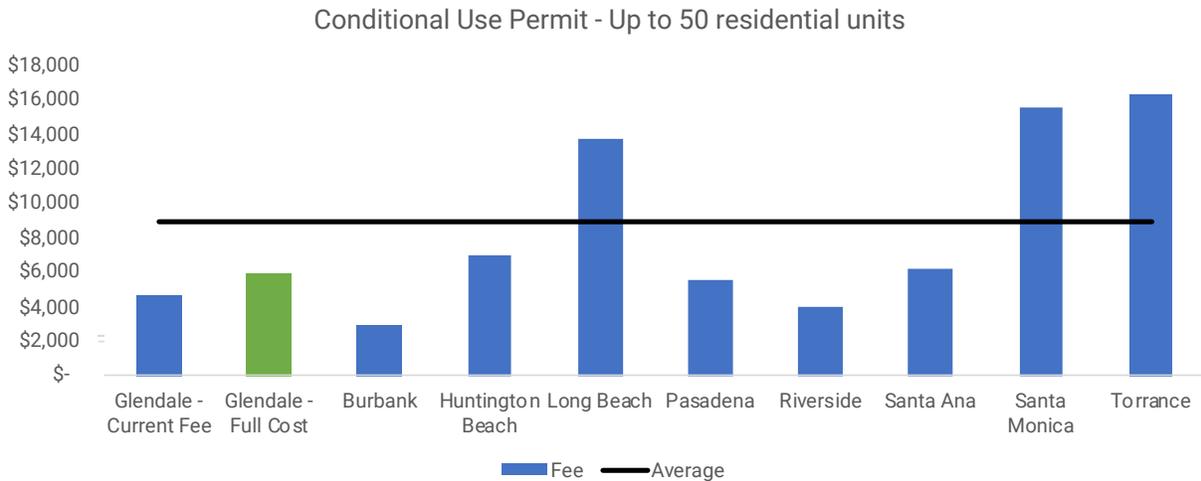
Currently, the Planning Division charges a fee of \$2,000 for appeals to the planning commission. Through this study, the project team calculated the full cost of this service to be \$4,562. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee falls below the jurisdictional average (\$3,025) while the full cost calculated is higher than the average. The full cost falls in line with fees charged by Santa Ana. Pasadena charges 50% of the application fee.

11 Conditional Use Permit

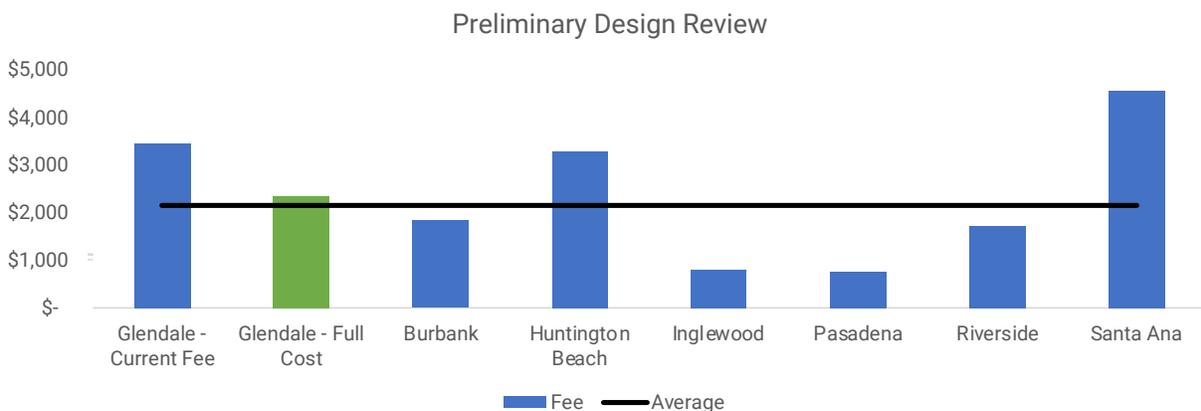
Currently, the Planning Division charges a fee of \$4,599 for conditional use permits with up to 50 residential units. Through this study, the project team calculated the full cost of this service to be \$5,964. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost calculated fall well below the jurisdictional average of \$8,853. The full cost falls in line with fees charged by Huntington Beach, Pasadena, and Santa Ana.

12 Preliminary Design Review

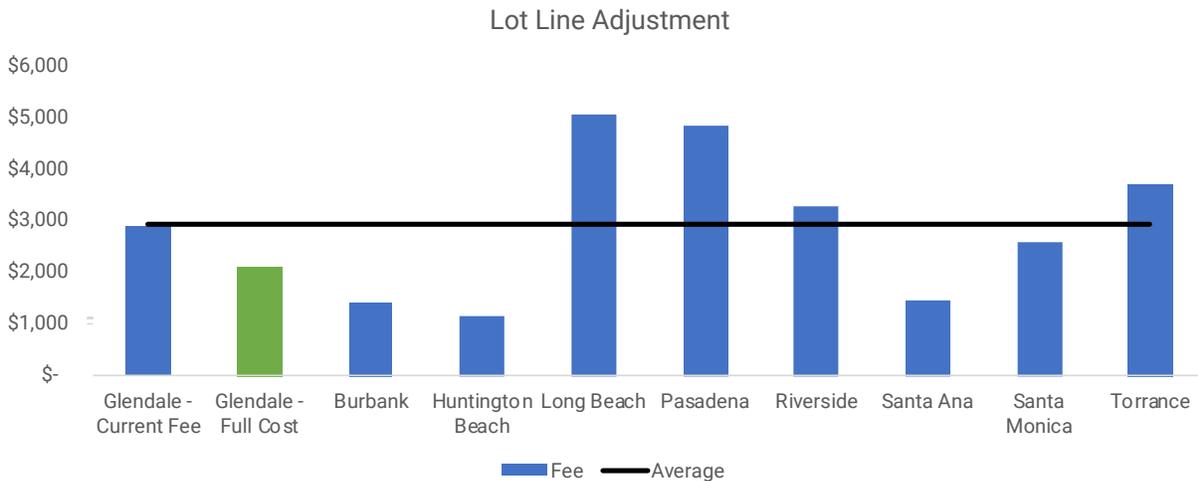
Currently, the Planning Division charges a fee of \$3,448 for preliminary design reviews. Through this study, the project team calculated the full cost of this service to be \$2,356. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost calculated are above the jurisdictional average of \$2,151. With the exception of Santa Ana which charges \$4,544 for this service, Glendale’s current fee is higher than all other jurisdictions.

