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April 17, 2009

Honorable Antonio R. Villaraigosa
Mayor, City of Los Angeles
Room 303, City Hall
Mail Stop 370

Honorable Members of the City Council
c/o Office of the City Clerk
Room 395, City Hall
Mail Stop 160

**DEPARTMENT OF CITY PLANNING COMPREHENSIVE FEE STUDY RESULTS
AND RECOMMENDATIONS**

The Department of City Planning has completed a comprehensive fee study as part of its goal to achieve full cost recovery in case processing. Through the contracted services of Matrix Consulting Group (Matrix), a fee study and final report indicate an overall subsidy is being provided to fee payers, where the annual revenue collected for all fee related services is less than the estimated citywide costs of providing those services. The study found that the Department is currently recovering approximately 40% of the estimated full cost of providing most fee related services.

Based on the fee study findings, the Department recommends revising Los Angeles Municipal Code (LAMC) Sections 19.01 through 19.12 to more accurately represent the cost of providing planning and land use services, subject to review and discussion of particular policy issues outlined in this report. It also recommends establishing a Department of City Planning Enterprise Fund by amending Sections 5.400, 5.484, and 19.13 of the LAMC.

Background

On January 29, 2007, the Department of City Planning submitted an interim budget request to the Mayor and City Council for additional resources to implement its strategic plan recommending reorganization of the department, improvement of service delivery and operational efficiency, and a return to long-range planning. The Department also requested that the City approve funding for a consultant to develop a comprehensive fee study to potentially generate additional revenue. Funding for the fee study was

approved in the CAO Second Financial Status Report by the City Council on November 9, 2007 in the amount of \$150,000.

On January 28, 2008, the Department of City Planning issued a Request for Proposals (RFP) with proposals due February 29, 2008. A letter regarding the availability of the RFP was circulated to a list of accounting and financial consulting firms and copies of the document were mailed to all prospective proposers expressing an interest in the project. In addition, the RFP was posted on the City's BAVN website (Business Assistance Virtual Network), the Daily Journal, and the Department of City Planning's website. A pre-proposal conference was held on February 7, 2008 to review the City's compliance requirements, review the project's Scope of Work, and respond to questions. A total of thirteen interested parties attended the pre-proposal conference.

The objective of the RFP was to obtain a qualified consultant to conduct a comprehensive study and analysis of the Department of City Planning's fee schedule with the goal of achieving full cost recovery for entitlement case processing services. Elements to be incorporated into the study included:

- A proposed simplification of the fee structure;
- A determination of the actual costs Planning incurs for each service;
- An analysis of fee structures used by other jurisdictions;
- Proposed fee changes to recover 100% of case processing costs;
- Development of an automated fee calculator;
- A plan for implementing any proposed fee changes;
- The feasibility of imposing a surcharge on all case and building permit processing services in order to recover some, if not all, the costs of ongoing comprehensive planning efforts for which there are no direct costs attributed; and
- Opportunities for more full cost recovery for existing services rendered.

A total of five proposals were received on February 29, 2008. Three of the proposals were deemed non-responsive, and two proposals were reviewed and evaluated by a panel of City Planning staff based upon the evaluation criteria established in the RFP. Proposer interviews were held on March 14, 2008. The panel concluded that Matrix was the most qualified proposer and the City executed a contract on June 9, 2008.

Fee Study Results

Matrix utilized a cost-based analytical approach in calculating the full cost of providing case processing services, which follows best management practices to ensure fees are fair, equitable, and represent the estimated and reasonable costs of services, as required by Government Code. The methodology employed is a widely known and accepted "bottom up" approach to cost analysis, where time spent per unit of fee activity is determined for each position within the department. The times are totaled and this estimate is then used in calculating all applicable City costs, which typically include:

Department of City Planning Fee Study Results

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direct salaries and benefits, operating services and supplies, department and divisional overhead, and citywide overhead costs.

In addition, Matrix performed cross checks by collecting data on the estimated volume of activity for each fee to confirm the validity of the analytical model. This method provided assurance that 100% of staff resources were accounted for and allocated to either a fee for service or non-fee related category to ensure that services are not estimated that exceed budgeted resource capacity.

The total cost of the Department, as factored into the fee study, is approximately \$59 million. The cost is comprised of the following components:

Source of cost	Amount	% of Total
Direct Personnel Cost (salaries and fringe benefits)	\$42,331,500	71%
Operating Expenditures (non-salary)	\$4,761,127	8%
Citywide Overhead Costs (not budgeted)	\$12,531,334	21%
Total	\$59,623,961	100%

Through a series of allocation models, Matrix divided the total estimated cost of providing Department of City Planning services into two main sections:

Fee Related Services – Includes services charges on a flat (per unit) basis.

Fee Supporting or other Non-Fee Related Services – Includes fee related services charged on a time and materials basis, or policy basis (such as a percentage of the original fee) and non-fee related services that are not recoverable in the total cost calculations of the fees.

Fee Study Conclusions

The final fee study report concludes that the City should try to recover as much of the costs of services as is feasible, but recognizes that there are political and economic policy factors that often warrant adoption of fee levels at less than 100%. The recommendations and proposed fee structures in the fee study report are legally defensible and establish a nexus between costs of providing services and each specific user fee that is charged.

The total cost of fee related services included in the report is approximately \$18 million. The Department currently receives revenue for these items in the amount of \$7 million and is, therefore, only achieving 40% of total cost recovery. The report estimates that if the fees were set to capture 100% of their cost, additional revenue of approximately \$11 million could be realized. However, as indicated above, political and economic policy factors, as well as reduced case processing volume, would likely bring that estimate down as much as 30% to \$7 to \$8 million in additional annual revenue.

The study also focused on identifying non-fee related services that add to the full costs of providing services throughout the entire department. The total annual estimated cost of providing these services is approximately \$37 million, some of which may be captured through surcharge fees. Included in this total are environmental impact report (EIR) services for \$1.7 million and expedited processing for \$3.9 million. These two services recover their costs through a time and material billing and are, therefore, not included in the fee related services.

Potential Surcharges

It is common for jurisdictions in California to employ "surcharges" on top of their fees to fund certain types of operational support costs and services. Surcharges are generally assessed as a percentage of fees or some other metric such as valuation, and are meant to recover costs from everyone for the overall benefits from services rather than target individual clients or customers. Two suggested surcharges identified by the fee study are for General Plan maintenance and the Historic Resources Survey (SurveyLA).

The general plan and related specific and community plans help guide the growth of the community in a consistent manner. Government Code 66014 (b) allows local agencies to include the costs reasonably necessary to prepare and revise the plans and policies that a local agency must adopt before it can make any required findings and determinations and supports general plan maintenance and update costs. Since a current General Plan document is needed to determine conditions of approval and entitlements, these costs are legitimate to recover in the programs and fees it supports.

The total cost determined from the fee study for the New Community Plan Program is approximately \$11 million on an annual basis. The City Council previously approved as a budget policy funding for the New Community Plan Program in the amount of roughly \$5 million per year (CF 07-0600-S76). In order to realize this amount of funding, a surcharge of 6% on all entitlement and building permits would need to be adopted. However, based on the fact that fees will be increasing and recognizing the importance of being sensitive to the development community, the Department recommends a General Plan Maintenance Fee of 3% on all entitlement and building permits.

SurveyLA will provide necessary baseline information for making determinations on entitlement review, particularly in assessing potential impacts on historic resources. It will also provide critical information for the New Community Plans. A portion of the survey is being funded by a grant from the Getty Foundation in the amount of \$2.5 million with the City required to match the amount. Under the premise discussed for the General Plan surcharge above, the City could create a surcharge for SurveyLA's costs not covered by the grant. The Department recommends adding a 1% fee on all entitlement and building permit applications to collect the estimated annual costs for SurveyLA of approximately \$500,000, which would sunset on June 30, 2012.

Comparative Fee Surveys

As part of the initial scope of work, Matrix conducted a survey of selected fees for seven comparable cities as follows: Portland, OR; San Jose, CA; Oakland, CA; San

Francisco, CA; Dallas, TX; Denver, CO; and Seattle, WA. A total of 26 different fees were compared. This survey showed that, in general, the current City of Los Angeles fees are comparable to the amounts charged in those seven cities. The proposed fees based on full cost recovery, in almost all instances, are higher than any of the cities surveyed.

To obtain a comparison of local and more competitive jurisdictions, the Department added to the scope of work and requested Matrix to review the fees of six regional cities/agencies. The entities selected were: Glendale, Burbank, Pasadena, Santa Clarita, Long Beach and Los Angeles County. In this case, 24 fees were compared. On four of the fees, Santa Clarita had higher fees compared both to the current and proposed City fees. Pasadena had higher fees on three of the fees, both current and proposed. The fees in Glendale and Long Beach were higher on both current and proposed for one fee category. Fees in Burbank and L.A. County were consistently lower than all City fees.

The importance of this information is to allow the City Council to make an educated decision when considering an increase to planning and land use fees. Achieving full cost recovery will result in higher fees compared to local jurisdictions and, therefore, may potentially impact the City's goal to create a business friendly climate.

Policy Considerations

The City provides many types of general services to its constituents. While all services are beneficial to the community, 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. In the latter, services should almost entirely be funded 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; and
- A profit making objective should not be included in the assessment of user fees.

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.

Undoubtedly, there are programs, circumstances, and services that may justify a subsidy from the General Fund. Some of the factors to consider in setting fees at less than 100% are whether lower fees would:

- Overcome limits imposed by external agencies;
- Encourage desired behaviors – for example, historic preservation, green building, etc.;
- Affect demand for a particular service;
- Enable participation of individuals or groups that typically cannot afford services;
- Provide a benefit to both the individual and community at large.

The Department reviewed every fee from the fee study and is recommending that single family dwellings, certain historic and Historic Preservation Overlay Zone (HPOZ) applications, and appeals receive some type of subsidy as follows:

- Single family dwelling applications - 50% subsidy
- Single family dwelling Mills Act applications – 88% subsidy
- Single family dwelling Mills Act contract execution - \$1/per \$1,000 valuation
- Owner-initiated Historic Cultural Monument Applications – 100% subsidy
- HPOZ Certificate of Appropriateness (no new construction) – 90% subsidy
- HPOZ Certificate for Appropriateness or Compatability (new construction up to 750 square feet) – 85% subsidy
- HPOZ Certificate for Appropriateness or Compatability (new construction over 750 square feet) – 75% subsidy
- Historic Resources Building Permit Clearance – 66% subsidy
- Demolition of Historic accessory structure – 50% subsidy
- Appeal by Aggrieved Parties within legal notice area - \$150 flat fee
- Appeal by Aggrieved Parties outside the legal notice area - \$500 flat fee

The specific fee recommendations can be found on Attachment A. All other fees proposed provide for full cost recovery.

Enterprise Fund

In conjunction with the fee study, it was the Department's intent to create an enterprise fund for Planning and Land Use fees to capture revenues in a separate account and provide for full cost recovery of case processing staff and resources. On July 14, 2008, the Budget and Finance Committee considered a CAO report relative to the feasibility of establishing enterprise funds for various departments, including City Planning (CF 08-1687). Although the Committee noted and filed the report, it anticipated a report back from the Department of City Planning after results from the fee study were available.

The Department recommends the creation of the Department of City Planning Enterprise Fund. Fees deposited into the fund include: fees related to the processing of applications for all planning and entitlement functions and appeals, as well as processing fees for records, publications and maps. The fund shall be used to purchase or pay for labor, expenses, equipment, materials, and services in support of planning related functions. Appropriations will be established by an expenditure plan through the annual budget process.

It is also recommended that two of the Department's special funds, the Major Projects Trust Fund and Expedited Permit Fund, be consolidated into the Enterprise Fund.

Recommendations

That the City Council, subject to approval by the Mayor:

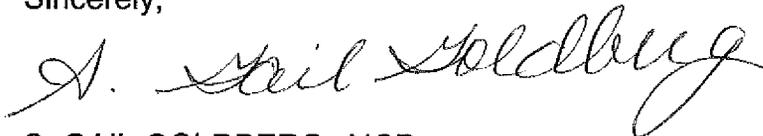
1. Approve amending the Los Angeles Municipal Code (LAMC) Sections 19.01 through 19.12 to revise fees to more accurately represent the cost of providing planning and land use services and achieve full cost recovery, as outlined in the attached fee schedule; and
2. Establish a Department of City Planning Enterprise Fund by amending Sections 5.400, 5.484, and 19.13 of the LAMC.

Fiscal Impact

The recommended changes to the Department of City Planning fee schedule have the potential to increase City revenues by \$7 to \$8 million annually. The Department's case processing functions will become fully cost recoverable and reduce the burden to the General Fund by this same amount.

If you have any questions regarding this request, please contact me at (213) 978-1271 or Deputy Director of Planning Eva Yuan McDaniel of my staff at (213) 978-1273.

Sincerely,



S. GAIL GOLDBERG, AICP
Director of Planning

Attachments: Proposed Fee Schedule
Matrix Consulting Final Report

cc: Raymond P. Ciranna, Interim City Administrative Officer
Gerry Miller, Chief Legislative Analyst

NEW FEE NO.	STUDY FEE NO.	Fee Name	Code Section	Average Current Fee/ Unit	Subsidized Fees & Notes	New Proposed Fee Amount
LEGISLATIVE ACTIONS						
1	1	GPA (Stand Alone without ZC or Annexation)*		-		21,912
2	2	Zone Change - SFD/MF Residential (up to 49 Units)	12.32 F	12,608	reduced	11,734
3	3	Zone Change - SFD/MF Residential (add'l fee for each 50 units over 49)	12.32 F	6,688	reduced	5,747
4	4	Zone Change - Non-residential (≤49,999 s.f.)	12.32 F	12,695	reduced	11,737
5	5	Zone Change - Non-residential (≥50,000 s.f.)	12.32 F	12,695		16,440
6	6	Height District Change (each)	12.32 F	2,399		11,123
7	7	Amendment of Council's Instructions: Removal of T Class. (each)	12.32 H + D14	2,179		4,264
8	9	Supplemental Use District: Establishment (Including, but not limited to, O, S, G, RPD, K, CA, POD, CDO, TOD, MU, FH, RFA, SMA and SN Districts)	12.32 S	-		134,608
9	10	Supplemental Use District: Change or Removal (Including, but not limited to, O, S, G, RPD, K, CA, POD, CDO, TOD, MU, FH, RFA, SMA and SN Districts)	12.32 S	1,626		66,289
10	11	Building Line (Establishment, Change or Removal)	12.32 R	3,217		8,833
11	12	Zone Boundary Line Adjustment (each)	12.30 H + K	3,812		5,476
12	13	Approval of Transfer of Floor Area Plan (each)	14.5.1 - 14	14,549		16,292
13	14	General Plan Amendment and Zone Change (≤399 Units., 499K s.f (comm/ind), 249K s.f. (mixed use))	11.5.8	14,648		23,884
14	15	General Plan Amendment and Zone Change (≥100 d.u., 500K s.f (comm/ind), 250K s.f. (mixed use))	11.5.8	19,019		32,116
15	16	Annexation, General Plan Amendment, and Zone Change, (≤999 d.u., 499K s.f (comm/ind), 249K s.f. (mixed use))	11.5.8	3,994		46,357
16	17	Annexation, General Plan Amendment, and Zone Change, (≥100 d.u., 500K s.f (comm/ind), 250K s.f. (mixed use))	11.5.8	-		62,566
17	18	Land Use Determinations by City Planning Commission (each)	12.24 I	4,121		11,060
SPECIFIC PLAN APPROVALS						
18	19	Project Permit Compliance and other Specific Plan Reviews (SPP or SPR)	11.5.7 C	989		3,808
19	20	Project Permit Compliance and other Specific Plan Reviews (Single Family)	11.5.7 C	989	50% subsidy	1,904
20	20	Project Permit With DRB	11.5.7 C	1,187		5,395
21	21	Project Permit With DRB (Single Family)	11.5.7 C	1,187	50% subsidy	2,898
22	21	DRB - Preliminary	16.50 E3	594		3,044
23	21	DRB - Preliminary (Single Family)	16.50 E3	594	50% subsidy	1,522
24	22	Project Permit Modification (each)	11.5.7 D	1,296		3,308
25	23	Project Permit Adjustment (each)	11.5.7 E	1,278		4,901
26	24	Specific Plan Exception (each)	11.5.7 F	3,847		14,932
27	25	Specific Plan Amendment (each)	11.5.7	14,648		40,560
28	26	Specific Plan Interpretation (each)	11.5.7	4,300	reduced	2,994
GUP's and OTHER SIMILAR QUASI JUDICIAL APPROVALS						
29	27	Conditional Use by APC or CPC (each)	12.24 U + 12.24 V	4,490		13,224
30	28	Child Care (≤50 children in the R3 Zone, or Large Family Daycare)	12.24 X, 24 & 25	1,280		4,601
31	29	Conditional Use by ZA (All other uses)	12.24 W	4,490		5,358