13 Lot Line Adjustment

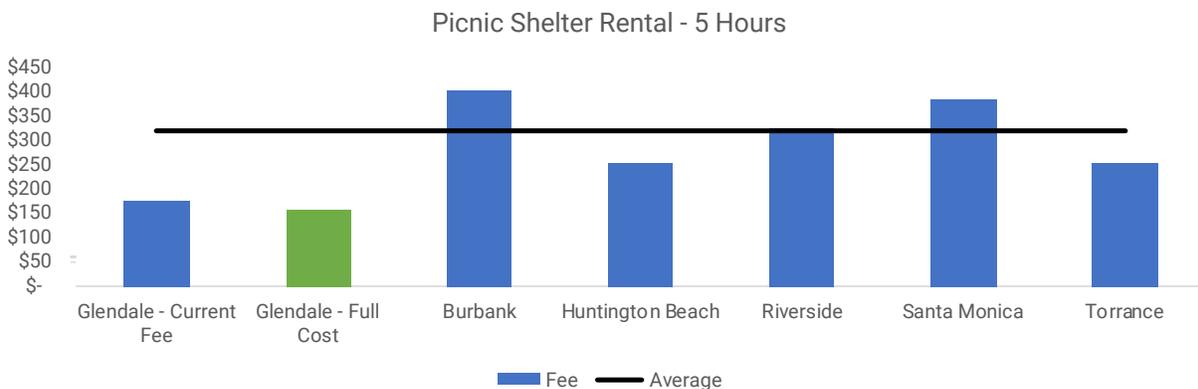
Currently, the Planning Division charges a fee of \$2,873 for lot line adjustments. Through this study, the project team calculated the full cost of this service to be \$2,097. The following graph shows how the division’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee falls in line with the jurisdictional average of \$2,930 while the full cost calculated falls below the average. The full cost fee falls in line with fees charged by Santa Monica.

14 Picnic Shelter Rental – 5 Hours

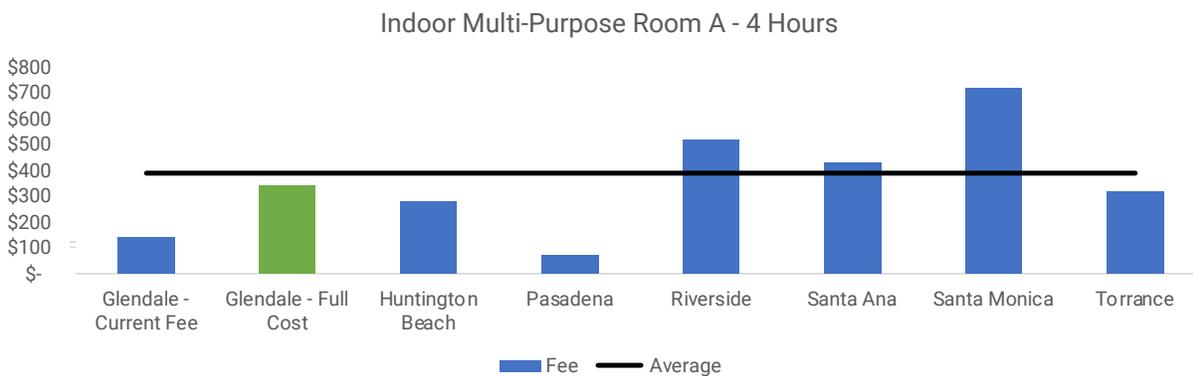
Currently, Community Services & Parks charges a fee of \$175 for a five-hour rental of a picnic shelter at Verdugo Park Picnic Shelter. Through this study, the project team calculated the full cost of this service to be \$158. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$175) is below the jurisdictional average of \$322, while the full cost calculated (\$158) is slightly above the average. Burbank (\$400), Santa Monica (\$385), and Riverside (\$325) also charge above the average.

15 Multi-Purpose Room Rental – 4 Hours

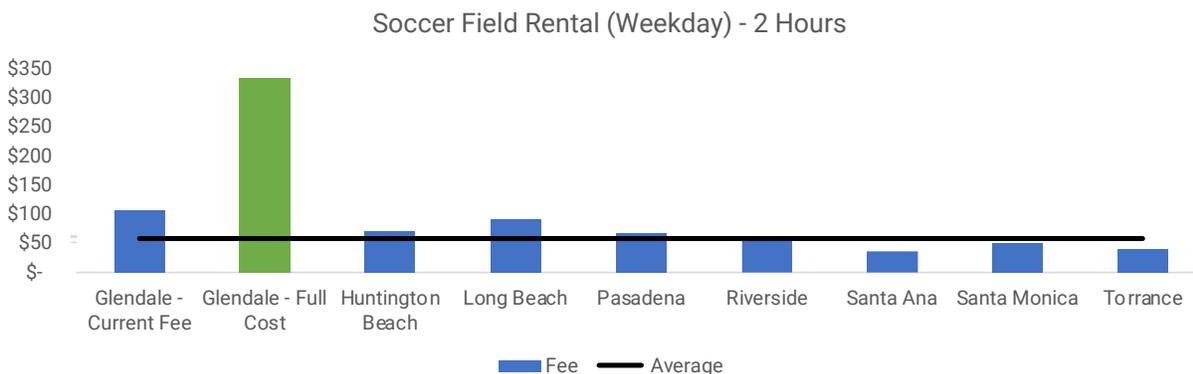
Currently, Community Services & Parks charges a fee of \$140 for a four-hour rental of the Indoor Multi-Purpose Room A. Through this study, the project team calculated the full cost of this service to be \$339. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$140) and the full cost calculated (\$339) are below the jurisdictional average of \$390. At \$720 Santa Monica charges the most for this rental, followed by Riverside at \$520 and Santa Ana at \$428. At \$72 Pasadena charges the least.

16 Soccer Field Rental – 2 Hours Weekday

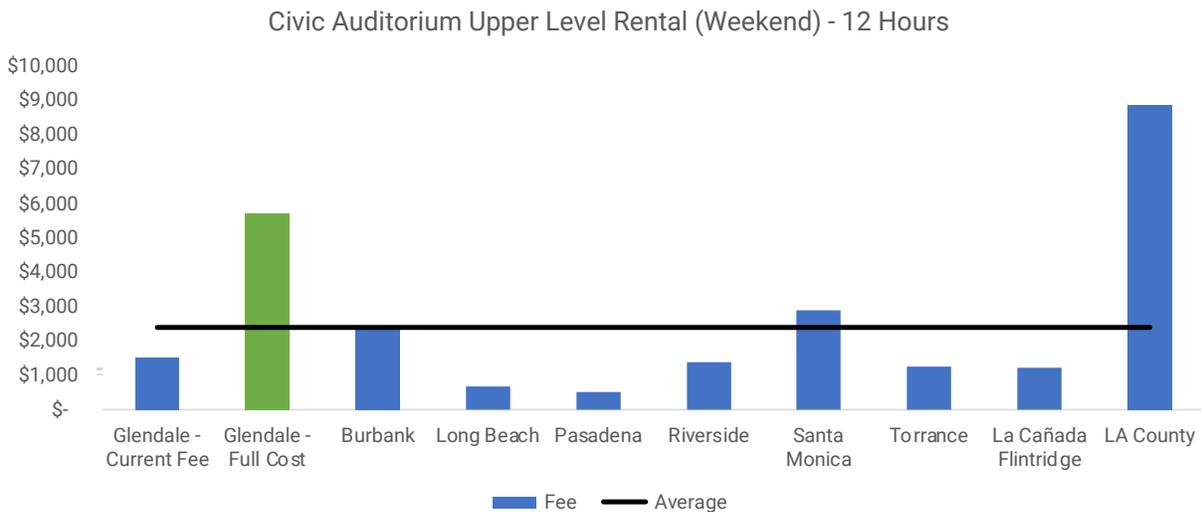
Currently, Community Services & Parks charges a fee of \$106 for a two-hour, weekday rental of a Soccer Field. Through this study, the project team calculated the full cost of this service to be \$333. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$106) and the full cost calculated (\$333) are significantly above the jurisdictional average of \$58. Long Beach (\$90), Huntington Beach (\$70), and Pasadena (\$66) all charge more than the average but less than Glendale’s current fee.

17 Auditorium Rental – 12 Hours – Standard / Private

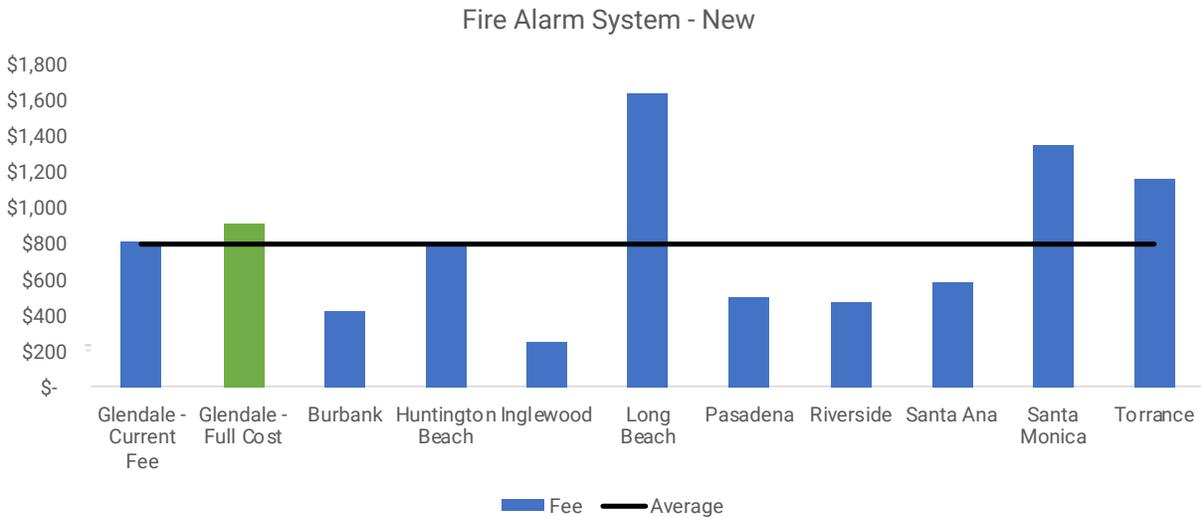
Currently, Community Services & Parks charges a fee of \$1,500 for a twelve-hour, weekend rental of the Civic Auditorium Upper Level. Through this study, the project team calculated the full cost of this service to be \$5,700. To more accurately portray a comparison two more auditoriums were evaluated; Lanterman which is overseen by the city of La Cañada Flintridge and Friendship which is overseen by Los Angeles County. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$1,500) is below the jurisdictional average of \$2,390, while the full cost calculated (\$5,700) is significantly higher than the average. At \$8,850, LA County is the only jurisdiction which charges more than the full cost calculated. Santa Monica (\$2,880) and Burbank (\$2,400) charge more than the average but less than the full cost calculated. All other cities charge less than Glendale’s current fee.