NEW FEE NO.	STUDY FEE NO.	Fee Name	Code Section	Average Current Fee/Unit	Subsidized Fees & Notes	New Proposed Fee Amount
32	30	Conditional Use by ZA (Alcohol (on- or off-site sales) Entertainment (dance halls, hostess dance halls, massage parlors))	12.24 W1 + 12.24W18	6,474	reduced	6,459
33	31	Adult Entertainment Business Exception (Within 500 feet of another Adult Entertainment)	12.22 A20	401		5,317
34	32	Reasonable Accommodation Determination (each)	12.22 A27	-		3,311
35	33	Variances (All)	12.27	3,678		6,448
36	34	Adjustments by ZA (All except SFD (including, but not limited to, reduced parking for theaters or historic buildings, adaptive reuse, open storage for autos, or live/work))	12.28 A	5,398	reduced	5,370
37	35	Adjustments by ZA (SFD (policy))	12.28 A	1,423		5,530
38	36	Slight Modification by ZA (each)	12.28 B2	215		3,941
39	37	ZA Interpretation of Yard or Use Regulations (ZAI) (Yards and hillsides)	12.21 A2	397		5,831
40	38	ZA Determinations under 12.24 X (unless listed separately) (each)	12.24 X	4,326		6,093
41	39	Relief from Fence Height Limitation (Fences not to exceed 8 feet in the required front, side, or rear yard in the A and R zones (X7) or Not to exceed 8 feet in the front yard of a group of lots (X8))	12.24 X7 + X8			
42	41	Certified Farmer's Market (each)	12.24 X6	794		4,525
43	42	Service of Alcohol in a Small Restaurant (≤50 seats)	12.24 X2	229		2,641
44	43	Approval to Erect Amateur Radio Antenna (each)	12.24 X3	530		6,040
45	44	Coastal Development Permit - SFD/MF Residential	12.20.2	1,285		2,592
46	44	Coastal Development Permit - SFD Residential (no exceptions)	12.20.2	1,285	50% subsidy	7,057
47	48	Coastal Development Permit - Non-residential	12.20.2	10,643	reduced	3,529
48	50	Coastal Development Permit - Exemption Determination (each)	12.20.2.1	108		7,798
49	51	Coastal Development Permit - Approval in Concept (each)	12.20.2	340		684
50	52	Coastal Development Permit - Amendment (Residential (Single-family or Multi-family))	12.20.2.1Q O	217		703
51		Coastal Development Permit - Amendment (Residential Single-family - no exceptions)	12.20.2.1Q + 12.20.2	217	50% subsidy	6,456
52		Coastal Development Permit - Amendment (Non-residential)	12.20.2.1Q + 12.20.2			3,228
53	53	Mello Compliance Review (each)*	O	1,280		6,456
54	57	Public Benefits - Alternative Compliance Proposal (each)	14.00 B	4,490		828
55	58	Eldercare Facility Unified Permit Application (each)	14.3.1	7,266	reduced	16,938
		DENSITY BONUS				6,369
56	59	Application for Density Bonus (Request for one or more Incentives included in the Menu of Incentives)	12.22 A25 (e)	1,278		
57	60	Application for Density Bonus (Request for an Incentive not included in the Menu of Incentives)	12.22 A25 (e)	4,490		23,287
58	61	Application for Density Increase in excess of that permitted by Section 12.22 A.25 (each)	12.24 U25 + 14.00 A2	4,490		20,718
59	62	SITE PLAN REVIEW Site Plan Review - (Residential Projects of 50 or more dwelling units)	16.05	1,278		7,806

NEW FEE NO.	STUDY FEE NO.	Fee Name	Code Section	Average Current Fee/Unit	Subsidized Fees & Notes	New Proposed Fee Amount
60	63	Site Plan Review - (All Other)	16.05	2,398		7,925
PLAN APPROVALS						
61	64	Conditions of Approval for Oil Drilling (each)	13.01 H	1,274		7,650
62	65	Surface Mining Permits (each)	13.03	1,048		2,640
63	66	Modification of Existing CUP by APC or CPC (each)	12.24 M	2,292		8,878
64	67	Modification or Review by ZA (Plan Approval Applications, and, for example, non-conforming oil wells, landscaping nonconforming in the A and R Zones, shared parking, and parking near transit. Existing CUP or Variance)	12.24 J, L, M	1,332		5,754
65	68	Clarification of Q or D Limitations (each)	12.32 H	607		4,428
ADMINISTRATIVE CLEARANCES						
66	69	Public Benefit Projects (SIGN OFF FOR BY-RIGHT PROJECT Shelter for Homeless with ≤30 beds in the R3, M1, M2, or M3 Zones; or Shelter for Homeless in ≤6 trailers by a church, religious institution, or philanthropic institution)	14	488	reduced	338
67	70	Public Benefit Projects (All Other Public Benefit Projects)	14	3,742	reduced	338
68	71	RIVER Clearance (each)*		-		487
69	72	Green Building Program Application (Includes staff time only. Consultant costs are a pass through and will be calculated separately.)	16.10	282	reduced	115
70	73	Miscellaneous Clearances - ZA Decision (each)		-		1,722
71	74	Miscellaneous Clearances - ZA Decision (SFD - no exceptions)		-	50% subsidy	881
72	75	Time Extension (All (except maps))		-		708
73	76	Letters of Correction, Modification, or Clarification of a ZA's, Director's, or DAA's Determination (each)		-		1,331
74	77	Supplemental Use District Sign-Off (Pedestrian Oriented District/ Transit Oriented District Community Design Overlay RPD)	13	294	reduced	199
75	79	Miscellaneous Clearances - CPB (For example, ICO and Director's Determination Conditions)		745		3,124
76	76	Miscellaneous Clearances - CPB (For example, ICO and Director's Determination Conditions) (Single Family - no exceptions)		745	50% subsidy	1,582
OTHER						
80		delete				
81	81	Development Agreement Application - Initial (each)	12.32	4,074		29,690
82	82	Change of or Add'l Hearing Scheduling (each)*		-	delete	0
83	83	Cancellation of Hearing (each)*		-	delete	0
PARCEL AND TENTATIVE SUBDIVISION MAPS						
78	85	SFD (RE 20 or less restrictive zone) (up to 4 lots)	17.50 - 17.58	1,115		8,935
79	86	SFD (RE 20 or less restrictive zone) (5 to 10 lots)	17.01 - 17.13	3,256		10,165
80	87	SFD (RE 20 or less restrictive zone) (11-49 lots)	17.01 - 17.13	3,256		11,257
81	88	SFD (RE 20 or less restrictive zone) (add'l fee for each 50 lots over 49)*	17.01 - 17.13	-		3,073
82	89	SFD (RE 40 or more restrictive zone) (up to 4 lots)	17.50 - 17.58	1,115		9,989

NEW FEE NO.	STUDY FEE NO.	Fee Name	Code Section	Average Current Fee/Unit	Subsidized Fees & Notes	New Proposed Fee Amount
83	90	SFD (RE 40 or more restrictive zone) (5 to 10 lots)	17.01 - 17.13	3,256		11,219
84	91	SFD (RE 40 or more restrictive zone) (11-49 lots)	17.01 - 17.13	3,256		12,662
85	92	SFD (RE 40 or more restrictive zone) (add'l fee for each 50 lots over 49)*	17.01 - 17.13	-		3,867
86	93	Multi-Family (<50 units)	17.01 - 17.13	992		10,416
87	94	Multi-Family (50-99 units)	17.01 - 17.13	2,657		13,856
88	95	Multi-Family (≥100 units)	17.01 - 17.13	2,657		17,611
89	96	COMM / IND (with building) (<50K FAR s.f.)	12.95.3	2,732		12,552
90	97	COMM / IND (with building) (50K FAR s.f. - <100K FAR s.f.)	12.95.3	5,327		14,309
91	98	COMM / IND (with building) (≥100K FAR s.f. - <250K FAR s.f.)	12.95.3	5,327		16,065
92	99	COMM / IND (with building) (≥250K FAR s.f.)	12.95.3	5,327		17,822
93	100	COMM / IND (without building) (< 1 acre)	12.95.3	2,732		11,498
94	101	COMM / IND (without building) (≥ 1 acre to <5 acres)	12.95.3	5,327		12,552
95	102	COMM / IND (without building) (≥ 5 acres)	12.95.3	5,327		13,605
96	103	Review or Revision to Tentative Maps (Prior to Hearing)*	17	-		889
97	104	Review or Revision to Tentative Maps (After Hearing)*	17	-		1,374
98	105	Phasing of Map (each)*	17	-		545
99	106	Condo Conversion MF (<50 units)	12.95.2 + 12.95.3	1,984		16,109
100	107	Condo Conversion MF (50-99 units)	12.95.2 + 12.95.3	5,314		19,530
101	108	Condo Conversion MF (≥100 units)	12.95.2 + 12.95.3	5,314		22,161
102	109	Condo Conv. COMM / IND (with building) (<50K FAR s.f.)	12.95.2 + 12.95.3	5,464		13,430
103	110	Condo Conv. COMM / IND (with building) (≥50K FAR s.f. - <100K FAR s.f.)	12.95.2 + 12.95.3	10,654		14,309
104	111	Condo Conv. COMM / IND (with building) (≥100K FAR s.f. - <250K FAR s.f.)	12.95.2 + 12.95.3	10,654		15,187
105	112	Condo Conv. COMM / IND (with building) (≥250K FAR s.f.)	12.95.2 + 12.95.3	10,654		16,065
106	113	Mountain Fire Dist. SFD (RE 20 or less restrictive) (up to 4 lots)	17.52	1,450		13,492
107	114	Mountain Fire Dist. SFD (RE 20 or less restrictive) (5 - 10 lots)	17.52	4,233		14,897
108	115	Mountain Fire Dist. SFD (RE 20 or less restrictive) (11-49 lots)	17.52	4,233		16,478
109	116	Mountain Fire Dist. SFD (RE 20 or less restrictive) (add'l fee for each 50 lots over 49)*	17.52	-		6,096
110	117	Mountain Fire Dist. SFD (RE 40 or more restrictive) - (up to 4 lots)	17.52	1,450		15,424
111	118	Mountain Fire Dist. SFD (RE 40 or more restrictive) - (5 - 10 lots)	17.52	4,233		16,478
112	119	Mountain Fire Dist. SFD (RE 40 or more restrictive) - (11 to 49 lots)	17.52	4,233		18,586
113	120	Mountain Fire Dist. SFD (RE 40 or more restrictive) - (add'l fee for each 50 lots over 49)*	17.52	-		6,354
114	121	Hillside Grading Plan Review (≥50K cu.yds.)	17.05 J + L	3,034		12,201

NEW FEE NO.	STUDY FEE NO.	Fee Name	Code Section	Average Current Fee/ Unit	Subsidized Fees & Notes	New Proposed Fee Amount
115	122	Time Extension (Maps)	17.06	384		793
116	123	Parcel Map Exemption (Lot Line Adj.) (each)	17.5	1,048		3,507
117	124	Parcel Map Waiver (each)*	17.5	-		3,729
118	125	Certificate of Compliance (each)		931		3,683
		PRIVATE STREET MAPS				
119	126	Private Street map (each)	18 - 18.12	7,370		15,421
120	127	Very High Fire Hazard Private Street Map (each)	18 - 18.12	11,055		22,415
121	128	Deemed to be Approved Private Street (each)*	18 - 18.12	-		3,787
		LAND DIVISION - OTHER				
122	129	Temporary Subdivision Direction Sign (First sign)	17	845		1,052
123	130	Temporary Subdivision Direction Sign (Each additional sign)	17	845	reduced	383
124	131	Mobile Home Park Impact Report (each)	17.04	2,484		13,992
125	132	delete				
125	133	Landscape Plan Approval (incl. water mgmt approval) As Part of a Discretionary Approval (each)	12.40	169		647
126	134	Reversion to Acreage (each)*	17.10 A	-		8,876
127	135	Modifications to Maps (each)	17.14 + 17.59	1,229		8,052
128	136	Quimby Fee Calculation (per instance) (each)*	12.33 A +	-		276
129	137	Advisory Agency (AA) Public Discussion Meeting (each)*	17.12	-		1,734
		ENVIRONMENTAL REVIEW				
130	138	EAF - Initial Study to ND/MND - base fee includes traffic study		923		2,280
131	139	MND -Expanded (per add'l study)*		-		1,953
132	142	Categorical Exemption (each)		79		81
133	143	Reconsideration Request (each)		146		703
		HISTORIC RESOURCES				
134	144	Mills Act - Application (Single-Family Dwelling)		200	88% subsidy	250
135		Mills Act - Application (Commercial)		200	\$1/\$1,000 valuation	1,142
136	145	Mills Act - Contract Execution (Single-Family Dwelling)		243		variable
137	146	Mills Act - Contract Execution (Commercial)		243		1,866
138	147	Valuation Exemption Processing (each)*		-		609
148		Contract Compliance Periodic Inspection (each)*	12.20.3	-	delete	0
139	149	Historic Cultural Monument Application (each)*	12.20.3	-		3,366
140		Historic Cultural Monument Application (each)* (Owner Initiated)	12.20.3	-	100% subsidy	0
141	150	Historic Preservation Overlay: Establishment, Change, or Removal (each)	12.20.3	1,361		136,656
142	151	HPOZ Preservation Plan (Stand Alone application of Preservation plan, not as part of establishment, change or removal of the original HPOZ)*	12.20.3	-		30,998
143	152	HPOZ Certificate of Appropriateness (not involving new construction or additions)	12.20.3	294	90% subsidy	472
144	153	HPOZ Certificate of Appropriateness or Compatibility (new additions or construction up to 750 sq ft)	12.20.3	294	85% subsidy	708
145		HPOZ Certificate of Appropriateness or Compatibility (new additions or construction over 750 sq ft)	12.20.3	294	75% subsidy	1,181
154		HPOZ Conforming Work (Board sign-off)*	12.20.3	-	delete	0
155		HPOZ Conforming Work (Staff sign-off)*	12.20.3	-	delete	0
156		HR Building Permit Clearance - (Admin. Review)*	12.20.3	-	delete	0

NEW FEE NO.	STUDY FEE NO.	Fee Name	Code Section	Average Current Fee/ Unit	Subsidized Fees & Notes	New Proposed Fee Amount
146	157	HR Building Permit Clearance - (Larger Project)*	12.20.3	-	66% subsidy	784
	158	HR Building Permit Clearance - (Minor Project)*	12.20.3	-	delete	0
	159	Demolition Review - (Minor Historic Significance)*	12.20.3	-	delete	0
	160	Demolition Review - (Major Historic Significance)*	12.20.3	-	delete	0
147	173	APC/DEM Case (Historic) - demolition of main structure	12.20.3	294		4,317
148		APC/DEM Case (Historic) - demolition of accessory structure	12.20.3	294	50% subsidy	2,159
MODIFICATIONS/DISCONTINUANCE OF USE (REVOCATIONS)						
149	169	Imposition of Conditions	12.27.1	3,914		26,680
150	170	Reconsideration	12.27.1	746		29,866
151	171	Plan Approval for RV Case	12.27.1	2,398		35,027
152	172	Parcel Map Violations (IMPOSITION OF COND.)	12.27.1	-		2,074

NOTES:

- * Denotes new fee items added or resulting from fee restructuring
- ** Amendments / Additions to Approved Plans or Vested Regulations will be charged at 25% of the original application fee
- *** Multiple Application permits will be charged as follows: 100% of the first application (highest fee), 50% of the second application (second highest fee), 25% of each additional application

APPEALS/SUPPORTING ACTIVITY FEES						
153		Appeal by Applicant (85% of the application fee)				variable
154		Appeal by Aggrieved Parties within legal notice area		74	subsidized	150
155		Appeal by Aggrieved Parties outside of the legal notice area		74	subsidized	500
156		Building and Safety Appeal	12.26 K	368		7,933
157		General Plan Maintenance Fee (3% on all permits and applications)				
158		Historic Resources Fee (1% on all permits and applications - to sunset on 6/30/12)				

**Final Report on the Fee Analysis and Study for
the Department of City Planning**

**CITY OF LOS ANGELES,
CALIFORNIA**

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February 20, 2009

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- A:** Cost Recovery Report Table – Total for All Fee Related Services
- B:** Cost Recovery Report Table – Total for Fee Supporting and Non-Fee Related Activities
- C:** National Survey of Market Rates and Fees
- D:** Regional Survey of Market Rates and Fees
- E:** National Survey of Questions Pertaining to Cost Recovery Policy and Procedure
- F:** Regional Survey of Questions Pertaining to Cost Recovery Policy and Procedure

1. EXECUTIVE SUMMARY

The report, which follows, presents the results of the Cost of Services (User Fee) Study conducted by the Matrix Consulting Group for Los Angeles' Department of City Planning. This report provides the City with the findings and conclusions resulting from analysis of the Department of City Planning's charges for services.

1. PROJECT BACKGROUND, SCOPE OF WORK, AND OBJECTIVES

The Department of City Planning contracted with the Matrix Consulting Group to analyze its current schedule of planning fees as related to the estimated total costs of providing the wide variety of planning services offered by the Department. The project team reviewed the entire fee ordinance and structure with the Department of City Planning's staff to update, consolidate, streamline, and improve the structure while including new and revised fee categories.

Through this study, the Matrix Consulting Group determined the estimated total cost of services provided by the Department of City Planning, with a comprehensive look at all planning functions (both fee and non-fee related), keeping in mind the need for a fee structure that is straightforward, easy to understand, and clear in terms of presentation to the development community and the general public. The results of this analysis 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. SUMMARY OF RESULTS

The cumulative results of this User Fee Study identified an overall subsidy provided to the fee payer, where the annual revenue collected for all fee related

services is, on average, less than the estimated true cost of providing those services. From a detailed, fee-by-fee perspective, the results demonstrate that while some charges for services are set at levels higher than the true costs of providing services, other charges for service are generating much less than their estimated true cost. However, as shown in the following table, the net result of the Study found an overall undercharge for services by the Department of City Planning for planning services.

Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Annual Revenue Surplus / (Subsidy)	Full Cost Recovery Rate
\$ 7,149,000	\$17,938,000	\$(10,789,000)	40%

The table above is comprised of the Department of City Planning's estimated annual current revenue versus estimated total costs of providing the majority of the Department's fee-related services. These fees for service are mostly administered on a flat (per unit / per project) basis. The Department is currently recovering approximately 40% of the estimated full cost of providing most fee related services. At full cost recovery, the potential additional revenue obtained from implementing these revised and/or additional fees for services is approximately \$11 million above what is currently collected for these services. The results of this Study also identified approximately \$37 million in additional costs associated with fee for service items charged on either a time and materials or policy basis (such as percentage of the original application fee), as well as for non-fee related activities.

It should be noted that the summary cost recovery results shown in the table above and throughout the following report are not a precise measurement. Changes to the structure of fee names and application type names, interpretation of data contained

in the Department's permit software, as well as the use of time estimates allow for only a reasonable projection of existing revenue, subsidies and/or surpluses associated with provision of services. Detailed cost calculation results are discussed further in Chapter 4 of this report.

3. GENERAL PROJECT APPROACH AND METHODOLOGY

The Matrix Consulting Group utilized a cost-based analytical approach in calculating the full cost of providing planning services. By implementing a cost-based planning fee structure, the City of Los Angeles follows a best management practice in the adoption of planning application fees that are fair, equitable, and represent the estimated and reasonable costs of services provided, as required by the Government Code.

For this Study, the methodology employed in establishing the full cost of providing services is a widely known and accepted "bottom up" approach to cost analysis, where time spent per unit of fee activity is determined for each position within a department. 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. Typical costs included in a "full" cost calculation include: direct salaries and benefits, operating services and supplies, divisional and departmental overhead, city-wide overhead costs, as well as certain costs associated with maintenance and update of relevant plans, policies, and systems in support of operations. A comprehensive discussion of all costs considered for the Department of City Planning is included in Chapters 3 and 4 of this report.