18 New Fire Alarm System

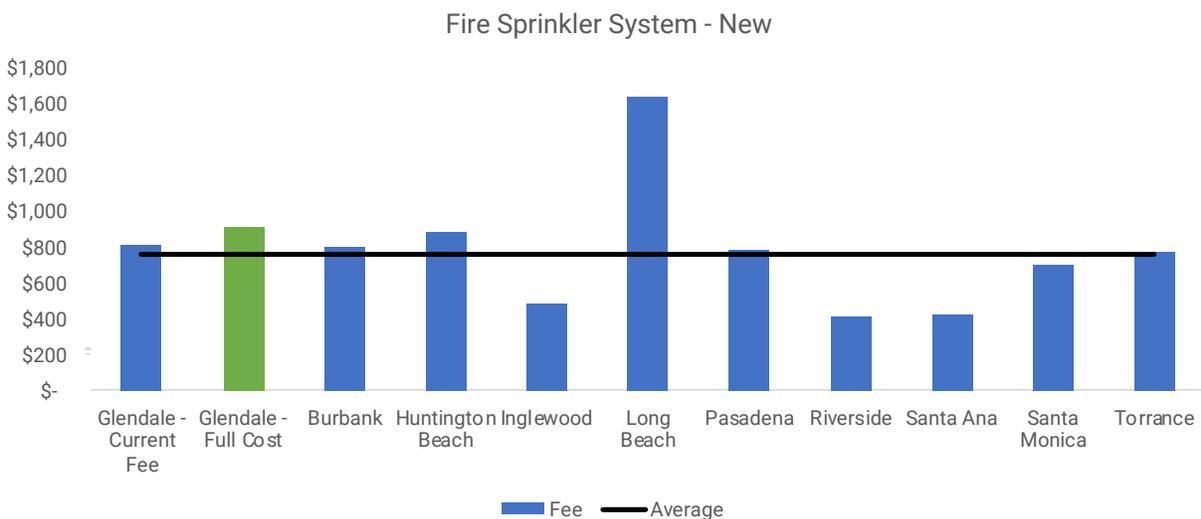
Currently, the Fire Department charges a fee of \$809 for the inspection and plan review of a new fire alarm system. Through this study, the project team calculated the full cost of this service to be \$914. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall just above the jurisdictional average of \$798. While the full cost is larger than most fees charged by comparable jurisdictions, Long Beach, Santa Monica, and Torrance fees are higher than the full cost.

19 New Fire Sprinkler System

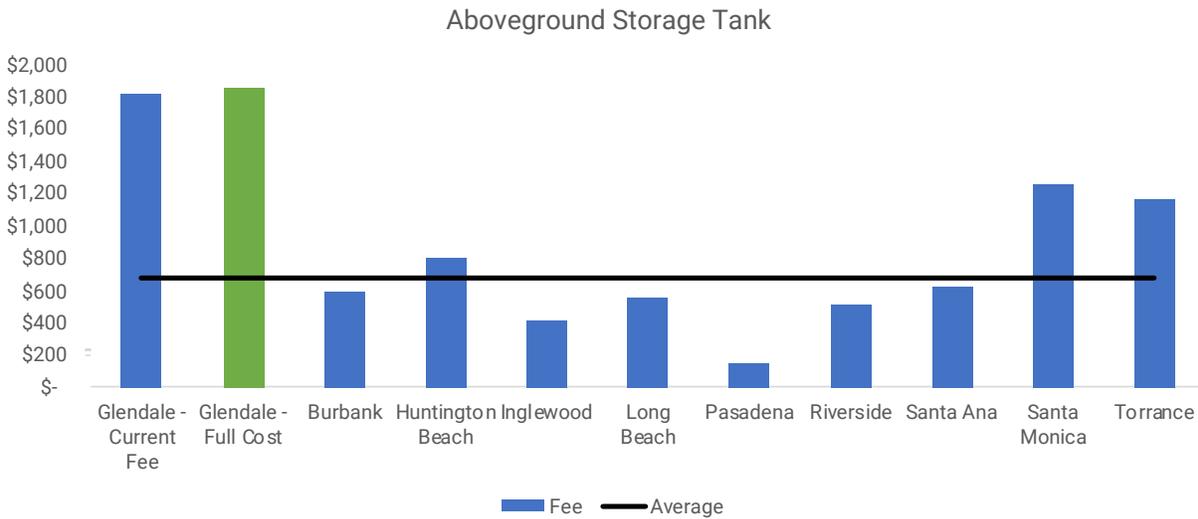
Currently, the Fire Department charges a fee of \$813 for the inspection and plan review of a new fire sprinkler system. Through this study, the project team calculated the full cost of this service to be \$914. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall just above the jurisdictional average of \$765. The full cost calculated falls in line with fees charged by Burbank, Huntington Beach, Pasadena, and Torrance, however the only jurisdiction with a higher fee than the full cost is Long Beach.

20 Aboveground Storage Tank

Currently, the Fire Department charges a fee of \$1,809 for aboveground storage tanks. Through this study, the project team calculated the full cost of this service to be \$1,850. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall well above the jurisdictional average and all fees charged by other local jurisdictions. The closest fee charged are in Pasadena (\$1,667), Santa Monica (\$1,265), and Torrance (\$1,164).

21 Place of Assembly - Restaurant

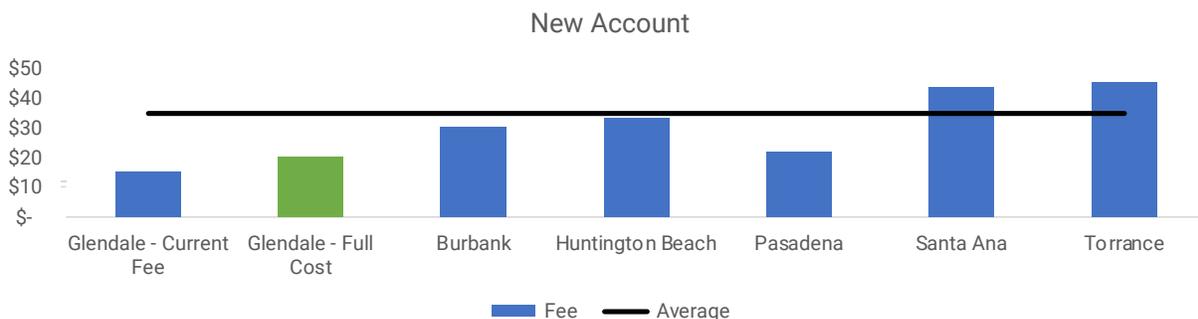
Currently, the Fire Department charges a fee of \$585 for restaurant place of assembly inspections. Through this study, the project team calculated the full cost of this service to be \$1,121. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall well above the jurisdictional average and all fees charged by other local jurisdictions. The closest fee charged are in Santa Monica (\$484) and Santa Ana (\$557).

22 New Account

Currently, Customer Service charges a fee of \$15 to open a new utility account. Through this study, the project team calculated the full cost of this service to be \$20. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$15) and the full cost calculated (\$20) are below the jurisdictional average of \$35. Of the cities which charge a new account flat fee, none charge less than Glendale’s current fee. The cities which charge the highest fees are Torrance at \$45 and Santa Ana at \$44.

23 Turn On / Turn Off Fee

Currently, Customer Service charges a \$25 fee to turn on or off a utility service. Through this study, the project team calculated the full cost of this service to be \$27. The following

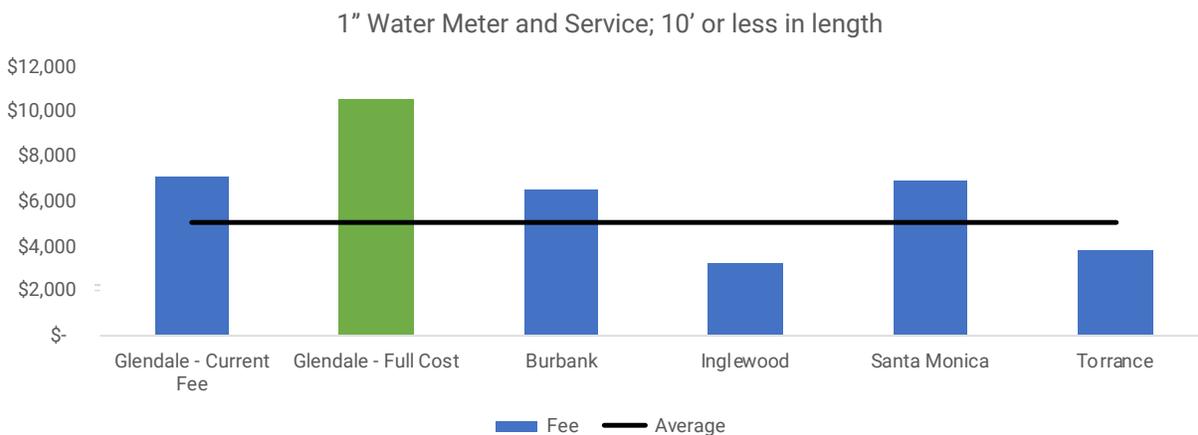
graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$25) and the full cost calculated (\$27) are below the jurisdictional average of \$50. Inglewood charges the most for this service at \$74, while Riverside charges the least at \$20.

24 1" Water Meter and Service; 10' or less in length

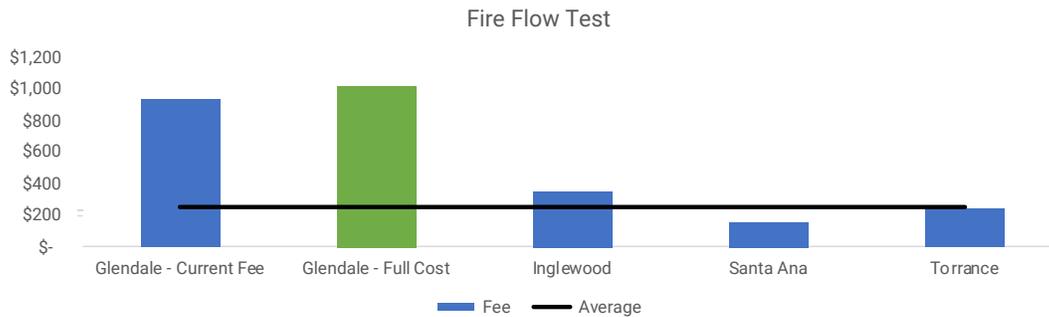
Currently, Water charges a fee of \$7,057 for the service and installation of a 1-inch water meter 10 feet or less in length. Through this study, the project team calculated the full cost of this service to be \$10,489. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$7,057) and the full cost calculated (\$10,489) are above the jurisdictional average of \$5,076. None of the comparable jurisdictions charge more than Glendale’s current fee. Santa Monica (\$6,822) and Burbank (\$6,500) charge above the average, while Inglewood (\$3,174) charges the lowest fee for this service.

25 Fire Flow Test

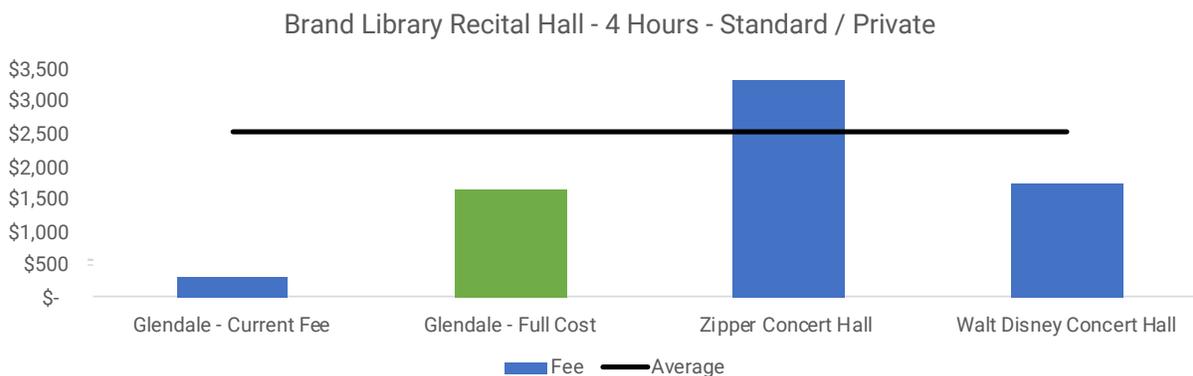
Currently, Water charges a fee of \$926 for fire flow testing. Through this study, the project team calculated the full cost of this service to be \$1,016. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$926) and the full cost calculated (\$1,016) are significantly above the jurisdictional average of \$248. Of the three jurisdictions which charge a fire flow fee, Inglewood charges slightly above the average at \$349, while Torrance (\$240) and Santa Ana (\$156) charge below the average.