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

- **Initial Interviews:** Key project management staff for the City of Los Angeles were interviewed to solidify the mutual understanding of the objectives of this study and potential issues with the implementation of user fees.
- **Department of City Planning Staff Interviews:** The project team interviewed staff at all levels of the Department regarding their needs for clarification to the structure of existing fee items, or for addition of new fee items.
- **Data Collection:** All essential data components were entered into the Matrix Consulting Group's user fee analytical software model, including all budgetary, staffing level, time estimate, and volume of activity assumptions.
- **Cost Analysis:** The project team applied all applicable City costs toward the calculation of the full costs of providing each service included in the model. Resulting costs were presented on a unit and annual level, compared to revenue reports, and provided information about cost recovery surpluses and deficits.
- **Review and Approval of Results with City Staff:** Since the analysis of fees for service is based on estimates and information provided by City staff, it is extremely important that all participants were comfortable with our methodology and with the data they provided. Department management reviewed and approved these documented results.

In the detailed report, which follows, the full cost of services for items included in the Study are presented from both a unit and annual cost perspective. A more detailed description of user fee policy and methodology considerations are provided in Chapters 2 and 3 of this report.

4. POLICY RECOMMENDATION HIGHLIGHTS

The Matrix Consulting Group strongly recommends that the City use the information contained in this report to discuss, adopt, and implement policies regarding a formal cost recovery policy and annual update mechanism related to the Department of City Planning's fees for service.

The project team recommends the City try to recover as much of the service costs as feasible. For most fee related services, the Matrix Consulting Group recommends setting fees at 100% cost recovery. However, as discussed in Chapter 2 of this report, several political and economic policy factors often warrant adoption of fee levels at less than 100%.

In addition, the City should perform a complete update of its User Fee Study on a periodic basis. In general, 3 to 5 years for fee and rate studies is considered a best management practice. The purpose of a comprehensive update is to completely revisit the analytical structure, service level estimates and assumptions applied in the previous study, and to account for any major shifts in cost components or organizational structures.

In between comprehensive updates, the City could utilize published industry economic factors such as CPI or other regional factors to update the cost calculations established in the Study on an annual basis. Alternatively, the City could also consider the use of its own anticipated labor cost increases such as step increases, benefit enhancements, or cost of living raises. The latter example provides a more realistic reflection than a CPI, given the fact that labor costs generally comprise the majority of cost calculations for a jurisdiction. Use of an automatic increase mechanism based on the City's own labor costs also provides a factor that is specific to it and its operations, rather than one that is specific to a region or industry as a whole. Utilizing an annual increase mechanism would ensure that the City receives appropriate fee and revenue increases that reflect growth in costs.

2. LEGAL FRAMEWORK AND POLICY CONSIDERATIONS

A "user fee" is a charge for services provided by a governmental agency to a public citizen or group. In California, several constitutional laws such as Propositions 13, 4 and 218, and State Government Codes 66012 through 66024 set the parameters under which the user fees typically administered by local government are established and administered.

1. GENERAL PRINCIPLES AND PHILOSOPHIES REGARDING USER FEES

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

Services that Provide General "Global" Community Benefit	Services that Provide Both "Global" Benefit and also a Specific Group or Individual Benefit	Services that Provide a Primary Benefit to an Individual or Group, with less "Global" Community Benefit
<ul style="list-style-type: none">• Police• Park Maintenance	<ul style="list-style-type: none">• Recreation / Community Services• Fire Suppression, Fire Prevention	<ul style="list-style-type: none">• Building Permits• Planning and Zoning Approval• Site Plan Review• Engineering Development Review

Funding for local government is obtained from a myriad of revenue sources such as taxes, fines, grants, special charges, user fees, etc. In recent years, alternative tax revenues, which typically offset subsidies for services provided to the community, have

become increasingly limited. These limitations have caused increased attention on user fee activities as a revenue source that can offset costs otherwise subsidized (usually) by the general fund. In the table on the previous page, services in the “global benefit” section tend to be funded primarily through voter approved tax revenues. In the middle of the table, one typically finds a mixture of taxes, user fee, and other funding sources. Finally, in the “individual / group benefit” section of the table, lie the services provided by local government that are typically funded by user fee revenue.

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

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

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

2. GENERAL POLICY CONSIDERATIONS REGARDING USER FEES

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

Within the services that are typically funded by user fees, the Matrix Consulting Group recognizes several reasons why staff and/or appropriate policy makers 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 other agency will occasionally set a maximum, minimum, or limit the jurisdiction's ability to charge a fee at all. Examples include Transportation Permits commonly issued by Public Works departments, many types of Police records and processing fees, as well as charging for time spent copying and retrieving public documents in the City Clerk's office.
- **Encouragement of desired behaviors.** Keeping fees for certain services below costs may provide for better compliance from the community. For example, if the cost of a permit for changing a water heater in a residential home is higher than the cost of the water heater itself, many citizens will avoid pulling the permit.
- **Affect on demand for a particular service.** Sometimes raising the "price" charged for services might reduce the number of participants in a program. This is largely the case in Recreation programs such as aquatics or sports leagues, where participants often compare the City's fees to surrounding jurisdictions or other options for leisure activities.
- **Participation for individuals or groups that typically cannot afford services.** Policy makers may decide to fully subsidize or set fees at a level that will allow participation for certain segments of the community, such as appeals to development review decisions by members of the community that are not the primary applicant on a project.
- **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, to name a few.

The Matrix Consulting Group recognizes the need for policy that intentionally subsidizes certain activities. The primary goals of a User Fee Study are to provide a fair and equitable basis for determining the costs of providing services, and assure that the City is in compliance with State law.

Once the full cost of providing services is known, the next step is to determine the "rate" or "price" for services at a level which is up to, and not more than the full cost amount. The policy making body 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, they can be assured that the adopted fee for service is reasonable, fair, and legal.

3. USER FEE STUDY METHODOLOGY

The Matrix Consulting Group utilizes a cost allocation methodology, commonly known and accepted as the “bottom-up” approach to establishing User Fees. The term means that several cost components are calculated for each fee or service. These components then build upon each other to comprise the total cost for providing the service. The components of “full cost” considered for the City of Los Angeles’ Department of City Planning are shown in the table below:

Cost Component	Description
Direct	Fiscal Year 2008/09 budgeted salaries, benefits and allowable departmental expenditures.
Departmental Overhead	Planning Department and Division administration / management and clerical support.
Citywide Overhead	City costs associated with central service costs such as payroll, human resources, budgeting, City management, etc. These costs were established through the City’s detailed Cost Allocation Plan.
Plans, Policies, and Systems Maintenance	<p>Costs associated with the preparation and revision of plans and policies required to make necessary findings and determinations such as:</p> <ul style="list-style-type: none"> • A proportionate annual share of costs associated with ongoing maintenance and comprehensive update of the land use element of the City’s General Plan. • A proportionate share of costs associated with compiling and maintaining Survey LA. • Technology for acquisition and replacement of the Department’s permitting software (already captured under existing surcharges on Planning and Building permit applications) <p>These costs are not included in the total cost calculations represented in Attachment A of this report, but are identified in Chapter 4 for further policy consideration.</p> <p>If implemented, these costs should be designated and set aside on an annual basis specifically for the purposes noted above.</p>

For the Department of City Planning, the general steps utilized by the project

team to determine allocations of the above cost components to a particular fee or service are:

- Create a list of planning application and permitting fees;
- Identify average time to process, plan check, and review each project item
- Calculate the full cost of providing services to include all direct and indirect cost components

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

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

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

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

- Estimates are representative of average times for providing service. Extremely difficult or abnormally simple projects are excluded from the analysis.
- Estimates provided by staff are reviewed and approved by the department, and often involve multiple iterations before a study is finalized.
- Estimates are reviewed by the project team for “reasonableness” against their experience with other agencies.

The Matrix Consulting Group agrees that while the use of time estimates is not a

perfect approach, it is the best alternative available for setting a standard level of service for which to base a jurisdiction's fees for service, and it meets the requirements of California law.

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

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

Situations arise where the size and complexity of a given project warrants time tracking and billing on a "time and materials" basis. However, the Matrix Consulting Group discourages this practice whenever possible.

2. CROSS CHECKS ENSURE THE VALIDITY OF OUR ANALYTICAL MODEL

In addition to the collection of time estimate data for each fee or service included in the User Fee Study, annual volume of activity data assumptions are also a critical component. By collecting data on the estimated volume of activity for each fee or service, a number of analyses are performed which not only provide useful information to departments regarding allocation of staff resources, but also provide valuable cross

checks that ensure the validity of each cost allocation model. This includes assurance that 100% of staff resources are accounted for and allocated to a fee for service, or "other non fee" related category. Since there are no objectives to make a profit in establishing user fees, it is very important to ensure that services are not estimated at a level that exceeds budgeted resource capacity. If at least and not significantly more than 100% of staff resources are accounted for, then no more than 100% of costs associated with providing services will be allocated to individual services in the study.

4. DETAILED RESULTS FOR PLANNING FEES

The motivation behind a cost of services (User Fee) analysis is for the Mayor, City Council and 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.

1. OVERVIEW OF TOTAL COST RESULTS

The Department of City Planning serves the public by “partnering with all Angelenos to transform Los Angeles into a collection of distinctive, healthy, and sustainable neighborhoods.”¹ This is accomplished through review of planning and zoning applications, updating and revising the City’s General Plan, and preparing and updating New Community Plans.

The City of Los Angeles wished to consider updating and improving its Planning Fee Ordinance, for many of the reasons previously discussed in Chapter 2. Therefore, the Matrix Consulting Group worked with City staff to undergo a thorough analysis that connects staff hours and costs by various project types to fees for service. The presentation of results in this chapter are intended as summaries of extensive and voluminous cost allocation documentation for the Department’s analytical model. The full analytical results were provided to the City staff under separate cover from this summary report.

The total cost of the Department, as factored into this Study, is approximately \$59.6 million. This cost is comprised of the following components:

¹ Taken from the City of Los Angeles Department of City Planning’s Mission Statement.

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Source of Cost	Amount	% of Total Cost
Direct Personnel Cost	\$42,331,500	71%
Budgeted Expenditures (Non-Salary)	\$4,761,127	8%
Citywide Overhead Costs	\$12,531,334	21%
TOTAL	\$59,623,961	100%

The actual budget appropriation for the Department of City Planning in Fiscal Year 2008-09 was \$34,067,321. The following are key variances between the Department's original appropriation and costs included in this Fee Analysis and Study:

- **Funding of authorized positions for the Department.** All of the Department's authorized positions were assumed as funded in this analysis, based on the assumption that these are the reasonable number of staff needed to provide an appropriate level of service.
- **Benefit costs associated with each position.** The Department does not currently budget personnel benefit costs in their line-item budget. These are allowable and appropriate City costs associated with provision of services and can be recovered in fees for service. A percentage factor for these costs, provided by the Controller's Office, is included in the Direct Personnel Cost section of the table above.
- **City-wide Overhead.** Costs associated with providing services do not stop at the Department Level. Although the Department of City Planning does not currently budget for support received from Citywide administration, etc., a factor for these costs, as provided by the Controller's office, is allowable and included in the full cost calculations.

The Department of City Planning is funded through a myriad of sources, including: user fees for services, general fund revenues, and special funds. Through a series of allocation models, the Matrix Consulting Group has comprised the resulting information on the total estimated cost of providing Department of City Planning services into two main sections:

- **Fee Related Services:** Includes services mostly charged for on a flat (per unit) basis. Results are summarized in the narrative below, and presented on both a per unit, and annualized level in Attachment A of this report.
- **Fee Supporting and Other Non-Fee Related Services:** This section includes fee related services that are charged either on a time and materials basis, or on a

policy basis (such as a percentage of the original fee). In addition, although jurisdictions generally do not consciously subsidize all Planning activities, there are some activities that are not fee for service related, and therefore not recoverable in the total cost calculations of the fees. These items are discussed in more detail below.

The project team recommends the City try to recover as much service costs as is feasible. For many fee related services, the Matrix Consulting Group recommends setting fees at 100% cost recovery. However, as discussed in Chapter 2 of this report, several political and economic policy factors often warrant adoption of fee levels at less than 100%.

(1) Attachment A: Fee Related Services Tables

The recommendations and proposed fee structures in this report are legally defensible and establish a nexus between costs of providing services to each specific user fee that is charged.

Attachment A displays the resulting cost of services calculations from two perspectives:

- **First, on a “Fee Per Unit” Basis:** comparing the full cost of providing each unit of service to the current fee for each unit of service (where applicable). The attachment shows the per unit costs broken down by the functional division / unit providing these services, with a resulting “total cost per unit” for each item included in the study.
- **Second, on an annualized basis:** the project team utilized volume of activity estimates taken from the Department’s permit software database, and used this information to project annual subsidies and revenue impacts associated with the implementation of each fee for service at full cost recovery levels.

It should be noted that the results are not a precise measurement. Changes to the structure of fee names, interpretation of data contained in the Department’s permit software, along with the use of time estimates allow only for a reasonable projection of subsidies and revenue. Consequently, the Mayor, City Council, and City staff should

rely conservatively upon these estimates to gauge the impact of implementation going forward.

The total cost of fee related services included in this section of the analysis is approximately \$18 million. The City's estimated current revenue for these items is approximately \$7 million. The City is currently achieving 40 percent of total cost recovery for these services. If these fees were set to recover 100 percent of their cost, additional revenue of approximately \$11 million could be achieved.

(2) Attachment B: Fee Supporting and Other Non-Fee Related Services

This study focused on identifying the full costs of providing planning services throughout the entire department. Some of the resulting cost calculations presented in Attachment B are currently charged either on a time and materials, or policy basis (such as percentage of the original fee). Also shown in Attachment B are costs borne by the Department of City Planning that are not considered recoverable via user fees for service. Some of those costs are found within the work units directly involved with processing planning applications and cannot be recovered through Planning fees. Other non-fee related costs are included in the administrative work units that do not provide direct planning services to developers and the general public.

Attachment B identifies the type of fee supporting and non-fee related services provided by each division or functional unit within the Department of City Planning. The total annual estimated cost of providing these services is approximately \$37 million.

(3) Attachments C through F: Market Survey of Fees and Cost Recovery Policies in Comparable Jurisdictions

As part of a cost of services (user fee study) for the City of Los Angeles' Department of City Planning, the Matrix Consulting Group worked with Amey

Management Services (a Local certified MBE/DBE subcontractor) to conduct a comparative survey of planning fees, as well as of general questions related to the administration of fees and cost recovery policy.

This User Fee Study provides the City with a reasonable estimate and understanding of the true costs of providing planning services. Once this information is available to policy makers, there are many reasons jurisdictions decide to set fees at a level that does not reflect the full cost of providing services. As discussed in Chapter 2 of this report, criteria for such policies generally include:

- Charging or increasing a fee will result in a decrease of quantity of services applied for;
- Offering free or subsidized services will allow an identified group to participate in services that they cannot afford.
- Offering free or subsidized services will support activities that benefit not only the individual receiving the services, but a significant portion of the community at large.

In addition to the reasons noted above, 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.

The following issues should be noted regarding the use of market surveys in the setting of fees for service:

- A market survey does not provide adequate or objective information of the relationship of a jurisdictions costs to its fees. Therefore, comparative surveys do not help the Mayor or Council make cost-based decisions.
- Each jurisdiction and its fees are different, and many are not based on actual cost of providing services.
- The same “fee” with the same name may include more or less steps or sub-activities. In addition, jurisdictions provide varying levels of service and have

varying levels of costs associated with providing services such as staffing levels, salary levels, indirect overhead costs, etc.

Because each jurisdiction is different, the Matrix Consulting Group recommends that the information contained in the market comparison of fees be used as a secondary decision-making tool, rather than a tool for establishing an acceptable price point for services.

The following is an outline for the survey, in accordance with the contract and proposed scope of work. The survey was completed in two phases. First, a comparison of Los Angeles to large national cities of similar scope and size. Second, a comparison of Los Angeles to regional cities providing similar services. The following tasks were performed to complete the surveys:

- Matrix Consulting Group worked with the City and AMS to identify up to seven national jurisdictions with comparable activities for inclusion in the market comparison.
- Matrix Consulting Group developed the survey tools and selected, with Department concurrence:
 - Up to 25 of the most appropriate fee items in the Department for benchmarks, and
 - Up to 10 additional comparative questions related to cost recovery policy and procedure, processing volumes, staffing levels, etc.
- AMS administered the national survey, and documented the results. Matrix Consulting Group administered the regional survey, and documented the results.

The Matrix Consulting Group recommends that the number of fees and jurisdictions involved in a comparative survey be limited to the vital few necessary to assess the market and make decisions. Using an excessive number of components to such a survey risks creating a confusing excess of data that obscures rather than clarifies policy issues. Limiting the number of components keeps the focus on vital fee

items with the most significant impact to the community. The results of the national fee survey are shown in Attachment C, and results of the national cost recovery policy comparative questions in Attachment E. the results of the regional fee survey are shown in Attachment D, and regional cost recovery policy comparative questions in Attachment F.

2. ADDITIONAL FEE SETTING POLICY CONSIDERATIONS

The following additional fee setting and funding policy considerations should be considered in relation to the Study's results:

(1) Revise the Current Charging Mechanism for Multiple Application Permits

The current mechanism used to charge for review of projects requiring multiple entitlement applications includes a base fee equal to the highest application, plus a flat \$1,067 fee for each additional application required.

The potential mix of applications in any given multiple entitlement case is so varied that an average flat fee per additional application will not adequately reflect the level of effort required on a case by case basis. Instead of assessing a flat fee per each additional application, the Matrix Consulting Group recommends adopting a policy to charge 100% of the highest application item, 50% of the second highest, and 25% of each additional application after the second. This graduated structure recommendation was established via discussion with Department staff, and more reflectively accounts for economies of scale achieved in intake, processing, and direct project review when multiple entitlements are involved on a single project.

(3) Recovery of City Clerk Advertising Costs

During the fee study process, Matrix Consulting Group identified costs associated with the publishing of Initial Study Mitigated Negative Declaration (MND) and Environmental Impact Report notices in the local newspaper. These costs are neither allocated to the Department of City Planning's operating budget, nor assessed to the Department via a citywide overhead administration charge (commonly developed through a full cost allocation plan). Therefore, the City Clerk currently administers and absorbs the cost of publishing services for the Department of City Planning. City staff provided the Matrix Consulting Group with data related to publishing costs associated with each MND and EIR. Over a two-year period, the average cost for publishing an MND was approximately \$946 per project. The Matrix Consulting Group recommends that a fee for service to recover publishing costs be assessed as an additional charge on top of each MND, either as a flat fee of \$946, or on a pass-through basis as the City Clerk incurs these costs. For EIR review, the Department's current method of cost recovery is to charge applicants on a time and materials basis. For these projects, the Department could also directly bill the publishing costs for the City Clerk to the EIR project account for full cost recovery.