26 Recital Hall

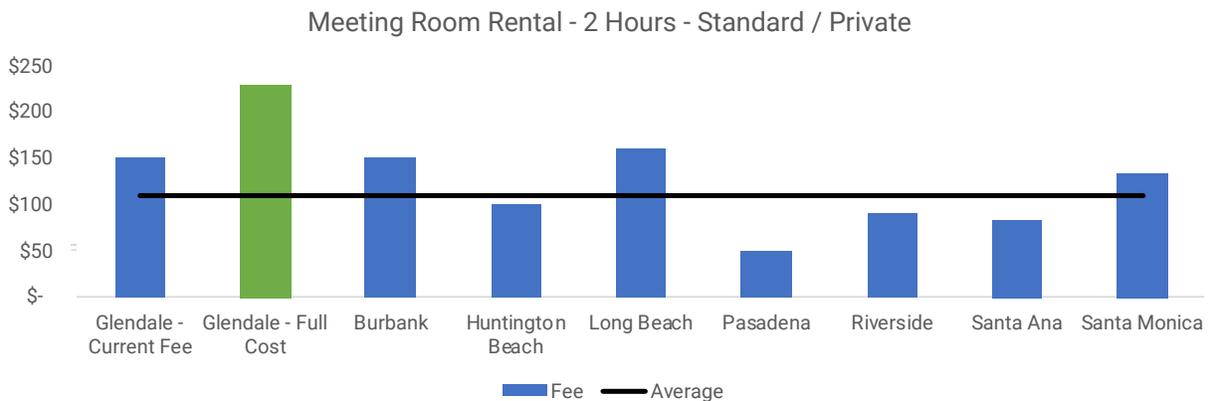
Currently, Library charges a standard / private rate of \$316 for a four-hour rental of the Brand Library Recital Hall. Through this study, the project team calculated the full cost of this service to be \$1,633. There are no other comparable jurisdictions that charge for this type of fee, therefore, the following graph shows how the department’s current fee and full cost compare to the current rate charged by similar private entities.



Glendale’s current fee (\$316) and the full cost calculated (\$1,633) are lower than the market-rate average of \$2,538. The Zipper Concert Hall located at Colburn School has the highest rate at \$3,325.

27 Meeting Room

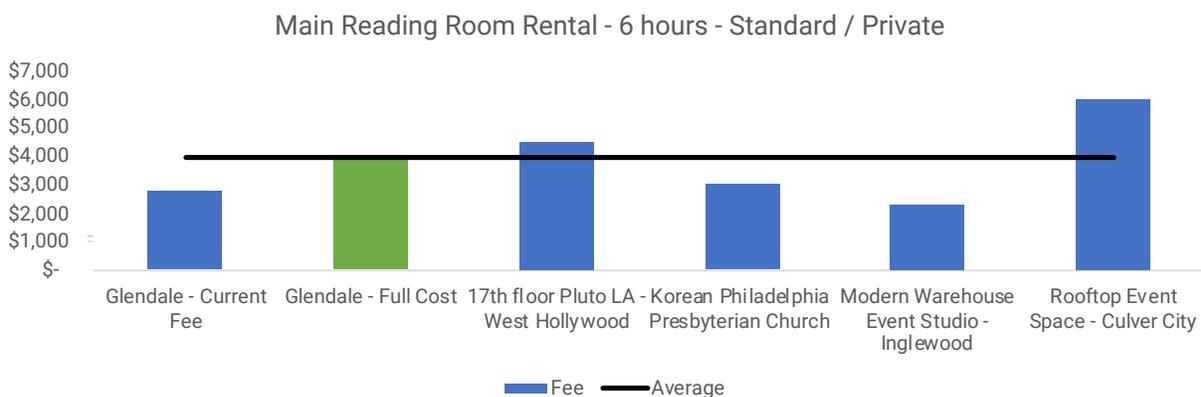
Currently, Library charges a standard / private rate of \$150 for a two-hour meeting room rental. Through this study, the project team calculated the full cost of this service to be \$229. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$150) and the full cost calculated (\$229) are above the jurisdictional average of \$110. Long Beach (\$160), Burbank (\$150), and Santa Monica (\$134) all charge around the same as Glendale’s current fee but less than the full cost calculated.

28 Main Reading Room

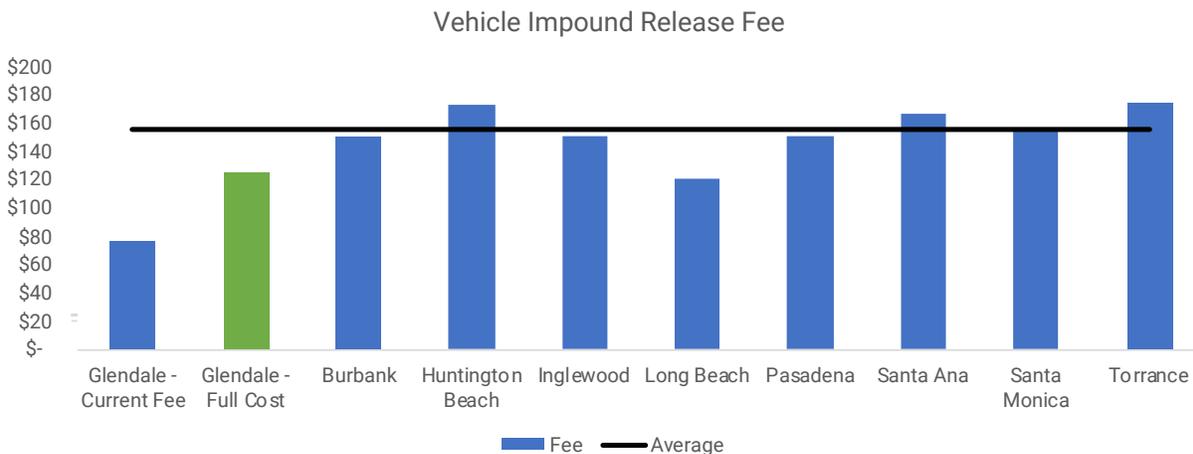
Currently, Library charges a standard / private rate of \$2,776 for a six-hour rental of their main meeting room. Through this study, the project team calculated the full cost of this service to be \$4,000. There are no other comparable jurisdictions that charge for this type of fee, therefore, the following graph shows how the department’s current fee and full cost compare to the current rate charged by similar private entities.



Glendale’s current fee (\$2,776) is below the market-rate average of \$3,930, while the full cost calculated (\$4,000) is slightly above the average. The Rooftop Event Space located in Culver City has the highest rate at \$6,000.

29 Vehicle Impound Release

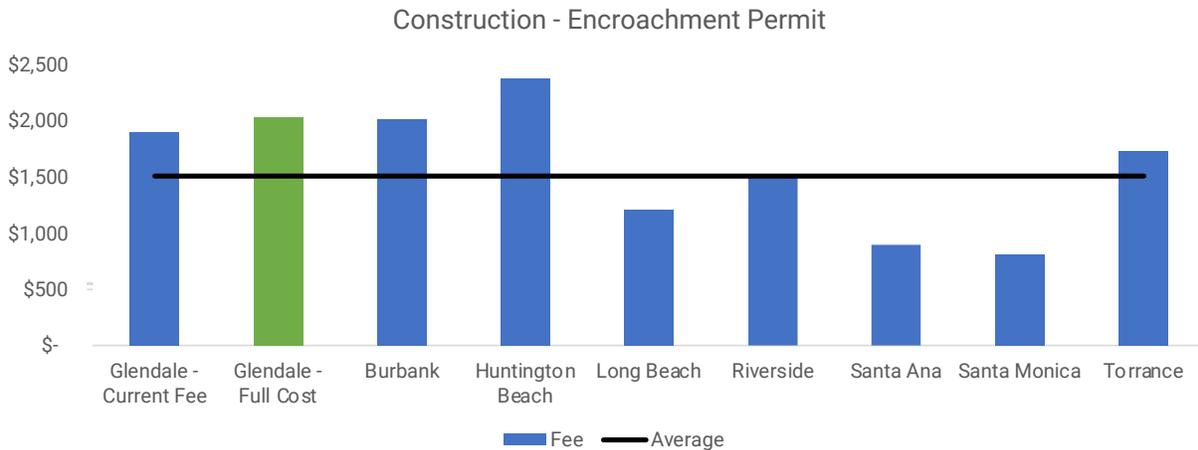
Currently, the Police Department charges a fee of \$77 for vehicle impound releases. Through this study, the project team calculated the full cost of this service to be \$125. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall well below the jurisdictional average (\$155). Glendale’s current fee is the lowest fee charged among other comparable jurisdictions. The full cost falls in line with fees charged by Long Beach.

30 Construction – Encroachment Permit

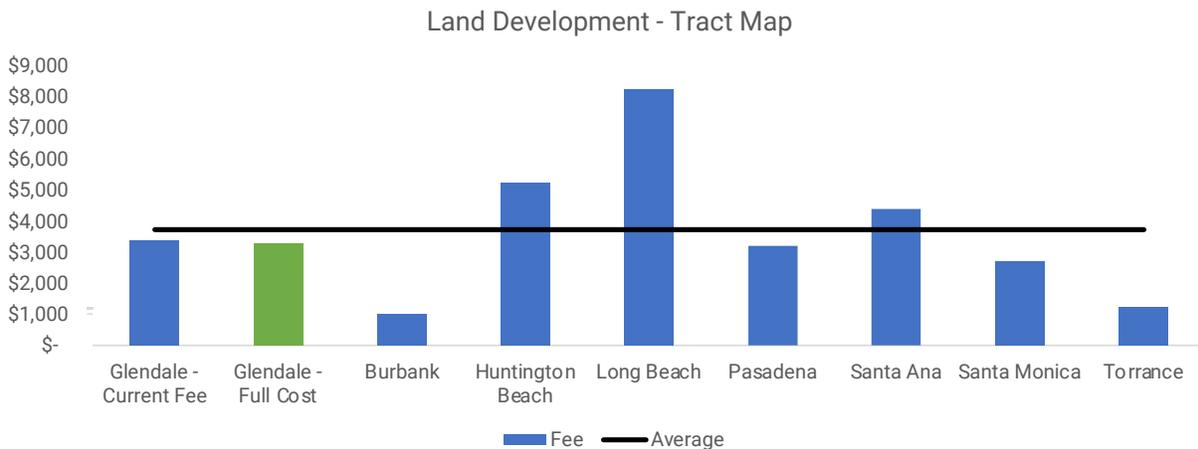
Currently, the Engineering Division charges a fee of \$1,903 for construction encroachment permits. Through this study, the project team calculated the full cost of this service to be \$2,033. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall above the jurisdictional average of \$1,509. The current fee falls in line with fees charged by Burbank and Torrance while the full cost calculated is higher than all fees charged by other comparable jurisdictions.