(4) Potential Surcharges for the City's New Community Plan Program and Survey LA

It is common for jurisdictions in California to employ "surcharges" on top of their fees for service to fund certain types of operational support costs. Popular surcharges employed in the West include: technology maintenance and replacement, fund reserve contributions, code enforcement, records maintenance, and general plan maintenance and update. Surcharges are generally assessed as a percentage of fees or some other

metric such as valuation, and are meant to recover costs from entire groups who receive overall benefit from services rather than individual clients or customers.

(3.1) Funding the General Plan Maintenance and Update

The City of Los Angeles updates its general plan and related specific and community plans on a routine bases. These plans help to guide the growth of the community in a consistent manner. Government Code 66014 (b) allows local agencies to, "...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 determinations." This section of the Government code supports inclusion of general plan maintenance and update costs in both planning and building fees for service.

Within the last year, the City Council adopted the New Community Plan Program Policy and funding plan to develop and update its 35 Community Plans on a ten year cycle. Because a current General Plan document is needed to determine conditions of approval, entitlements, and building permit approval, these costs are legitimate to recover in the programs and fees it supports. As part of the User Fee Study, the Matrix Consulting Group worked with Department staff to revisit the assumptions included in the Council's recently adopted policy. The following table is a comparison of adopted costs versus the estimated total costs of the New Community Plan Program:

Cost Component	NCPP Adopted Policy Costs (annual)	Fee Study – NCPP (annual)	Fee Study - Comm. Plan Annual Maint. (annual)	Fee Study - Total Average (annual)
CPB Staff - Full Cost Incl. Citywide Overhead		\$6,947,590	\$954,780	\$7,902,370
Contract Services per Year		\$2,083,296		\$2,083,296
Citywide Division Support per Year		\$217,764		\$217,764
GIS Division Support per Year		\$700,631		\$700,631
Urban Design Studio Support per Year			\$83,038	\$83,038
Total Estimated NCPP cost Per Year	\$5,642,361	\$9,949,281	\$1,037,818	\$10,987,099

Compared to the original estimated annual costs adopted recently by City Council, the User Fee Study result indicate the City is scheduled to fund approximately 50% of the Program's requirements.

To implement a surcharge for recovery of general plan maintenance and update costs borne by the New Community Plan Program, the Department and Council could agree upon a desired cost recovery target for this program, to be captured on top of Building and/or Planning fees for service. The actual calculation of the surcharge is affected by the actual fee-setting action determined by the local decision making authority.

(3.2) Funding the Los Angeles Historic Resource Survey Project (SurveyLA)

The Department of City Planning is currently in the process of completing a citywide Historic Resources Survey. SurveyLA has multiple purposes: its primary use is to serve the development review process, but it also offers many other secondary benefits as a community resource, a resource for researchers, support for cultural tourism, filming activity, disaster preparedness, etc.

As a development review tool, the Survey will provide necessary baseline information for making determinations on entitlement review, particularly in assessing potential impacts on historic resources as required for each project under the California Environmental Quality Act (CEQA). The survey information will be fully integrated into the Department's ZIMAS GIS system and will be available to all project applicants to guide up-front decision-making during the entitlement process. The Survey will also provide critical information for the New Community Plans, listing potential historic resources in the policy text of the plans and assessing historic resources impacts in the Environmental Impact Reports for the New Community Plans.

A portion of SurveyLA is funded via a five-year grant agreement with the Getty Foundation. According to the grant agreement, the City's in-kind and dollar-for-dollar match for over the five-year period is:

Year	City's Expense
1	\$ 225,500
2	\$ 200,500
3	\$ 729,500
4	\$ 770,500
5	\$ 810,500
Subtotal	\$ 2,736,500
Construction Services Fund Contribution	(\$ 100,000)
TOTAL	\$ 2,636,500
Average Cost Per Year	\$ 527,300

Under the same premise discussed for the General Plan surcharge above, the City could potentially assess a surcharge on top of applicable permits to recover a portion of SurveyLA's costs not already covered by the Getty Grant.

Similar to the General Plan Surcharge, the actual calculation of a surcharge is dependent on the actual fee-setting action determined by the local decision making authority, as well as policy decisions on the appropriate amount of SurveyLA costs recommended for recovery in fees for service.

ATTACHMENT A

Cost Recovery Report Table – Total for All Fee Related Services

ATTACHMENT A: FEE RELATED ACTIVITIES

FEE NO	Fee Name	Fee Type (D = Deposit / F = Flat)	CPB Cost Per Fee Item	HISTORIC RESOURCES Cost Per Fee Item	URBAN DESIGN COST Per Fee Item	ZONING ADMIN COST Per Fee Item	DOL COST PER FEE ITEM	PUBLIC COUNTER COST PER FEE ITEM	Total Average Cost Per Fee Item (\$)	Average Current Fee / Unit	Surplus / (Deficit) Per Fee Item (\$)	Estimated Annual Volume	Revenue at Current Fee - Annual (\$)	Total Cost - Annual (\$)	Surplus / (Deficit) Annual (\$)
LEGISLATIVE ACTIONS															
1	GPA (Stand Alone without ZC or Annexation)*	F	20,243	-	-	-	-	-	21,912	-	(21,912)	-	-	-	-
2	Zone Change - SFDMF Residential (up to 49 Units)	F	10,324	-	148	-	-	1,262	11,734	12,608	874	38	453,898	422,420	31,468
3	Zone Change - SFDMF Residential (sed) (fee for each 350 units over 49)	F	4,318	-	148	-	-	1,281	5,747	5,688	941	2	13,376	11,494	1,882
4	Zone Change - Non-residential (\$ 49,999 s.f.)	F	10,468	-	148	-	-	1,121	11,737	12,895	953	4	50,780	46,948	3,832
5	Zone Change - Non-residential (\$ 50,000 s.f.)	F	15,070	-	148	-	-	1,222	15,440	12,895	(3,745)	-	-	-	-
6	Height District Change (each)	F	9,920	-	142	-	-	1,061	11,123	2,399	(8,724)	2	4,798	22,246	(17,448)
7	Amendment of Council's Instructions: Removal of T Class.	F	3,093	-	120	-	-	1,062	4,264	2,179	(2,085)	3	5,537	12,792	(6,255)
8	Supplemental Use District: Establishment, (including, but not limited to, O, S, G, RPD, K, CA, POD, CDC, TOD, 10U, FH, RPAnd, SN Districts)	F	133,245	-	142	-	-	1,222	134,608	-	(134,608)	1	-	134,608	(134,608)
9	Supplemental Use District: Change or Renewal	F	66,822	-	71	-	-	1,222	67,915	1,626	(66,289)	-	-	-	-
10	CDU, TOD, 10U, FH, RPAnd, SN Districts	F	7,809	-	142	-	-	882	8,833	9,217	(5,616)	2	6,434	17,685	(11,251)
11	Building Line Adjustment, Change or Renewal	F	4,634	-	120	-	-	923	5,476	3,812	(1,863)	5	19,060	27,319	(8,259)
12	Zone Boundary Line Adjustment (each)	F	15,070	-	120	-	-	1,102	16,292	14,549	(1,743)	-	-	-	-
13	General Plan Amendment and Zone Change (each)	F	22,216	-	249	-	-	1,420	23,884	14,848	(9,236)	18	263,664	429,918	(166,254)
14	499K s.f. (commind), 249K s.f. (mixed use)	F	30,291	-	285	-	-	1,539	32,116	19,019	(13,097)	-	-	-	-
15	500K s.f. (commind), 250K s.f. (mixed use)	F	44,532	-	285	-	-	1,640	46,357	3,994	(42,363)	-	-	-	-
16	Change, (5398 d.u., 499K s.f. (commind), 249K s.f. (mixed use))	F	60,585	-	323	-	-	1,658	62,566	62,566	(62,566)	-	-	-	-
17	Annexation, General Plan Amendment, and Zone Change, (2400 d.u., 500K s.f. (commind), 250K s.f. (mixed use))	F	9,477	-	210	-	-	1,102	11,060	4,121	(6,939)	-	-	-	-
18	Land Use Determinations by City Planning Commission (each)	F	-	-	-	-	-	-	-	-	-	-	-	-	-
SPECIFIC PLAN APPROVALS															
19	Project Permit Compliance and other Specific Plan	F	3,124	-	-	-	-	684	3,808	969	(2,813)	411	405,479	1,564,909	(1,158,430)
20	Reviews (SPP or SPR)	F	4,711	-	-	-	-	594	5,305	1,187	(4,208)	25	29,875	134,370	(105,185)
21	Project Permit (With DRB)	F	2,555	-	-	-	-	589	3,044	564	(2,450)	-	-	-	-
22	DRB (Preliminary)	F	2,655	-	-	-	-	643	3,308	1,266	(2,012)	83	107,568	274,665	(167,017)
23	Project Permit Modification (each)	F	4,168	-	-	-	-	743	4,901	1,278	(3,623)	2	2,556	9,802	(7,245)
24	Project Permit Adjustment (each)	F	13,751	-	120	-	-	1,061	14,932	3,947	(11,089)	25	96,175	373,301	(277,125)
25	Specific Plan Exception (each)	F	39,248	-	210	-	-	1,102	40,560	14,548	(25,912)	1	14,648	40,560	(25,912)
26	Specific Plan Interpretation (each)	F	2,041	-	210	-	-	743	2,994	4,300	1,306	-	-	-	-
CUP's and OTHER SIMILAR QUASI JUDICIAL APPROVALS															
27	Conditional Use	F	11,912	-	210	-	-	1,102	13,224	4,490	(8,734)	13	58,370	171,910	(113,540)
28	Child Care (\$ 50 children in the R3 Zone, or Large Family Daycare)	F	-	-	-	3,879	-	922	4,501	1,280	(3,321)	-	-	-	-
29	Conditional Use by ZA (All other uses)	F	-	-	-	4,416	-	942	5,358	4,490	(669)	166	745,340	869,413	(144,073)

FEE/NC	Fee Name	Fee Type (D = Deposit / F = Flat)	CPB Cost Per Fee Item	HISTORIC RESOURCES Cost Per Fee Item	URBAN DESIGN COST Per Fee Item	ZONING ADMIN COST Per Fee Item	DOL COST PER FEE ITEM	PUBLIC COUNTER COST PER FEE ITEM	Total Average Cost Per Fee Item (\$)	Average Current Fee / Unit	Surplus / (Deficit) Per Fee Item (\$)	Estimated Annual Volume	Revenue at Current Fee - Annual (\$)	Total Cost - Annual (\$)	Surplus / (Deficit) Annual (\$)
	Conditional Use by ZA (Alcohol (on- or off-site sales) Entertainment (dance halls, hoists/dance halls, 30 massage parlors))	F	-	-	-	5,417	-	1,042	6,459	6,474	15	228	1,476,072	1,472,724	3,348
	Adult Entertainment Business Exception (Within 500 feet 31 of another Adult Entertainment)	F	-	-	4,316	-	-	1,001	5,317	401	(4,916)	4	1,604	21,269	(19,665)
	32 Reasonable Accommodation Determination (each)	F	2,449	-	-	-	-	852	3,311	-	(3,311)	-	-	-	-
	33 Variances (AU)	F	-	-	210	5,196	-	1,042	6,448	3,678	(2,770)	140	514,920	902,776	(387,856)
	Adjustments by ZA (All except SFD (including, but not limited to, reduced parking for theaters or historic 34 buildings, adaptive reuse, open storage for autos, or live/work))	F	-	-	210	4,338	-	822	5,370	5,388	28	48	259,104	257,764	1,340
	35 Adjustments by ZA (SFD (policy))	F	-	-	120	4,568	-	823	5,530	1,423	(4,107)	-	-	-	-
	36 Slight Modification by ZA (each)	F	-	-	120	3,288	-	843	3,841	215	(3,726)	6	1,290	23,844	(22,554)
	ZA Interpretation of Yard or Use Regulations (ZA) (Yards 37 and hillslides)	F	-	-	-	5,069	-	762	5,831	397	(5,434)	14	5,658	81,633	(76,075)
	ZA Determinations under 12.24 X (unless listed 38 separately) (each)	F	-	-	-	5,151	-	942	6,093	4,326	(1,767)	129	558,054	785,933	(227,879)
	Relief from Fence Height Limitation (Fences not to exceed 8 feet in the required front, side, or rear yard in the A and R zones (X) or Not to exceed 8 feet in the 39 front yard of a group of lots (X))	F	-	-	-	3,722	-	803	4,525	794	(3,731)	22	17,468	99,558	(82,090)
	41 Certified Farmer's Market (each)	F	-	-	-	1,719	-	922	2,641	586	(2,055)	-	-	-	-
	42 Service of Alcohol in a Small Restaurant (60 seats)	F	-	-	-	5,057	-	963	6,040	229	(5,811)	-	-	-	-
	43 Approval to Erect Amateur Radio Antennas (each)	F	-	-	-	1,489	-	1,102	2,592	530	(2,062)	-	-	-	-
	44 Coastal Development Permit - SF-DNIF-Residential	F	-	-	-	5,558	-	1,221	7,057	1,285	(5,772)	21	26,965	148,206	(121,221)
	45 Coastal Development Permit - Non-Residential	F	-	-	-	5,758	-	2,039	7,798	10,643	2,845	258	27,864	176,361	(148,497)
	50 Coastal Development Permit - Extension Determination (E 51 Coastal Development Permit - Approval in Concept (each)	F	-	-	-	-	-	703	703	308	(395)	33	18,020	37,243	(19,223)
	52 Coastal Development Permit - Amendment (Residential) (E 53 residential)	F	-	-	-	5,454	-	1,001	6,456	217	(6,239)	-	-	-	-
	54 Coastal Development Permit - Amendment (Non- 55 Malibu Compliance Review (each)*	F	-	-	-	5,454	-	1,001	6,456	1,280	(5,176)	-	-	-	-
	56 Malibu Compliance Review (each)*	F	-	-	-	305	-	523	828	823	(923)	-	-	-	-
	57 Public Benefits - Alternative Compliance Proposal (each)	F	15,564	-	254	-	-	1,121	16,938	4,490	(12,448)	1	4,490	16,938	(12,448)
	58 Barbecue Facility Limited Permit Application (each)	F	-	-	254	-	-	1,043	5,365	7,266	887	-	-	-	-
	DENSITY BONUS														
	Application for Density Bonus (Request for one or more 59 incentives included in the Menu of Incentives) Application for Density Bonus (Request for an Incentive 60 not included in the Menu of Incentives)	F	6,192	-	-	-	-	923	7,115	1,278	(5,837)	11	14,058	78,266	(64,208)
	Application for Density Increase in excess of that 61 permitted by Section 12.22 A.25 (each)	F	21,449	-	-	-	-	1,838	23,287	4,490	(18,797)	-	-	-	-
	SITE PLAN REVIEW														
	Site Plan Review - (Residential) Projects of 50 or more 62 living units)	F	6,445	-	479	-	-	882	7,908	1,278	(6,630)	5	6,390	39,030	(32,640)
	63 Site Plan Review - (All Other)	F	6,445	-	479	-	-	1,002	7,923	2,398	(5,527)	12	28,776	95,105	(66,329)
	PLAN APPROVALS														
	Conditions of Approval for Oil Drilling (each)	F	-	-	-	-	-	1,001	7,650	1,274	(6,376)	-	-	-	-
	64 Surface Mining Permit (CUP) (each)	F	-	-	-	-	-	1,001	7,650	1,048	(1,992)	-	-	-	-
	65 Modification of Existing CUP by APC or CPC (each)	F	-	-	-	-	-	823	6,827	2,292	(6,565)	1	2,292	8,878	(6,586)
	66 Modification of Existing CUP by APC or CPC (each) (Plan Approval for Variances, and, for example, non- conforming oil wells, landscaping nonconforming in the A and R Zones, shared parking, and parking near transit, 67 Existing CUP or Variance)	F	9,955	-	-	-	-	803	10,758	1,332	(4,422)	233	310,356	1,340,790	(1,030,434)

FEE NO	Fee Name	Fee Type (D = Deposit/ F = Flat)	CPB Cost Per Fee Item	HISTORIC RESOURCES Cost Per Fee Item	URBAN DESIGN COST Per Fee Item	ZONING ADMIN COST Per Fee Item	DOL Cost Per Fee Item	PUBLIC COUNTER Cost Per Fee Item	Total Average Cost Per Fee Item	Average Current Fee/ Unit	Surplus / (Deficit) Per Fee Item (\$)	Estimated Annual Volume	Revenue at Current Fee - Annual (\$)	Total Cost - Annual (\$)	Surplus / (Deficit) Annual (\$)
58	Confirmation of O or D Limitations (each)	F	3,804	-	-	-	-	624	4,428	607	(3,821)	8	4,856	35,423	(30,567)
ADMINISTRATIVE CLEARANCES															
59	Public Benefit Projects (SIGN OFF FOR BY-RIGHT PROJECT Shelter for Homeless with ≤ 30 beds in the R3, M1, M2, or M3 Zones; or Shelter for Homeless in 4 6 trailers by a church, religious institution, or philanthropic institution.)	F	-	-	-	-	-	338	338	488	150	-	-	-	-
70	Public Benefit Projects (All Other Public Benefit Projects)	F	-	-	-	-	-	338	338	3,742	3,404	75	-	36,547	(36,547)
71	RIVER Clearance (each)* Green Building Program Application (Includes staff time only. Consultant costs are a pass through and will be calculated separately.)	F	229	-	-	-	-	258	487	-	(487)	-	-	-	-
72	Miscellaneous Clearances - ZA Decision (each)	F	-	-	115	-	-	263	1,722	282	1,67	24	6,788	2,751	4,017
73	Miscellaneous Clearances - ZB Decision (each)	F	-	-	1,459	-	-	289	708	-	(708)	144	-	101,981	(101,981)
74	Time Extension (All (except maps))	F	-	-	410	-	-	-	-	-	-	-	-	-	-
75	Letters of Correction, Modification, or Clarification of a Zoning Ordinance (each)	F	-	-	-	-	-	-	1,331	-	(1,331)	1	-	1,331	(1,331)
76	ZAs, Director's, or DAA's Determination (each) Supplemental Use District Sign-Off (pedestrian Oriented District Transit Oriented District Community Design Overlay)	F	199	-	-	-	-	-	199	294	95	150	44,100	29,795	14,305
77	RPD)	F	3,124	-	-	-	-	-	3,124	745	(2,379)	228	169,860	7,12,269	(542,409)
78	Miscellaneous Clearances - CPB (For example, ICO and Director's Determination Conditions)	F	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER															
80	deals	F	-	-	-	-	-	-	-	798	798	-	-	-	-
81	Development Agreement Application - Initial (each)	F	28,761	-	216	-	-	713	29,690	4,074	(25,616)	2	8,149	69,379	(51,231)
82	Change of Add'l Hearing Scheduling (each)*	F	-	-	124	-	-	124	124	-	(124)	-	-	-	-
83	Cancellation of Hearing (each)*	F	-	-	314	-	-	314	314	-	(314)	-	-	-	-
PARCEL AND TENTATIVE SUBDIVISION MAPS															
85	SFD (RE 20 or less restrictive zone) (up to 4 lots)	F	-	-	73	-	8,852	-	8,925	1,115	(7,820)	16	17,840	142,964	(125,124)
86	SFD (RE 20 or more restrictive zone) (3 to 10 lots)	F	-	-	73	-	10,092	-	10,165	3,256	(6,909)	7	22,792	71,156	(48,364)
87	SFD (RE 20 or less restrictive zone) (11-49 lots)	F	-	-	110	-	11,146	-	11,256	3,256	(8,001)	3	9,789	33,770	(24,002)
88	SFD (RE 20 or more restrictive zone) (add'l fee for each 50 lots over 49)	F	-	-	192	-	2,881	-	3,073	-	(3,073)	-	-	-	-
89	SFD (RE 40 or more restrictive zone) (up to 4 lots)	F	-	-	73	-	9,916	-	10,416	1,115	(8,874)	1	1,115	9,969	(8,874)
90	SFD (RE 40 or more restrictive zone) (3 to 10 lots)	F	-	-	73	-	11,146	-	11,219	3,256	(7,963)	1	3,256	11,219	(7,963)
91	SFD (RE 40 or more restrictive zone) (11-49 lots)	F	-	-	110	-	12,552	-	12,662	3,256	(9,406)	-	-	-	-
92	SFD (RE 40 or more restrictive zone) (add'l fee for each 50 lots over 49)	F	-	-	192	-	3,975	-	3,867	-	(3,867)	-	-	-	-
93	Multi-Family (50 units)	F	-	-	192	-	13,256	-	13,448	592	(9,424)	41	40,672	427,043	(386,371)
94	Multi-Family (50-99 units)	F	-	-	192	-	13,256	-	13,448	2,857	(14,291)	2	5,714	62,742	(22,389)
95	Multi-Family (100 units)	F	-	-	318	-	17,295	-	17,613	2,857	(14,756)	3	8,571	52,683	(44,112)
96	COMM / IND (with building) (≤50K FAR s.f.)	F	-	-	-	-	12,552	-	12,552	2,732	(9,820)	9	24,588	112,965	(88,377)
97	COMM / IND (with building) (50K FAR s.f. - <100K FAR s.f.)	F	-	-	-	-	14,309	-	14,309	5,327	(8,982)	1	5,327	14,309	(8,982)
98	COMM / IND (with building) (≥100K FAR s.f. - <250K FAR s.f.)	F	-	-	-	-	16,085	-	16,085	5,327	(10,738)	2	10,654	32,131	(21,477)
99	COMM / IND (with building) (≥250K FAR s.f.)	F	-	-	-	-	17,822	-	17,822	5,327	(12,495)	-	-	-	-
100	COMM / IND (without building) (≤1 acre)	F	-	-	-	-	11,468	-	11,468	2,732	(8,736)	6	16,392	68,985	(52,593)
101	COMM / IND (without building) (≥1 acre to <5 acres)	F	-	-	-	-	12,552	-	12,552	5,327	(7,225)	6	31,562	75,309	(43,747)
102	COMM / IND (without building) (≥5 acres)	F	-	-	-	-	13,605	-	13,605	5,327	(8,278)	-	-	-	-
103	Review or Revision to Tentative Maps (Prior to Hearing)*	F	-	-	-	-	889	-	889	-	(889)	-	-	-	-
104	Review or Revision to Tentative Maps (After Hearing)*	F	-	-	-	-	1,374	-	1,374	-	(1,374)	-	-	-	-

FEES	Fee Name	Fee Type (D = Deposit/ F = Flat)	CPB Cost Per Fee Item	HISTORIC DESIGN Cost Per Fee Item	URBAN DESIGN Cost Per Fee Item	ZONING ADMIN Cost Per Fee Item	DOL Cost Per Fee Item	PUBLIC COUNTER Cost Per Fee Item	Total Average Cost Per Fee Item (\$)	Average Current Fee / Unit	Surplus / (Deficit) Per Fee Item (\$)	Estimated Annual Volume	Revenue at Current Fee - Annual (\$)	Total Cost - Annual (\$)	Surplus / (Deficit) Annual (\$)
105	Phrasing of Map (each)	F	-	-	-	-	545	-	545	-	(545)	20	39,680	322,174	(282,494)
106	Condo Conversion MF (<50 units)	F	-	-	-	-	16,109	-	16,109	1,584	(14,125)	20	39,680	322,174	(282,494)
107	Condo Conversion MF (50-99 units)	F	-	-	-	-	19,575	-	19,575	5,314	(14,261)	1	19,575	19,575	(14,261)
108	Condo Conversion MF (≥ 100 units)	F	-	-	-	-	22,151	-	22,151	5,314	(16,847)	2	10,628	44,322	(33,694)
109	Condo Conv. COMM / IND (with building) (<50K FAR s.f.)	F	-	-	-	-	13,430	-	13,430	5,464	(7,956)	6	32,754	80,580	(47,796)
110	Condo Conv. COMM / IND (with building) (≥50K FAR s.f.)	F	-	-	-	-	14,309	-	14,309	10,654	(3,855)	2	21,308	28,617	(7,309)
111	Condo Conv. COMM / IND (with building) (≥100K FAR s.f.)	F	-	-	-	-	15,187	-	15,187	10,654	(4,533)	-	-	-	-
112	Condo Conv. COMM / IND (with building) (≥250K FAR s.f.)	F	-	-	-	-	16,055	-	16,055	10,654	(5,411)	-	-	-	-
113	Mountain Fire Dist. SPD (RE 20 or less restrictive) (up to 113.4 lots)	F	-	-	-	-	13,452	-	13,452	1,450	(12,042)	-	-	-	-
114	Mountain Fire Dist. SPD (RE 20 or less restrictive) (11-49 lots)	F	-	-	-	-	14,897	-	14,897	4,233	(10,664)	-	-	-	-
115	Mountain Fire Dist. SPD (RE 20 or less restrictive) (11-49 lots)	F	-	-	-	-	16,478	-	16,478	4,233	(12,245)	-	-	-	-
116	Mountain Fire Dist. SPD (RE 20 or less restrictive) (add'l fee for each 50 lots over 49)	F	-	-	-	-	6,096	-	6,096	-	(6,096)	-	-	-	-
117	Mountain Fire Dist. SPD (RE 40 or more restrictive) - (up to 4 lots)	F	-	-	-	-	15,424	-	15,424	1,450	(13,974)	-	-	-	-
118	Mountain Fire Dist. SPD (RE 40 or more restrictive) - (5 - 10 lots)	F	-	-	-	-	16,478	-	16,478	4,233	(12,245)	-	-	-	-
119	Mountain Fire Dist. SPD (RE 40 or more restrictive) - (11 - 49 lots)	F	-	-	-	-	18,586	-	18,586	4,233	(14,353)	-	-	-	-
120	Mountain Fire Dist. SPD (RE 40 or more restrictive) - (add'l fee for each 50 lots over 49)	F	-	-	-	-	8,354	-	8,354	-	(8,354)	-	-	-	-
121	Hillside Grading Plan Review (50K cu.yds.)	F	-	-	-	-	12,201	-	12,201	3,034	(9,167)	1	3,034	12,201	(9,167)
122	Time Extension (Maps)	F	-	-	-	-	793	-	793	384	(409)	56	21,504	44,424	(22,920)
123	Parcel Map Exemption (Lot Line Adj.) (each)	F	-	-	-	-	3,507	-	3,507	1,046	(2,459)	80	83,840	280,570	(196,730)
124	Parcel Map Waiver (each)	F	-	-	-	-	3,729	-	3,729	-	(3,729)	-	-	-	-
125	Certificate of Compliance (each)	F	-	-	-	-	3,863	-	3,863	931	(2,752)	70	65,170	257,796	(192,626)
PRIVATE STREET MAPS															
126	Private Street Map (each)	F	-	-	-	-	15,421	-	15,421	7,370	(8,051)	4	29,480	61,654	(32,204)
127	Very High Fire Hazard Private Street Map (each)	F	-	-	-	-	22,415	-	22,415	11,095	(11,360)	-	-	-	-
128	Deemed to be Approved Private Street (each)	F	-	-	-	-	3,787	-	3,787	-	(3,787)	1	-	3,787	(3,787)
LAND DIVISION - OTHER															
129	Temporary Subdivision Direction Sign (First Sign)	F	-	-	-	-	1,052	-	1,052	845	(207)	-	-	-	-
130	Temporary Subdivision Direction Sign (Each additional sign)	F	-	-	-	-	363	-	363	845	462	-	-	-	-
131	Mobile Home Park Impact Report (each)	F	-	-	-	-	13,962	-	13,962	2,464	(11,506)	-	-	-	-
132	Mobile Home Park Impact Report (each)	F	-	-	-	-	-	-	-	-	-	-	-	-	-

FEE ID	Fee Name	Fee Type (D = Deposit / F = Flat)	CPB Cost Per Fee Item	HISTORIC RESOURCES Cost Per Fee Item	URBAN DESIGN COST Per Fee Item	ZONING ADMIN COST Per Fee Item	DOL COST PER FEE ITEM	PUBLIC COUNTER COST PER FEE ITEM	Total Average Cost Per Fee Item	Average Current Fee / Unit	Surplus / (Deficit) Per Fee Item (\$)	Estimated Annual Volume	Revenue at Current Fee - Annual (\$)	Total Cost - Annual (\$)	Surplus / (Deficit) Annual (\$)
133	Landscaping Plan Approval (incl. water mgmt approval) As Part of a Discretionary Approval (each)	F	-	-	-	-	547	-	547	169	(479)	144	24,336	93,163	(68,827)
134	Reversion to Acreage (each)	F	-	-	-	-	5,876	-	5,876	-	(5,876)	1	-	8,976	(8,976)
135	Modifications to Maps (each)	F	-	-	-	-	5,052	-	5,052	1,229	(3,823)	-	-	-	-
136	Quimby Fee Calculation (per insurance) (each)*	F	-	-	-	-	276	-	276	-	(276)	-	-	-	-
137	AA Public Discussion Meeting*	F	-	-	-	-	1,734	-	1,734	-	(1,734)	-	-	-	-
ENVIRONMENTAL REVIEW															
138	EAF - Initial Study to ND/MND - base fee includes traffic study****	F	979	-	29	-	1,033	239	2,280	923	(1,357)	685	632,255	1,561,890	(929,635)
139	MND - Expanded (per add'l study)*	F	1,953	-	-	-	-	81	1,953	-	(1,953)	1,260	99,540	102,408	(2,868)
142	Categorical Exemption (each)	F	-	-	-	-	-	79	79	-	(79)	138	20,294	97,679	(77,385)
143	Reconsideration Request (each)	DTM	-	-	-	-	703	81	703	145	(557)	139	20,294	97,679	(77,385)
HISTORIC RESOURCES															
144	Mills Act - Application (each)	F	-	1,142	-	-	-	-	1,142	200	(942)	19	3,800	21,705	(17,905)
145	Mills Act - Contract Execution (Single-Family Dwelling)	F	-	1,564	-	-	-	-	1,564	243	(1,321)	-	-	-	-
146	Mills Act - Contract Execution (Commercial)	F	-	1,868	-	-	-	-	1,868	243	(1,625)	-	-	-	-
147	Valuation Exemption Processing (each)*	F	-	609	-	-	-	-	609	-	(609)	30	-	18,262	(18,262)
148	Contract Compliance Periodic Inspection (each)*	F	-	1,038	-	-	-	-	1,038	-	(1,038)	-	-	-	-
149	Historic Cultural Monument Application (each)*	F	-	3,395	-	-	-	-	3,395	-	(3,395)	66	-	222,173	(222,173)
150	Historic Preservation Overlay: Establishment, Change, or Removal (each)	F	117,252	20,785	-	-	-	-	138,017	1,381	(136,636)	2	2,722	276,034	(273,312)
HPOZ Preservation Plan (Stand Alone application of Preservation plan, not as part of establishment, change or removal of the original HPOZ)*															
151	HPOZ Certificate of Appropriateness (each)	F	27,536	3,482	-	-	-	-	30,998	-	(30,998)	-	-	-	-
152	HPOZ Certificate of Appropriateness (each)	F	4,204	516	-	-	-	-	4,722	284	(4,428)	47	13,818	221,913	(208,095)
153	HPOZ Certificate of Compatibility (each)	F	4,052	151	-	-	-	-	4,196	294	(3,902)	13	3,822	54,549	(50,727)
154	HPOZ Contingency Work (Seal sign-off)	F	1,852	-	-	-	-	-	1,852	-	(1,852)	612	-	1,031,090	(1,031,090)
155	HPOZ Contingency Work (Seal sign-off)	F	675	-	-	-	-	-	675	-	(675)	-	-	-	-
156	HR Building Permit Clearance - (Admin Review)*	F	-	337	-	-	-	-	337	-	(337)	8	-	2,668	(2,668)
157	HR Building Permit Clearance - (Admin Review)*	F	-	2,343	-	-	-	-	2,343	-	(2,343)	-	-	-	-
158	HR Building Permit Clearance - (Admin Review)*	F	-	38	-	-	-	-	38	-	(38)	-	-	-	-
159	Demolition Review - (Minor Historic Significance)*	F	-	305	-	-	-	-	305	-	(305)	-	-	-	-
160	Demolition Review - (Major Historic Significance)*	F	-	9,848	-	-	-	-	9,848	-	(9,848)	-	-	-	-
MODIFICATIONS/DISCONTINUANCE OF USE (REVOCATIONS)															
169	Imposition of Conditions (1)	F	-	-	-	-	-	-	-	-	-	-	-	-	-
170	Reconsideration (1)	F	-	-	-	-	-	-	-	-	-	-	-	-	-
171	Plan Approval for RV Cases (1)	F	-	-	-	28,660	-	-	28,660	3,914	(22,746)	8	31,312	213,444	(182,132)
172	Permit Map Violations (IMPOSITION OF COND.)	F	-	-	-	29,868	-	-	29,868	746	(29,122)	1	746	26,866	(26,120)
173	Permit Map Violations (IMPOSITION OF COND.)	F	-	-	-	35,027	-	-	35,027	2,398	(32,629)	8	19,164	280,217	(261,053)
173	APCODEM Case (Historic)	F	-	-	-	-	2,074	-	2,074	-	(2,074)	150	-	311,100	(311,100)
TOTAL												6,418	7,448,897	17,937,918	(10,769,021)

NOTES:

- * Denotes new fee items added or resulting from fee restructuring
- ** Amendments / Additions to Approved Plans or Vested Permits will be charged at 25% of the original application fee
- *** Multiple Application permits will be charged as follows: 100% of the first application (highest fee), 50% of the second application (second highest fee), 25% of each additional application
- **** Additional publishing costs incurred by City Clerk may be charged above and beyond these resulting cost calculations

ATTACHMENT B

**Cost Recovery Report Table – Total for Fee Supporting and Non-Fee Related
Services**

ATTACHMENT B: FEE SUPPORTING AND OTHER NON-FEE RELATED ACTIVITIES

	Community Planning Bureau	Total Cost - Annual (\$)
1	Long Range Planning	3,099,226
2	Public Counter / General Information	2,116,944
3	Community Plan Maintenance	954,780
4	New Comm Plan Maint. And Update	6,947,590
5	Other Special Projects (Ex. USC, Playa Vista, Etc.)	1,326,143
6	Appeals (1st Level - Commission)	2,024,633
7	Appeals (2nd Level - Council)	44,561
	Subtotal CPB	16,513,878

	HISTORIC RESOURCES	Total Cost - Annual (\$)
1	Survey LA	495,590
2	Support to Other Divisions/Departments	65,678
3	Public Information / Inquiry	81,581
4	Research for City Attny / Council / Exec Office Assignments	13,466
5	Special Projects / Other Non-fee related duties	27,189
6	Environmental Review Consultation (each)	61,921
	Subtotal Historic Resources	745,426

	Department of Land	Total Cost - Annual (\$)
1	Public Counter/General Information	729,148
2	Research for Council, Commission, City Attny / Council / Exec Office Assignemnts	105,067
3	EIR Processing	1,764,631
4	Appeals (1st Level - Commission)	1,330,915
5	Appeals (2nd Level - Council)	43,106
	Subtotal DOL	3,972,866

	Urban Design Studio	Total Cost - Annual (\$)
1	Support to Public Works	29,919
2	Support to Transportation	26,389
3	Support to Water & Power	26,389
4	Support to Police	15,652
5	Support to RDA	56,247
6	Community Plan Revision Program	83,038
7	Other UDS Initiatives / Programs	88,995
8	Pre-Development	46,693
9	EIR Processing	934
	Subtotal UDS	326,628

	PUBLIC COUNTER	Total Cost - Annual (\$)
1	Public Counter/General Information (Public Assistance)	2,669,417
2	Appeals (1st Level - Commission)	94,223
3	Appeals (2nd Level - Council)	3,052
4	BSA (Building and Safety Appeal)	3,433
	Subtotal Public Counter	2,770,125

	Zoning Administration	Total Cost - Annual (\$)
1	Investigations - General - RV	153,004
2	Community Groups / Liaison - RV	85,089
3	Public Counter / General Information - ZA	111,068
4	Support to Other Divisions / Departments - ZA	29,723
5	Research for City Attny / Council / Exec Office - ZA	40,972
6	Special Projects - ZA	22,498
7	Council Motions - ZA	52,221
8	Zoning Code Updates - ZA	100,830
9	Appeals (1st Level - Commission)	398,233
10	Appeals (2nd Level - Council)	12,898
11	BSA (Building and Safety Appeal)	49,678
	Subtotal Zoning Admin	1,056,215

	OTHER NON-ALLOCATED COSTS	Total Cost - Annual (\$)
1	Case Management - Pre Development Counseling	309,060
2	Case Management - Council Office Requests	72,886
3	Case Management - Special Projects	228,857
4	Citywide Division - General Public Information and Other Citywide Projects	1,782,563
5	Records - CPRA / Subpoenas / City Attny / Public Records Requests	228,948
6	Systems and Mapping - Surcharge Reimbursement	4,765,807
7	Systems and Mapping - GIS Citywide Projects	196,871
8	Expedited Review	3,960,434
9	Excluded Costs	330,849
	Subtotal Other Non-Allocated Costs	11,876,275