31 Land Development – Tract Map

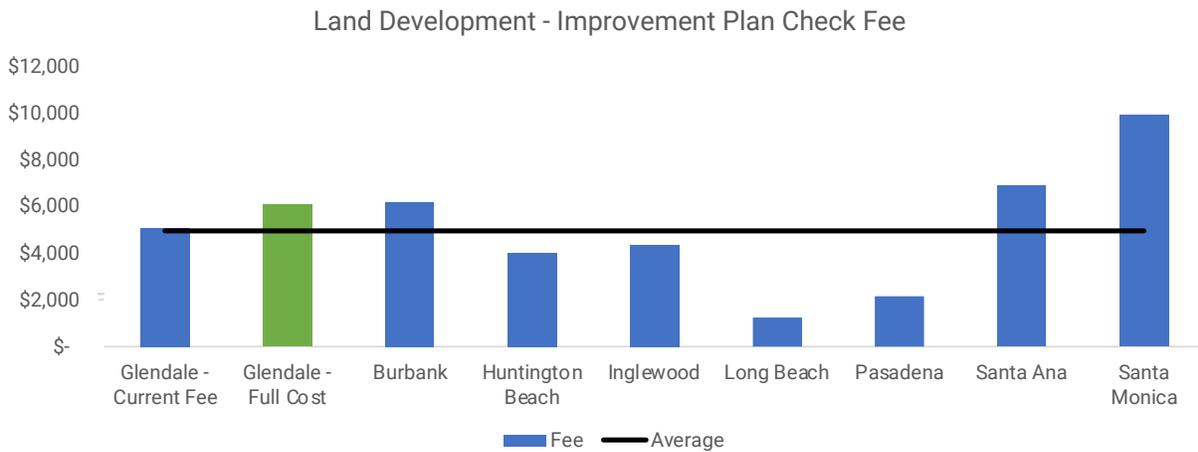
Currently, the Engineering Division charges a fee of \$3,381 for land development tract maps. Through this study, the project team calculated the full cost of this service to be \$3,282. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall very close in line with the jurisdictional average of \$3,771. Fees shown for Burbank and Huntington Beach are charged as deposits, Long Beach charges an additional per lot fee, Santa Ana’s fee is per hour, and Torrance charges per plan sheet.

32 Land Development – Improvement Plan Check Fee

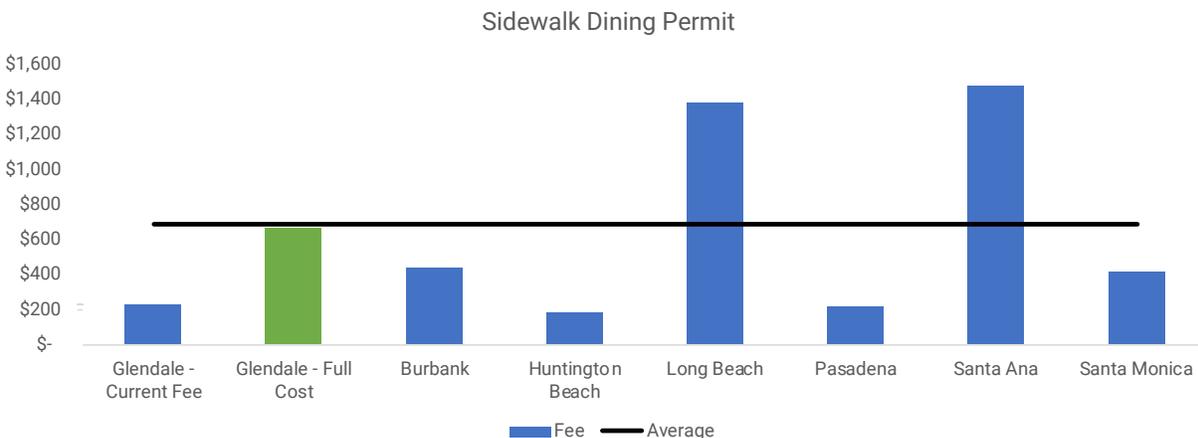
Currently, the Engineering Division charges a fee of \$5,061 for land development a single sheet land development improvement plan check. Through this study, the project team calculated the full cost of this service to be \$6,051. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee and full cost fall are slightly above the jurisdictional average of \$4,947. The fees shown for Huntington Beach is charged as a deposit. At \$9,904, Santa Monica charges the highest amount, followed by Santa Ana at \$6,871.

33 Sidewalk Dining Permit

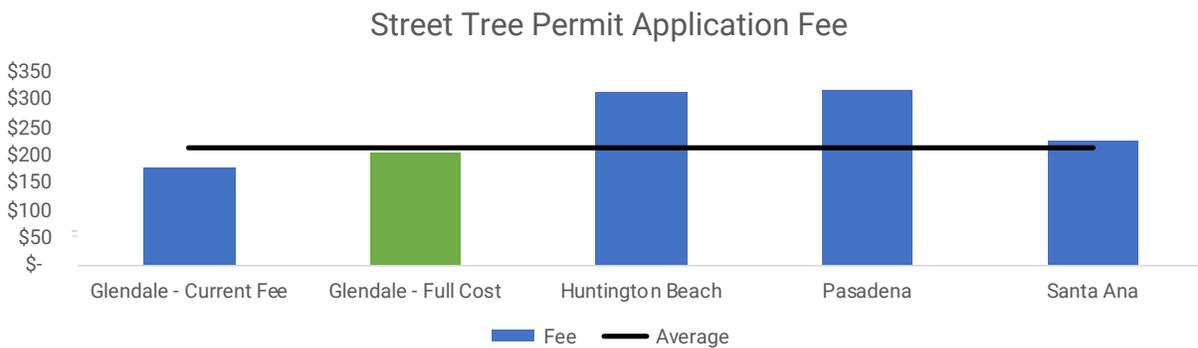
Currently, the Engineering Division charges a fee of \$224 for sidewalk dining permits. Through this study, the project team calculated the full cost of this service to be \$664. The following graph shows how the department’s current fee and full cost compare to the surveyed jurisdictions.



Glendale’s current fee is well below the jurisdictional average of \$684 but falls in line with fees charged by Huntington Beach and Pasadena. The full cost of providing these services is in line with the overall average of surrounding jurisdictions.

34 Street Tree Permit Application

Currently, Maintenance charges a \$175 fee for a Street Tree Permit Application. Through this study, the project team calculated the full cost of this service to be \$205. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Glendale’s current fee (\$175) and full cost (\$205) is below the jurisdictional average of \$213. Pasadena (\$317) and Huntington Beach (\$312) both charge above the average. Inglewood (\$159) and Riverside (\$52) charge below both the average and Glendale’s current fee.

5 Summary

Based upon the comparative survey, the full cost calculated is generally higher than both the current fee charged and the average of surveyed current fees from surrounding jurisdictions. It is important to note that the results of this survey only show the fees adopted by council, not the cost recovery policy decisions for departments or a jurisdiction. As such, the results of this survey should be used as a secondary decision-making tool.