TOTAL	37,261,413
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ATTACHMENT C

National Survey of Market Rates and Fees

ATTACHMENT C: NATIONAL COMPARATIVE MARKET SURVEY OF PLANNING APPLICATION FEES

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles Recovery @ 100% Full Cost	Oakland	Portland	Denver	Seattle	San Francisco	San Jose	Dallas	
Parcel Maps	SFD - (RE 20) 54 Lots \$1,115 SFD (RE 40) 4 Lots \$1,115 Mountain Fire Dist. SFD (RE 20) 54 Lots - \$1,450 Mountain Fire Dist. SFD (RE 40) 54 Lots - \$1,450 Multi-Family <50 Units \$992 COMM/IND (w/Bldg.) <50K FAR SF - \$2,732 COMM / IND(w/o Bldg) <1 acre \$2,732	SFD - (RE 40) 54 Lots \$6,895 SFD (RE 40) 4 Lots \$9,989 Mountain Fire Dist. SFD (RE 20) 54 Lots - \$13,492 Mountain Fire Dist. SFD (RE 40) 54 Lots - \$15,424 Multi-Family <50 Units \$10,416 COMM / IND (w/Bldg.) <50K FAR SF - \$12,552 COMM / IND(w/o Bldg) <1 acre \$11,498	\$5151 to \$5703 depending on environmental review standards(ERS/zoning)	\$1581 plus \$1248 per lot (max per lot \$14,560) with concurrent EIR	\$1000 for 1st acre \$500 each additional acre max. \$50,000	\$250 /hr and a \$2500 min.		Range \$300 to \$3125 depending on units	\$4175 plus \$54 per lot for first 100 lots then \$18 per lot.	Range \$1548 to \$2664 plus additional per lot fee depending on number and size of lots.
	Tentative Sub- division Maps	SFD - (RE 20) 5-10 Lots - \$3,256 11-49 Lots - \$3,256 Ea. Add. 50 Lots - NA SFD - (RE 40) 5-10 Lots - \$3,256 11-49 Lots - \$3,256 Ea. Add. 50 Lots - NA Mountain Fire Dist. SFD (RE 20) 5-10 Lots - \$4,233 11-49 Lots - \$4,233 Ea. Add. 50 Lots - NA Mountain Fire Dist. SFD (RE 40) 5-10 Lots - \$4,233 11-49 Lots - \$4,233 Ea. Add. 50 Lots - NA Multi-Family 50-99 Units - \$2,657 ≥100 Units - \$2,657 COMM / IND (w/Bldg.) 50K - <100K FAR SF - \$5,327 ≥100K-<250K FAR SF - \$5,327 ≥250K FAR SF - \$5,327 COMM / IND (w/o Bldg.) ≥1-<5 acre - \$5,327 ≥5 acre - \$5,327	SFD - (RE 20) 5-10 Lots - \$10,165 11-49 Lots - \$11,257 Ea. Add. 50 Lots - \$3,073 SFD - (RE 40) 5-10 Lots - \$11,219 11-49 Lots - \$12,662 Ea. Add. 50 Lots - \$3,867 Mountain Fire Dist. SFD (RE 20) 5-10 Lots - \$14,897 11-49 Lots - \$16,478 Ea. Add. 50 Lots - \$6,096 Mountain Fire Dist. SFD (RE 40) 5-10 Lots - \$16,478 11-49 Lots - \$18,586 Ea. Add. 50 Lots - \$6,354 Multi-Family 50-99 Units - \$13,866 ≥100 Units - \$17,611 COMM / IND (w/Bldg.) 50K - <100K FAR SF - \$14,309 ≥100K-<250K FAR SF - \$16,065 ≥250K FAR SF - \$17,822 COMM / IND (w/o Bldg.) ≥1-<5 acre - \$12,552 ≥5 acre - \$13,605	Fees are the same for <4 lots and range from \$9275 to \$9774 (plus an additional \$92 planning charge per lot, \$274 engineering charge per lot, a 5.25% technology charge, and a 3.5% records charge) depending on ERS/zoning	\$1581 plus \$1248 per lot (max per lot \$14,560) with concurrent EIR	\$500 for 1st acre w/site plan, \$1500 w/o site plan plus additional \$100 per acre.	\$250 /hr and a \$2500 min.		Range \$300 to \$3125 depending on units	\$4175 plus \$54 per lot for first 100 lots then \$18 per lot.

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles @ 100% Full Cost Recovery	Oakland	Portland	Denver	Seattle	San Francisco	San Jose	Dallas	
Certificate of Compliance	\$931	\$3,683	N/A	N/A	\$10	\$250 /hr	\$218*	\$2,304	\$1,000	
Parcel Map Exemption	\$1,048	\$3,507	\$1,122	\$653	\$50	\$250 /hr	N/A	\$1,475	N/A	
Condo Conversion	Multi - Family <50 Units - \$1,984 50-99 Units - \$5,314 ≥ 100 Units - \$5,314 COMM / IND <50K FAR SF - \$5,464 50K - <100K FAR SF - \$10,654 ≥ 100K - <250K FAR SF - \$10,654 ≥ 250K FAR SF - \$10,654	Multi - Family <50 Units - \$16,109 50-99 Units - \$19,575 ≥ 100 Units - \$22,191 COMM / IND <50K FAR SF - \$13,430 50K - <100K FAR SF - \$14,309 ≥ 100K - <250K FAR SF - \$15,187 ≥ 250K FAR SF - \$16,065	Fees for >5 lots on commercial conversions same as parcel maps. Residential conversions for <5 lots range from \$5734 to \$6306 for >5 lots range is \$10,745 to \$11,317 depending on ERS/zoning	\$1,991 plus \$1248 per lot (max per lot \$14,560) with concurrent EIR	\$150 for construction valued over 100k plus 50 cent per \$1000 valuation over 100k	\$250 /hr	Range \$825 to \$1375 depending on number of units	\$9545 plus \$190 per unit	N/A	N/A
Zone Change	SFD / MF Residential 449 Units - \$12,608 Ea. Add. 50 Units - \$6,688 Non - Residential 449,999 SF - \$12,695 ≥ 500,000 SF - \$12,695	SFD / MF Residential 449 Units - \$11,734 Ea. Add. 50 Units - \$5,747 Non - Residential 449,999 SF - \$11,737 ≥ 500,000 SF - \$16,440	\$4237 to \$4810	\$4,333.00	Range \$1000 to \$50,000 depending on size of zone area.	\$250 /hr and a \$2500 min.	\$6268*	Fee \$4835 min plus \$1130 an hour	\$1050 0-1 acres \$2610 >1 to 5 acres \$5820 >5 to 15 acres \$9315 for >15 to 25 acres add \$113 per acre over 25 to max of \$37,500	
Pre Development Counseling Session	NA	NA	\$282 to \$1657 minor to major application	\$1456 plus additional \$1335 for water, environmental services and department of transportation fees.	N/A	\$250 /hr and a \$2500 min.	\$327 for new construction and modifications of 5 or less dwellings, \$774 for all others.*	Range from \$72 for a check list to \$1368 for comprehensive review.	N/A	

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles @ 100% Full Cost Recovery	Oakland	Portland	Denver	Seattle	San Francisco	San Jose	Dallas
General Plan Amendment	Stand Alone w/o ZC or Annexation NA	Stand Alone w/o ZC or Annexation \$21,912	\$4137 to \$4710	PUD amendments \$3014, PD amendments \$1873, Master Plan minor amendments \$3866 major amendments \$8665*	\$1000 under 1 acre, \$1500 for 1 acre plus \$500 per each additional acre with 50K max	\$250 /hr. \$500 min for minor amendment	Based solely on T/M costs	\$4464 for just text amendments and range from \$6876 to >\$12,000 depending on zoning and amount of land	\$1,935.00
Demolition Review (Historic Building)	NA	Minor Historic Significance \$306 Major Historic Significance \$9,848	\$212 to \$1755 depending on building envelope and tract.	\$5661*	\$250.00	\$250 /hr	\$7379*	N/A	N/A

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles @ 100% Full Cost Recovery	Oakland	Portland	Denver	Seattle	San Francisco	San Jose	Dallas
Certificate of Appropriateness (Historic Preservation Overlay Zone)	\$294.00	\$4,722.00	Design review fees exempted for contributors in historic districts. Landmarks also exempted from related 'Notification fees' Otherwise, for non- landmark or historic 'identified' but not designated properties: a. Work value \$150,000 or less: 864.00/report b. Work value Over \$150,000: \$2,281.00/ report Minor design review: \$ 308.00/report Special residential design review: a. additions and alterations: \$450.00/report b. Exemption determination: \$156.00/report	'Historic Design Review': generally 5% of project valuation 'Major': \$5,896-23,681 'Minor A'(multi- residential): \$3,013- 6,943 'Minor B': single-fam. < \$5,000 for work, awnings, lighting, etc: \$597-3,314 'Minor C': single fam. < \$2,500 work, fences, ext paint, etc.: \$323	Could not find information indicating that City charges for design review/permitting of landmarks.	Certificate of Approval: \$1 - \$1,500 of Construction costs: \$10.00 Each additional \$5,000 of costs: \$10.00 Maximum Fee Per Review \$1,000.00	Project amt: \$0 to \$999= \$558 \$1000 to \$19,999 = \$1,103 \$20,000 or more = \$5,058	Landmark Alteration Permit: \$215 Permit Adjustment: \$160 Permit Amendment: \$215 10% of application fee for Processing Time Extension	

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles @ 100% Full Cost Recovery	Oakland	Portland	Denver	Seattle	San Francisco	San Jose	Dallas
Historic-Cultural Monuments (new designation)	NA	\$3,366.00	NA	Structure: \$2,940 + \$42 for PDOT Districts: \$3,585 + \$172 for PDOT	Structure: \$250.00 District: \$500.00 (1 - 100 structures) \$750.00 (101 - 200 structures) \$1,000.00 (201 - 300 structures) \$1,500.00 (more than 300 structures)	Structure: N/A	Structure: \$250 District Designation, Amendment, or Resession: \$1,000	Structure: N/A District: \$750	Property-owner initiated: N/A Developer/business initiated: zoning amendment fee: \$1,935 Charge for appeals: - \$300 for homeowner - \$700 for business or developer
Mills Act (CA) or similar Preservation Tax Credit Program	Application \$200 Contract Execution SFD \$243 Contract Execution Commercial \$243	Application \$1,142 Contract Execution SFD \$1,564 Contract Execution Commercial \$1,866	\$400 application fee, \$100 program inspection fee	\$250 initial application fee (may be waived for projects < \$15,000. Application pt. 2 fees: -\$250 additional fee for projects costing \$15,001 to \$50,000 -\$500 additional fee for projects costing \$50,001 to \$100,000 -\$750 additional fee for projects costing over \$100,000	Initial Application fee: \$250 (may be waived for projects < \$15,000. \$5,000 - \$15,000 = \$ 250 \$15,000 - \$50,000 = \$500 \$50,000 - \$100,000 = \$750 Over \$100,000 = \$1,000	NA	NA	\$1 for each \$1,000 of assessed valuation within fee of \$600; SFR max. fee \$1,500; other max. \$2,500	NA
Site Plan Review	Residential ≥ 50 DU - \$1,278 All Other \$2,398	Residential ≥ 50 DU - \$7,806 All Other \$7,925	\$212 to \$1755 depending on building envelope and tract.	Fees range from \$1103 to \$4094 depending on zoning.*	Comm \$250, Res. \$500 to \$500,000 depending on type of development and size.	\$250 /hr	\$327 for new construction and modifications of 5 or less dwellings. \$774 for all others.*	\$1645 for changes to existing building and range \$1640 to \$28,000 plus additional per acre fees.	\$1050 initial plan submission

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles Recovery @ 100% Full Cost	Oakland	Portland	Denver	Seattle	San Francisco	San Jose	Dallas
Specific Plan / Permit Compliance	\$989	\$3,808	\$212 to \$1755 depending on building envelope and tract.	PD review range \$2046 to \$3337 depending on zoning.*	N/A	\$250 /hr	Range \$327 to \$774 based on project type.*	\$720 compliance review	\$1,000.00
Environmental Review / Initial Study (includes Neg Decs and MNDs)	Initial Study to ND/MIND \$923 MIND - Expanded (per add. Study) NA	Initial Study to ND/MIND \$2,280 MIND - Expanded (per add. Study) \$1,953	\$1357 or 25% consultant fee (based on original fee) plus \$456 notification fee	\$416 to \$1616 depending on zoning.*	N/A	\$250 /hr	Range min \$1062 to unlimited max depending on cost of project calculation.*	Initial Study fee \$525 plus \$175 /hr. Neg Dec fee \$700 plus \$175 /hr. and MND fee \$525	N/A
Environmental Impact Report	Deposit with Time and Materials billing	Deposit with Time and Materials billing	1/4 of cost of report for review of EIR.	\$891 to \$5921 depending on zoning.*	N/A	\$250 /hr	Range min \$21,121 to unlimited max depending on cost of project calculation.*	\$175 /hr	N/A
Appeals	Project Applicant 85% of original application fee Third Party \$85 flat fee	Policy TBD	\$1046 to \$1297	Range \$250 to 1/2 of original application fee.	N/A	\$250 /hr minimums range from \$500 to \$2000	\$400 CU appeal	Range \$100 to \$2232	\$300.00
Coastal Development Permits / Exemptions	SFD / MF Residential \$1,285 Non - Residential \$10,643 Exemption \$108 Approval in Concept \$340	SFD / MF Residential \$7,057 Non - Residential \$7,798 Exemption \$684 Approval in Concept \$703	\$185 to \$684 depending on work required by city	N/A	N/A	\$250 /hr and a \$2500 min.	Range \$244 to \$17,139 depending on construction costs.*	\$144 /hr	N/A
Zoning Administrator Adjustment (Yard, Fence or Height)	SFD \$1,423 All Other \$5,398	SFD \$5,530 All Other \$5,370	\$222 per hour for any written determination	\$312 to \$894 depending on property type.*	\$100	\$250 /hr \$1250 min	\$503	\$612	\$600

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles Recovery @ 100% Full Cost	Oakland	Portland	Denver	Seattle	San Francisco	San Jose	Dallas
Conditional Use Permit	APC /CPC \$4,490 ZA \$4,490	APC /CPC \$13,224 ZA \$5,358	\$3056 to \$3046 depending on zoning	\$2236 to \$2496*	Range \$10 to \$150 depending on construction costs.	\$1620 min. for 20 hour then \$250 /hr	Range \$1254 to \$85,645 depending on construction costs. For no construction extension of hours and \$1254 including extension.*	\$2100 plus additional charges depending on footage.	\$1,170.00
Conditional Use Permit Alcohol / Entertainment	\$6,474	\$6,459	\$5246 to \$5256 depending on zoning	\$6320*	Range \$10 to \$150 depending on construction costs.	\$250 /hr	Range \$1254 to \$85,645 depending on construction costs. For no construction extension of hours and \$1254 including extension.*	\$2101 plus additional charges depending on footage.	\$1,170.00
Zone Variance	\$3,676	\$6,448	\$2174 includes exemption fee. \$3126 if goes to planning commission	\$4,333*	N/A	\$1620 min. for 20 hour then \$250 /hr	Range \$754 to \$3309 depending on construction costs.	\$144 /hr	\$600 or \$900+ per acre fee for single or multifamily lots
Design Review	Project Permit w/DRB \$1,187 DRB (Preliminary) \$594	Project Permit w/DRB \$5,395 DRB (Preliminary) \$3,044	\$212 to \$1755 depending on building envelope and tract.	Major (.0050 valuation) \$5896 minimum to \$23,681 max. Minor range from \$323 to \$6943.*	\$500 to 50K depending on plan type and acreage	\$250 /hr and a \$2500 min.	Range \$1254 to \$85,645 depending on construction costs. For no construction extension of hours and \$1254 including extension.*	\$1800 to \$16,285 plus additional charge based on dwellings and or footage. (res/com)	\$1050 initial plan submission
Condition Compliance (Review of Building Permit, or Building Permit Sign-Off/Approval)	NA	NA	no charge by planning department	N/A	N/A	\$250 /hr	\$122	\$144 /hr	N/A
Revisions (to pending or submitted applications)	Tentative Maps Prior to Hearing - NA After Hearing - NA All Other - NA	Tentative Maps Prior to Hearing - \$889 After Hearing - \$1,374 All Other - Policy - TBD	\$156.04 per hour	\$208.00	N/A	\$250 /hr	N/A	\$144 /hr	\$300 per submission after one free

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles @ 100% Full Cost Recovery	Oakland	Portland	Denver	Seattle	San Francisco	San Jose	Dallas
Modifications to Existing Conditional Use Permits	Slight Mod. By ZA - \$215 Mod or Review by ZA - \$1,332 Mod by APC / CPC - \$2,292	Slight Mod. By ZA - \$3,941 Mod or Review by ZA - \$5,754 Mod by APC / CPC - \$8,878	\$1,122.00	N/A	N/A	\$250 /hr	\$863 for change of existing costal permit	\$144 /hr	\$825.00

*Plus TM or time and materials
to cover department costs

ATTACHMENT D

Regional Survey of Market Rates and Fees

ATTACHMENT D: REGIONAL COMPARATIVE MARKET SURVEY OF PLANNING APPLICATION FEES

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles @ 100% Full Cost Recovery	Glendale	Burbank	Santa Clarita	Long Beach	Pasadena	County of Los Angeles
Parcel Maps	SFD - (RE 20) ≤4 Lots \$1,115	SFD - (RE 40) ≤4 Lots \$8,935						
	SFD (RE 40) ≤ 4 Lots \$1,115	SFD (RE 40) ≤ 4 Lots \$9,989						
Tentative Sub-division Maps	Mountain Fire Dist. SFD (RE 20) ≤4 Lots - \$1,450	Mountain Fire Dist. SFD (RE 20) ≤4 Lots - \$13,492						
	Mountain Fire Dist. SFD (RE 40) ≤4 Lots - \$1,450	Mountain Fire Dist. SFD (RE 40) ≤4 Lots - \$15,424						
	Multi-Family <50 Units \$992	Multi-Family <50 Units \$10,416						
	COMM/IND (w/Bldg.) <50K FAR SF - \$2,732	COMM / IND (w/Bldg.) <50K FAR SF - \$12,552						
	COMM / IND(w/o Bldg) <1 acre \$2,732	COMM / IND(w/o Bldg) <1 acre \$11,498						
	SFD - (RE 20)	SFD - (RE 20)						
	5-10 Lots - \$3,256	5-10 Lots - \$10,165						
	11-49 Lots - \$3,256	11-49 Lots - \$11,257						
	Ea. Add. 50 Lots - NA	Ea. Add. 50 Lots - \$3,073						
	SFD - (RE 40)	SFD - (RE 40)						
5-10 Lots - \$3,256	5-10 Lots - \$11,219							
11-49 Lots - \$3,256	11-49 Lots - \$12,662							
Ea. Add. 50 Lots - NA	Ea. Add. 50 Lots - \$3,667							
Mountain Fire Dist. SFD (RE 20)	Mountain Fire Dist. SFD (RE 20)							
5-10 Lots - \$4,233	5-10 Lots - \$14,897							
11-49 Lots - \$4,233	11-49 Lots - \$16,478							
Ea. Add. 50 Lots - NA	Ea. Add. 50 Lots - \$6,096							
Mountain Fire Dist. SFD (RE 40)	Mountain Fire Dist. SFD (RE 40)							
5-10 Lots - \$4,233	5-10 Lots - \$16,478							
11-49 Lots - \$4,233	11-49 Lots - \$18,586							
Ea. Add. 50 Lots - NA	Ea. Add. 50 Lots - \$6,354							
Multi-Family	Multi-Family							
50-99 Units - \$2,657	50-99 Units - \$13,856							
≥100 Units - \$2,657	≥100 Units - \$17,611							
COMM / IND (w/Bldg.)	COMM / IND (w/Bldg.)							
50K - <100K FAR SF - \$5,327	50K - <100K FAR SF - \$14,309							
≥100K-<250K FAR SF - \$5,327	≥100K-<250K FAR SF - \$16,065							
≥250K FAR SF - \$5,327	≥250K FAR SF - \$17,822							
COMM / IND (w/o Bldg.)	COMM / IND (w/o Bldg.)							
≥1-<5 acre - \$5,327	≥1-<5 acre - \$12,552							
≥5 acre - \$5,327	≥5 acre - \$13,605							

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles Recovery @ 100% Full Cost	Glendale	Burbank	Santa Clarita	Long Beach	Pasadena	County of Los Angeles
Certificate of Compliance	\$931.00	\$3,663.00	\$645	\$310	NA	\$1,750.99	\$1,317	\$1,570
Parcel Map Exemption (Lot Line Adjustment)	\$1,048.00	\$3,507.00	\$1,068	\$920	NA	\$2,507.34	\$3,895	\$1,455
Condo Conversion	Multi - Family <50 Units - \$1,984 50-99 Units - \$5,314 ≥ 100 Units - \$5,314 COMM / IND <50K FAR SF - \$5,464 50K - <100K FAR SF - \$10,654 ≥ 100K - <250K FAR SF - \$10,654 ≥ 250K FAR SF - \$10,654	Multi - Family <50 Units - \$16,109 50-99 Units - \$19,575 ≥ 100 Units - \$22,161 COMM / IND <50K FAR SF - \$13,430 50K - <100K FAR SF - \$14,309 ≥ 100K - <250K FAR SF - \$15,167 ≥ 250K FAR SF - \$16,065	New Condo Conversion \$5,684 + \$279 / Unit New Mixed Use Condo Conversion \$6,198 + \$279 / Unit	\$1,165	\$21 per unit	\$2,900.82	\$3,490 + \$141.25 Per Land or Air Parcel	\$500 Deposit
Zone Change	SFD / MF Residential <43 Units - \$12,608 Ea. Add. 50 Units - \$6,688 Non - Residential ≤ 49,999 SF - \$12,695 ≥ 50,000 SF - \$12,695	SFD / MF Residential <49 Units - \$11,734 Ea. Add. 50 Units - \$5,747 Non - Residential ≤ 49,999 SF - \$11,737 ≥ 50,000 SF - \$16,440	\$5,684 + \$72 / Lot	NA	\$17,598 deposit	\$9,048.95	\$15,168	\$7,352
Pre Development Counseling Session	NA	NA	NA	NA	\$915 per application Fee is credited toward other processing fees if project goes forward.	Site Plan Pre- Application \$741.05	NA	One-Stop \$114
General Plan Amendment	Stand Alone w/o ZC or Annexation NA	Stand Alone w/o ZC or Annexation \$21,912	\$5,684	\$3,000	\$17,598 Deposit	\$9,955.04	\$14,466	\$3,000 Deposit
Demolition Review (Historic Building)	NA	Minor Historic Significance \$306 Major Historic Significance \$9,848	\$224	NA	NA	NA	No Charge	NA

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles @ 100% Full Cost Recovery	Glendale	Burbank	Santa Clarita	Long Beach	Pasadena	County of Los Angeles
Certificate of Appropriateness (Historic Preservation Overlay Zone)	\$294.00	\$4,722.00	NA	NA	NA	<500 SF - \$421.90 >500 SF - \$497.32	Staff Review - \$354.60	NA
Historic-Cultural Monuments (new designation)	NA	\$3,366.00	NA	NA	NA	\$838.33	No Charge	NA
Site Plan Review	Residential ≥ 50 DU - \$1,278 All Other \$2,398	Residential ≥ 50 DU - \$7,806 All Other \$7,925	NA	NA	NA	Conceptual \$4,643.06 + \$2.19 per 100 SF Committee \$5,757.92 + \$3.28 per 100 SF PC \$11,832.82 + \$3.28 per 100 SF	NA	\$718 TOD - 25% of applicable fee
Specific Plan / Permit Compliance	\$999.00	\$3,808.00	NA	NA	NA	NA	NA	NA
Environmental Review / Initial Study (includes Neg Decs and MNDs)	Initial Study to ND/MND \$923 MND - Expanded (per add. Study) NA	Initial Study to ND/MND \$2,280 MND - Expanded (per add. Study) \$1,953	Commercial / Industrial ≤ 40,000 SF - \$1,033 > 40,000 SF - \$2,066 Residential One Unit - \$516 2-19 Units - \$1,033 40-50 Units - \$2,066 > 50 Units - \$3,099	Completed by City \$300 Completed by Consultant Consultant Cost to City plus 10%	\$1,047 Per Application	ND City Staff - \$7,477.20 Consultant - 115% of cost paid by city	\$6,986	\$1,389

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles Recovery @ 100% Full Cost	Glendale	Burbank	Santa Clarita	Long Beach	Pasadena	County of Los Angeles
Environmental Impact Report	Deposit with Time and Materials billing	Deposit with Time and Materials billing	\$3,409 + 30%	Completed by Consultant Consultant cost to City plus 10%	\$29,330 Deposit	EIR 115% of cost paid by city	\$5,155 Deposit	Minor - \$5,000 Deposit Major - \$10,000 Deposit
Appeals	Project Applicant 85% of original application fee Third Party \$85 flat fee	Policy TBD	\$650	\$100 filing fee	PC or CC - \$2,282 Within 500 FT of Project \$1,141	Project Applicant \$3,506.34 Third Party \$50	\$1,406.20	Regional Planning Commission Applicant - \$1,352 Non-Applicant - \$677 Board of Supervisors Applicant - \$1,548 Non-Applicant - \$775
Coastal Development Permits / Exemptions	SFD / MF Residential \$1,285 Non - Residential \$10,643 Exemption \$108 Approval in Concept \$340	SFD / MF Residential \$7,057 Non - Residential \$7,798 Exemption \$684 Approval in Concept \$703	NA	NA	NA	W/O Zoning or Subdivision Permit \$5584.14 With Zoning or Subdivision Permit \$876.59 Coastal Commission \$2,364.32 Exclusion \$210.95	NA	Without Public Hearing \$1,431 With Public Hearing \$6,077
Zoning Administrator Adjustment (Yard, Fence or Height)	SFD \$1,423 All Other \$5,398	SFD \$5,530 All Other \$5,370	NA	NA	\$1,249	\$1,537.85	NA	NA
Conditional Use Permit	APC / CPC \$4,490 ZA \$4,490	APC / CPC \$13,224 ZA \$5,358	<50 Res. Units / Comm. Or Industrial <40,000 SF \$2,400 >50 Res. Units / Comm. Or Industrial >40,000 SF \$3,000	SFD \$950 Other \$1,860	\$10,946 per application	\$8,930.90	Minor \$2,237 All Other \$4540	\$5,546

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles Recovery @ 100% Full Cost	Glendale	Burbank	Santa Clarita	Long Beach	Pasadena	County of Los Angeles
Conditional Use Permit Alcohol / Entertainment	\$6,474.00	\$6,459.00	NA	\$1,875.00	Non-Construction Permit \$7,121	\$1,027.42	NA	NA
Zone Variance	\$3,678	\$6,448	New Projects - Setbacks / Standards ≤ 50 Units or ≤ 20,000 SF Base Fee - \$2,200 Ea. Add. - \$139 > 50 Units or > 20,000 SF Base Fee - \$2,900 Ea. Add. - \$309 Use \$3,200	SFD \$855 Sign / Other \$1,705	\$6,259	New Construction \$5,341.49 Remodel \$3,501.97	Regular \$4,188 With Subdivision \$1,913	\$5,546
Design Review	Project Permit w/DRB \$1,187 DRB (Preliminary) \$594	Project Permit w/DRB \$5,395 DRB (Preliminary) \$3,044	Single Family Projects \$700 2-50 Res. Units \$1,100 51-100 Res. Units / <40,000 SF \$1,800 > 101 Res. Units / Comm or Industrial > 40,000 SF \$2,400	NA	\$915	NA	Minor Projects Signs, Awnings, Etc. \$241 New / Replaced Store Front \$569 Major Alterations Staff - \$1,952 Commission - \$3,480 New Construction Staff - \$1,952 Commission - \$3,482	NA
Revisions (to pending or submitted applications)	Tentative Maps Prior to Hearing - NA After Hearing - NA All Other - NA	Tentative Maps Prior to Hearing - \$889 After Hearing - \$1,374 All Other - Policy - TBD	NA	NA	NA	No Hearing \$1,358.60 ZA \$3,926.06 PC \$4,709.74	1/2 of applicable fee	\$1,162

Fee Type	City of Los Angeles Average Current Fee Per Unit	City of Los Angeles @ 100% Full Cost Recovery	Glendale	Burbank	Santa Clarita	Long Beach	Pasadena	County of Los Angeles
Modifications to Existing Conditional Use Permits	Slight Mod. By ZA - \$215 Mod or Review by ZA - \$1,332 Mod by APC / CPC - \$2,292	Slight Mod. By ZA - \$3,941 Mod or Review by ZA - \$5,754 Mod by APC / CPC - \$9,878	\$1,704	NA	NA	See Modification Fees	\$3,600	\$1,721

ATTACHMENT E

National Survey of Questions Pertaining to Cost Recovery Policy and Procedure

E. NATIONAL SURVEY OF COST RECOVERY POLICY AND PROCEDURE PRACTICES

As part of the User Fee Study for the Department of City Planning, Matrix Consulting Group, Amey Management Services, and the Department of City Planning developed a comparative survey in order to develop quantitative and qualitative data identifying differences, and assuring compliance with conditions of development in the City versus other comparable communities. This chapter contains the responses to the procedural questions of the market survey for the City of Los Angeles' Department of City Planning. The comparative survey consisted of questions in ten categories regarding policy, to research and answer. The ten categories were cost recovery policy and impact, cost adjustment and analysis, overhead costs, productivity, discounts, pre-development counseling, pricing strategy, fee calculator, introduction of new fee structure, and cost sharing. Each of the categories contained specific questions to ensure clear and direct answers were reached.

The comparative survey was distributed to seven jurisdictions: Portland, OR; San Jose, CA; Oakland, CA; San Francisco, CA; Dallas, TX.; Denver, CO; and Seattle, WA. Contact was made with someone in each of the seven selected jurisdictions, however, only Portland and San Jose returned their responses. The answers for the jurisdictions that failed to provide their feedback are based on research of public information and interpretation of fee schedules. The jurisdictions of Dallas and Denver had very basic fee schedules and websites for their planning departments as compared to the other jurisdictions included in the survey, therefore it was more difficult to find public information and interpret policy by reviewing their fee schedules. The answers provided

by Portland and San Jose are provided with as little editing and modification as possible to ensure the clarity of their responses.

The sections below summarize the responses of the comparative survey.

1. COST RECOVERY POLICY AND IMPACT

Respondents were presented with a series of questions regarding their department's cost recovery policies, including the percentage of their budget recovered by fees, and other funding sources.

- **Portland:** The Land Use Services Division (LUS) is a division within the Bureau of Development Services (BDS). BDS is an enterprise fund primarily fee supported through the review, issuance, and inspection of building permits. Some programs do receive General Fund support such as Neighborhood Inspections (housing and nuisance complaints). LUS seeks to be fully supported by revenues; however, they do receive about 17 percent of their budget from the General Fund.
- **San Jose:** The planning department is part of the Planning, Building and Code Enforcement Department. The planning department has a goal of 100% cost recovery for development services, but had a projected shortfall of approximately 11-17% in 2007-2008.
- **San Francisco:** The City has a goal of 100% cost recovery. To aid in the achievement of their goal, San Francisco charges time and materials costs in addition to their fees, to capture all additional costs beyond those covered by base fees.
- **Seattle:** The City's planning department charges by the hour which ensures labor costs are covered based on the amount of time each request takes to complete.

Review of public information and fee schedules for Oakland, CA, and Dallas, TX, and Denver, CO, did not provide enough information to answer these questions.

2. COST ADJUSTMENT AND ANALYSIS

Respondents were presented with a series of questions regarding how often their department analyzes the cost of providing services and comprehensive fee studies, as well as what index is used to calculate fee updates in years when there is not a comprehensive study.

- **Portland:** LUS participates with the rest of BDS in the fee analysis for each program. They have not completed a comprehensive study for LUS in about 5 years. They do rely on the CPI for most across the board fee increases. However they annually look at the number of case types to determine if some case review fees should be increased greater than the cost of living due to the increased staff time required and/ or complexity of the projects. They have actually lowered some review fees for residential projects as a courtesy to homeowners.
- **San Jose:** Costs are analyzed yearly and a detailed reassessment is done about every five years. Yearly adjustments are based on costs of staff including overhead, and benefits are negotiated with their main customer groups.

Review of public information and fee schedules for San Francisco, CA; Seattle, WA.; Dallas, TX; Oakland, CA; and Denver, CO, did not provide enough information to answer these questions.

3. OVERHEAD COSTS

Respondents were presented with a series of questions about what types of cost recovery were included in their case processing fees, such as technology updates, general plan and specific plan maintenance, and records management.

- **Portland:** The zoning code is maintained by the Bureau of Planning. BDS staff participate in the legislative review process for code improvement. These staff costs are included in cost recovery.
- **San Jose:** The City's overhead includes all costs on internal department staff, city wide staff costs, and "rent".

- **Oakland:** The City's fee schedule does state additional fees, collected on a percentage basis, dedicated specifically for technology and records management.

Review of public information and fee schedules for San Francisco, CA; Dallas, TX; Seattle, WA; and Denver, CO, did not provide enough information to answer these questions.

4. PRODUCTIVITY

Respondents were presented with questions regarding their department's productivity, including how many cases were processed in the last year, how many staff were on hand to process cases, and if staffing levels are adjusted for case load.

- **Portland:** The City processed 1,102 applications last fiscal year. They have held steady with staffing levels, with some current vacancies remaining unfilled with the current economic situation. For land use case review they are organized by specialty (Land Division, Design Review, Environmental./Greenway Review, and what they call Title 33 handling zone changes, conditional uses, and adjustments among other reviews). They also have Planners who specialize in staffing their Development Services Center (DSC) handling public zoning information and building permit review. These Planners also administer non-discretionary reviews including property line adjustments and zoning confirmation letters. Most of these Planners also do case review in different specialty areas; many of the case reviewers also take DSC counter shifts; many of the case reviewers also handle the permit plan checks related to their land use reviews. This allows them to move trained staff around to cover changes in workload and case types and provides an additional level of professional development. The total number of staff in their division is 78. 56 are Planners who range from entry level Planning Assistants through to Senior Planners. They have a Division Manager and 7 Section Managers. They have 5 Technicians who provide support to the Planners, prepare land use review materials after application, and facilitate the final plat review process for land divisions. They have 9 office support staff responsible for preparing, mailing and tracking documents.
- **San Jose:** The City processed 2,047 planning applications including about 1,000 administrative reviews. Their staffing is based on activity and revenues, which is why cost recovery is essential.
- **Oakland:** The City processes approximately 1,500 applications annually.

Review of public information and fee schedules for San Francisco, CA; Dallas, TX; Seattle, WA; and Denver, CO, did not provide enough information to answer these questions.

5. DISCOUNTS

Respondents were provided with questions regarding fee reductions and discounts given, including what and whom the discount was for, and how the discount was applied.

- **Portland:** The Director may waive LUR fees for low income individuals. Neighborhood associations may also have appeal fees waived. The waivers are for BDS fees only. Review fees charged by other Bureaus are charged or the applicant must receive a waiver from each Bureau.
- **San Jose:** Several types of applications are kept at less than cost recovery by Council and are included in the budget Fees and Charges process.

Review of public information and fee schedules for Oakland, CA; San Francisco, CA; Dallas, TX; Seattle, WA; and Denver, CO, did not provide enough information to answer these questions.

6. PREDEVELOPMENT COUNSELING

Respondents were presented with questions pertaining to predevelopment counseling, including whether or not it is required, if submittal reviews are allowed before an hourly rate is applied, or if the predevelopment fee is applied toward the final application fee.

- **Portland:** The Portland Zoning Code requires formal pre-application conferences for certain types of land use reviews. A separate fee is charged for these conferences. They also offer a number of early assistance meetings for a fee, which is optional, but will provide development information and review options for a proposal. These appointments are set by specialty – design, general, land division, and environmental. Staff from their Transportation and Environmental Services bureaus also participate, and contribute written comments for these appointments. They offer an early zoning standards review

for a fee, which is a plan check prior to formal submittal for a building permit. For design reviews, we also offer a Design Advice Request (DAR), a more formal opportunity to receive feedback from the design commission or landmarks commission (if historic district or landmark structure). We do not charge for information provided at the counter. A couple of the services are based on a hourly rate; however, the early assistance appointments are charged based on a one hour appointment, and the early pre-submittal plan review is charged a minimum of 3 hours for commercial projects. The early assistance appointments have been offered for about 3 years and were started with the idea that they would result in better land use review applications. They do see more complete applications, because the applicants are receiving a complete set of application materials for the particular type of application as well as comments on issues to address. The DAR has been more successful as it provides a higher level of feedback before an application is submitted.

- **San Jose:** The City charges for pre-development counseling but it is optional. Initial consultation is provided at the counter and is limited to answering factual questions, i.e. setbacks and uses. This is a cost recovery service and no credit given to filing an application. The fee was added about 7 years ago and the number of prelims completed dropped by about half when they started charging.
- **Oakland:** The City's fee schedule shows pricing for what they term a "pre-application", though it does not appear to be mandatory.
- **San Francisco:** The City's fee schedule shows pricing for what they term "project review", though it does not appear to be mandatory.
- **Seattle:** The City's fee schedule shows pricing for a "pre-application conference" fee. The fee does not appear to be mandatory and is eventually applied towards the application fee. The initial fee covers one hour and an hourly rate is charged for each hour beyond the initial one.

Review of public information and fee schedules for Dallas, TX and Denver, Co.

did not provide enough information to answer these questions.

7. PRICING STRATEGY

Respondents were presented with a series of questions regarding their department's pricing strategy, including how they determine their fees, if there is a complexity factor, or if combination permits are offered.

- **Portland:** The City charges higher fees for the more complex Type III reviews than the other types. The fees cover all aspects of the review process and other

departments, including the Hearings Office, charge concurrent fees for reviews. For cases for multiple reviews such as a conditional use with a design review, they charge the full fee for each review. There is some break from the service bureaus for concurrent reviews, as noted in the footnotes in the fee schedule.

- **San Jose:** The City's fees are based on the parts required to complete the staff review for the typical application. An extra fee is collected for extra staff time, i.e. an extra review cycle, extra community meeting, responding to an appeal, etc. An hourly rate is charged for most exceptions.
- **Oakland:** The City's fee schedule shows escalated fees for what they deem "major" permits over "minor" permits. "Minor" permits are those handled at the administrative level and "major" permits are those handled by the Planning Commission. Their prices also increase based on number of permits requested rather "minor" or "major".
- **San Francisco:** The City's fee schedule shows a flat hourly fee for standard administrative needs and uses computation worksheets to determine the appropriate fee for each permit based on the value of the project. In the case of multiple requests, each additional request will be charged at 50% plus the time and materials cost mentioned earlier.
- **Seattle:** The City's fee schedule states that all fees are based on an hourly rate. Minimum and maximum hours have been established based on application type to set base fees.
- **Denver:** The City's fee schedule shows flat base fees that increase based on valuation and acreage.
- **Dallas:** The City's fee schedule shows flat fees for standard administrative applications, and ladder pricing based on acreage and number of lots for other permits.

8. FEE CALCULATOR

Respondents were presented with questions regarding automatic fee calculators available to the public in house, or on line, and whether or not the calculators created consistency among staff and applicants.

- **Portland:** The City posts their fee schedule on line. They do not offer an on-line calculator; however with set fees for reviews, their fees can be calculated fairly easily. The City's permit tracking system automatically calculates fees for staff based on the type and number of reviews. Staff will assist applicants at the counter or through the early assistance appointments with fee calculations.

- **San Jose:** The City's fee schedule can be found on line, but they do not have a fee calculator.
- **Oakland:** The City does not have a fee calculator on line, nor do they post their fee schedule on line.
- **San Francisco:** The City offers a fee calculator, as well as their fee schedule on line.
- **Seattle:** The City offers their fee schedule and a calculator on line.
- **Denver:** The City does not offer a fee calculator, however, they do offer their fee schedule on line.
- **Dallas:** The City of Dallas' website does not contain a fee calculator but it does contain their fee schedule.

9. INTRODUCTION OF A NEW FEE STRUCTURE

Respondents were presented with questions regarding how their department's make changes to and introduce new fee structures, and what, if any, problems have arisen from that process.

- **Portland:** Bureau fees increase proposals are presented to industry groups as well as to the bureau's Development Review Advisory Committee (DRAC), which is comprised, of design professionals, industry, and neighborhood representatives. All fee increases must be approved by the City Council. They post notices prominently in the DSC well ahead of the effective date, which is usually July 1st
- **San Jose:** The City meets with customers year round and talks to them about fees about 6 months before they are implemented. They post them on line and have various user groups they talk to about budget, performance and fees. They have separate e blasts (emails), and the public hearing process.

Review of public information and fee schedules for Oakland, CA; San Francisco, CA; Dallas, TX; Seattle, WA; and Denver, CO, did not provide enough information to answer these questions.

10. COST SHARING

Respondents were presented with a series of questions regarding their cost sharing policies, including whether they collect fees for other departments, how long other departments have to review planning cases, or if those departments assign overtime hours for staff to review these cases.

- **Portland:** The fee schedule includes the fees for other departments. These fees are collected by BDS staff at the time an application is submitted. Each bureau has staff dedicated to land use review and permit review. The approval criteria in the zoning code include provisions for determining if the service infrastructure is capable of handling the proposal. Upon receipt of an application for a Type 3 proposal, the service bureaus receive an early request to review for completeness to determine if additional information related to their interests. Any comments received are incorporated into the assigned Planner's incomplete letter to the applicant detailing what additional information must be submitted in order to deem the application complete. The service bureaus also receives copies of the Notice of Proposal, for all review types mailed to the neighborhood, and may provide additional comments prior to the Planner issuing a decision or before the public hearing if one is required.
- **San Jose:** The City collects fees for other departments. Review cycles are based on the scale of the project and the stage of the process. Departments have staff paid from fees to work on project normally. They have a cost development survey that is their best tool to analyze how much it costs as it gives very specific prototype projects for cities to cost out in an equal comparison in most cases.

Review of public information and fee schedules for Oakland, CA; San Francisco, CA; Dallas, TX; Seattle, WA; and Denver, CO, did not provide enough information to answer these questions.

ATTACHMENT F

Regional Survey of Questions Pertaining to Cost Recovery Policy and Procedure

F. REGIONAL SURVEY OF COST RECOVERY POLICY AND PROCEDURE PRACTICES

As part of the User Fee Study for the Department of City Planning, Matrix Consulting Group and the Department of City Planning developed a comparative survey in order to develop quantitative and qualitative data identifying differences, and assuring compliance with conditions of development in the City versus other comparable communities. This chapter contains the responses to the procedural questions of the regional market survey for the City of Los Angeles' Department of City Planning. The comparative survey consisted of questions in ten categories regarding policy, to research and answer. The ten categories were cost recovery policy and impact, cost adjustment and analysis, overhead costs, productivity, discounts, pre-development counseling, pricing strategy, fee calculator, introduction of new fee structure, and cost sharing. Each of the categories contained specific questions to ensure clear and direct answers were reached.

The comparative survey was distributed to six jurisdictions: Long Beach, CA; Pasadena, CA; Santa Clarita, CA; Glendale, CA; Burbank, CA.; and Los Angeles County, CA. Contact was made with someone in each of the seven selected jurisdictions. The sections below summarize the responses of the comparative survey.

1. COST RECOVERY POLICY AND IMPACT

Respondents were presented with a series of questions regarding their department's cost recovery policies, including the percentage of their budget recovered by fees, and other funding sources.

- **Long Beach:** The City's planning department has a formal cost recovery policy of full cost recovery, and as such, is funded 100% by its fees.

- **Pasadena:** The City updates their fees annually in October to update current fees, delete unnecessary fees, and add / incorporate new fees. The Planning Division recovers 33% of its budget from fees, with the General Fund contributing 62%, and the other 5% coming from outside sources.
- **Santa Clarita:** The City has an unofficial policy of doing a fee study update every few years using outside consultants. Information on the percentage of the department's budget covered by fees was unknown.
- **Glendale:** The City reviews its permits and fees annually. Fee revenue makes up 25% of the Department's budget, with 65% coming from the General Fund, and the remaining 10% is funded through a Gas Tax and the RDA.
- **Burbank:** The City does not have a formal cost recovery policy. While exact numbers were not available, the Department's budget is heavily subsidized by the General Fund.
- **Los Angeles:** The County does not have a formal cost recovery policy. The Department's budget is covered 50% by fees, and the remaining 50% by the General Fund.

2. COST ADJUSTMENT AND ANALYSIS

Respondents were presented with a series of questions regarding how often their department analyzes the cost of providing services and comprehensive fee studies, as well as what index is used to calculate fee updates in years when there is not a comprehensive study.

- **Long Beach:** Costs are analyzed on an as needed basis, and annual fee increases are based upon CPI factors.
- **Pasadena:** A full analysis is conducted approximately every five years, and annual fee increases are based upon CPI factors.
- **Santa Clarita:** A full fee study is conducted every two years, with CPI increases occurring at mid-year in off years.
- **Glendale:** The City analyzes its major fees yearly, and minor fees every other year, or as dictated by council. CPI increases are applied to account for inflation.

- **Burbank:** The City analyzes its costs of providing services yearly, however, they haven't conducted a comprehensive fee study in over 10 years. There is no CPI or set percentage used to calculate annual fee updates.
- **Los Angeles County:** The County analyzes its costs of providing services every five years, and updates its fees annually based on CPI.

3. OVERHEAD COSTS

Respondents were presented with a series of questions about what types of cost recovery were included in their case processing fees, such as technology updates, general plan and specific plan maintenance, and records management.

- **Long Beach:** There is a surcharge for all applications that is for GIS, technology, and records retention.
- **Pasadena:** Included in case processing fees are costs for city-wide / agency-wide overhead, technology updates, general plan and specific plan maintenance, zoning code maintenance, and records management.
- **Santa Clarita:** Included in case processing fees are costs for city-wide / agency-wide overhead, technology updates, general plan and specific plan maintenance, zoning code maintenance, and records management.
- **Glendale:** The City applies a technology surcharge on top of current fees.
- **Burbank:** The City does not account for, or apply any surcharges to recover for technology updates or plan maintenance.
- **Los Angeles County:** Costs for technology updates, general plan and specific plan maintenance, zoning code maintenance, and records management are included in case processing fees.

4. PRODUCTIVITY

Respondents were presented with questions regarding their department's productivity, including how many cases were processed in the last year, how many staff were on hand to process cases, and if staffing levels are adjusted for case load.

- **Long Beach:** The Planning Department processed roughly 186 cases in the last fiscal year, with 11 full time staff. This is on par with case load and staffing levels

from the previous fiscal year. Staffing levels are maintained regardless of case processing loads.

- **Pasadena:** The Planning Department processed 674 cases in the last fiscal year, an increase of 40 cases from the previous year, while maintaining 24 staff members. When marked decreases occur in case loads, case processing planners may be shifted over to the Land Use Element Update effort.
- **Santa Clarita:** The Planning Department processed 199 formal submittals in the last fiscal year, with 7 full time processors. There has not been a significant decrease in submittals or staff in the last fiscal year. The Department has never had a layoff, however, they do have some unfilled (frozen) vacancies.
- **Glendale:** The Planning Department was unable to provide exact case processing numbers, however, they did not see a significant change between the this and the prior fiscal year. Currently the Planning department has 2.5 Urban Design staff, 1 Zoning planner, and 11 current planners. Case load volumes are taken into account with regards to staffing levels.
- **Burbank:** The Planning Department processed 90 applications, and took in 120 with 5 full time planners. While application volume has gone down from the previous fiscal year, staffing levels have stayed the same. If planners become overloaded with case work, contract planners are retained.
- **Los Angeles County:** The County was unable to provide exact case numbers, but has seen a significant decrease in permit volume over the last six months. Staffing has been driven by revenue intake and case load.

5. DISCOUNTS

Respondents were provided with questions regarding fee reductions and discounts given, including what and whom the discount was for, and how the discount was applied.

- **Long Beach:** The City Council has sole discretion in allowing discounts, and how they should be applied.
- **Pasadena:** The City discounts or waives fees for Single Family Residential, Historic Preservation, Enterprise Zone, and Affordable Housing permits. Permit discounts are determined by a staff analysis as to what would encourage growth in the aforementioned permit types, and are then approved by the City Council. All discounts are applied at the end of the total fee calculation.

- **Santa Clarita:** The only fee reduction given by the City is for appeals of projects for people who live within 500ft of a project. The City Council sets the discount, 50% of the current fee, and is applied at the end of the fee calculation.
- **Glendale:** The City Council has the option of finding funding to augment some or all of a permit fee. This typically only applies to council initiated cases.
- **Burbank:** The City Council determines what discounts and reductions are applied to fees. The City currently has discounts built into their fees for Single Family permits.
- **Los Angeles County:** The Community Development Council has sole discretion as to which groups have fees subsidized. Currently low income and certain non-profits are given discounted fees. Discounted fees are calculated during fee studies, and approve by the Board of Supervisors.

6. PREDEVELOPMENT COUNSELING

Respondents were presented with questions pertaining to predevelopment counseling, including whether or not it is required, if submittal reviews are allowed before an hourly rate is applied, or if the predevelopment fee is applied toward the final application fee.

- **Long Beach:** Predevelopment counseling is required for larger or more complex projects with a fee of \$700, while small or minor projects have the option of meeting with staff free of charge. This fee is then applied toward the final application fee. While this fee is relatively new, it appears to only discourage "out there" permit applications.
- **Pasadena:** The City offers optional predevelopment counseling for a fee of \$592.80. Any over the counter reviews are usually done free of charge. Any predevelopment fees incurred are not applied to the final application.
- **Santa Clarita:** The City established an optional predevelopment counseling fee over 15 years ago, currently \$915. There is no formal policy regarding number of reviews allowed, nor is an hourly rate applied for more complex cases. The predevelopment fee is applied to the final application fee.
- **Glendale:** The City offers optional predevelopment counseling free of charge, however they do charge a 12% review fee for Environmental Review cases, or unusually extensive projects.
- **Burbank:** The City offers optional predevelopment counseling free of charge.

- **Los Angeles County:** The County offers optional predevelopment counseling for a fee which is applied toward the final application fee.

7. PRICING STRATEGY

Respondents were presented with a series of questions regarding their department's pricing strategy, including how they determine their fees, if there is a complexity factor, or if combination permits are offered.

- **Long Beach:** The City uses fee studies to determine their fees. As fees are set to full cost recovery, there are no complexity factors, or discounts given for multiple requests. A permit fee includes all components of a case except for appeals, which are charged separately.
- **Pasadena:** The City determines its fees using a basic analysis of the hours performed by type of employee, including overhead. Fees will vary based upon the level of work required to process the application, and include an average number of requests. A permit fee includes all components of the application process including appeals. When a permit requires multiple requests, the applicant is not charged for work that may be completed once for both applications.
- **Santa Clarita:** Planning fees are determined by a fee study, and then adopted by Council. The City does not have complexity factors, and includes all components of the application in its fees. Each permit, case, or application is charged separately.
- **Glendale:** The City uses an in-house fee study to determine fees for different application types. Fees do not vary based on complexity, however, if a project is deemed to be complex, an hourly rate is contracted. Application fees are inclusive of all components except appeals and noticing, which are charged separately. Regardless of a case with multiple differing requests, or multiple cases requested, each piece is charged separately.
- **Burbank:** The City uses an in-house fee study to set fees for different application types. Fees vary based on the complexity of the project, and include all components of the application, with appeals being charged separately. Cases that have multiple differing requests are charged separately, however, multiple requests under one application are only charged one fee.
- **Los Angeles County:** The County uses an analysis of hourly rates and length of time to complete a case to determine fees. Complexity factors are applied to various permits, such as Tract and Parcel Maps. Costs for staff reports and hearings are included in permit fees.

8. FEE CALCULATOR

Respondents were presented with questions regarding automatic fee calculators available to the public in house, or on line, and whether or not the calculators created consistency among staff and applicants.

- **Long Beach:** The Planning department does not have an online or internal calculator, however, they do have a fee schedule posted on their website, and copies available at their counter.
- **Pasadena:** The City has a fee calculator that is available online to the public. This has not resulted in fee calculation consistency among staff members or between staff and applicants.
- **Santa Clarita:** The Planning department does not have an online or internal calculator, however, they do have a fee schedule posted on their website, and copies available at their counter.
- **Glendale:** The City has a fee calculator for staff only. A fee schedule is posted on the Department's website, and at its counter.
- **Burbank:** The Planning department does not have an online or internal calculator, however, they do have a fee schedule posted on their website, and copies available at their counter.
- **Los Angeles County:** The Planning department does not have an online or internal calculator, however, they do have a fee schedule posted on their website, and copies available at their counter.

9. INTRODUCTION OF A NEW FEE STRUCTURE

Respondents were presented with questions regarding how their department's make changes to and introduce new fee structures, and what, if any, problems have arisen from that process.

- **Long Beach:** When the Planning department makes changes to fees, notices are posted in the newspaper and on the Department's website in order to inform applicants. The City's full cost recovery policy caused some sticker shock for "mom and pop" applicants.

- **Pasadena:** The City informs the public via noticing, of the hearings and adoption of the annual General Fee Schedule. While applicants are generally not happy about fee increases, no serious issues have arisen.
- **Santa Clarita:** When the Planning department makes changes to fees, it informs the public through public hearings, noticing, and outreach to developers.
- **Glendale:** The City informs applicants that a fees are being looked at, and when changes are adopted, they are put on the Department's website, and noticed on T.V. and in the paper.
- **Burbank:** When the Planning department makes changes to fees notices are posted at the public counter and on the Department's website.
- **Los Angeles County:** When the Planning department makes changes to fees, notices are posted at the public counter and on the Department's website.

10. COST SHARING

Respondents were presented with a series of questions regarding their cost sharing policies, including whether they collect fees for other departments, how long other departments have to review planning cases, or if those departments assign overtime hours for staff to review these cases.

- **Long Beach:** The Planning department only collects other department fees for Tract Maps, where they collect for Engineering review. Average turn-around times for reviews are 12 weeks. The Department does not receive support from other divisions for review of planning cases.
- **Pasadena:** The Planning department collects fees for other departments to cover the cost of reviewing planning cases. Turn-around times for reviews are consistent with the Application Streamlining Act. Criteria for sending a case to review is determined by whether the discipline is impacted by the proposed application.
- **Santa Clarita:** The Planning department collects fees for other departments to cover the cost of reviewing planning cases. Cases being sent for review must meet submittal standards and have an average turn-around time of 2 – 4 months.
- **Glendale:** The Planning department does not collect fees or receive support from other departments in relation to the review of planning cases. Application turn-around times are generally no longer than a month, as the City likes to adhere to the Permit Streamlining Act.

- **Burbank:** The Planning department collects fees for Public Works, Fire, Police, and Parks and Recreation to cover the cost of reviewing planning cases. The Department has a typical turn-around time of 30 – 45 days for projects.
- **Los Angeles County:** The Planning department collects fees for Public Works, Parks and Recreation, Fire, and Health.