

Balboa Park Spreckels Organ Pavilion
pictured below



City of San Diego Park & Recreation Department

User Fees and Charges Study
Final Report: March 11, 2015



32605 Temecula Parkway, Suite 100
Temecula, CA 92592
Toll free: 800.676.7516

nbsgov.com

March 11, 2015

Mrs. Patty Jencks
Supervising Management Analyst
Park & Recreation Department
202 C Street, MS 37C
San Diego, CA 92101

Transmittal: Park and Recreation Cost of Service Study

Dear Ms. Jencks:

NBS respectfully submits the enclosed report comprising our efforts to prepare a cost of service analysis for the City of San Diego Park & Recreation Department. We have summarized in this document our complete array of work products.

We wish to extend our gratitude to you and the directors and representatives of each program area studied for your contributions of time, knowledge, data, and insight, which have been invaluable through this process. We thank you for this opportunity to serve San Diego, and we welcome your continued interaction with us should you need any advice or assistance on this or another topic in the future.

Sincerely,

A handwritten signature in black ink that reads "Nicole Kissam". The signature is written in a cursive, flowing style.

Nicole Kissam
Director of Financial Consulting

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
Purpose.....	1
Outcomes	1
Report Format.....	2
SECTION 1 – INTRODUCTION AND FUNDAMENTALS	4
1.1 Scope of Study.....	4
1.2 Impact of Proposition 26 on Recreation Fees.....	4
1.3 Methods of Analysis	5
1.3.1 Cost of Service Study	5
1.3.2 Comparative Fee Survey	9
1.4 Data Sources.....	10
SECTION 2 – ATHLETIC PROGRAMS AND FACILITIES	11
2.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations.....	11
2.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property.....	16
2.3 Comparative Fee Survey.....	17
2.4 Implementation Options and Limited Recommendations.....	28
SECTION 3 – BALBOA PARK FACILITIES.....	35
3.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations.....	35
3.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property.....	37
3.3 Comparative Fee Survey.....	37
3.4 Implementation Options and Limited Recommendations.....	55
SECTION 4 – BUILDING USE FEES FOR RECREATION CENTERS	58
4.1 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property.....	58
4.2 Comparative Fee Survey.....	58
4.3 Implementation Options and Limited Recommendations.....	74
SECTION 5 – BEACHES AND BAY	75
5.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations.....	75
5.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property.....	76
5.3 Comparative Fee Survey.....	77

5.4 Implementation Options and Limited Recommendations.....	81
SECTION 6 – CAMPS.....	85
6.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations.....	85
6.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property.....	86
6.3 Comparative Fee Survey.....	87
6.4 Implementation Options and Limited Recommendations.....	89
SECTION 7 – OTHER MISCELLANEOUS FEES	92
7.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations.....	93
7.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property.....	95
7.3 Comparative Fee Survey.....	95
7.4 Implementation Options and Limited Recommendations.....	101
SECTION 8 – MOUNT HOPE CEMETERY	105
8.1 Cemetery Lots and Burial Materials.....	105
8.2 Cemetery Burial Services.....	105
8.3 Comparative Fee Survey.....	108
8.4 Implementation Options and Limited Recommendations.....	115
SECTION 9 – CONCLUSION	118

Attachment(s):

- A. Comparative Fee Survey Detail

EXECUTIVE SUMMARY

Purpose

NBS performed a Cost of Service Study (Study) for the City of San Diego Park & Recreation Department (City). The purpose of this report is to describe the Study's findings and recommendations, which intend to defensibly update and establish fees for service for the City of San Diego Park & Recreation Department.

It is generally accepted in California that cities are granted the authority to impose user fees for services and activities they provide through provisions of the State Constitution. First, cities are granted the ability to perform broad activities related to their local policing power and other service authority as defined in Article XI, Sections 7 and 9. Second, cities are granted the ability to establish fees for service through the framework defined in Article XIII C, Section 1. Under this latter framework, a fee may not exceed the estimated reasonable cost of providing the service or performing the activity.¹ For a fee to qualify as such, it must relate to a service or activity under the control of the individual/entity on which the fee is imposed. For example, the individual/entity requests service of the municipality or his or her actions specifically cause the municipality to perform additional activities. In this manner, the service or the underlying action causing the municipality to perform service is either discretionary and/or is subject to regulation. As a discretionary service or regulatory activity, the fees considered in this Study fall outside requirements that must otherwise be followed by the City to impose taxes, special taxes, or fees imposed as incidences of property ownership.

The City's chief purposes in conducting this Study were to ensure that existing fees were calibrated to the costs of service and to provide an opportunity for the City Council to optimize its revenue sources, provided that any increased cost recovery from user fees would not conflict with broader City goals and values.

Outcomes

The Cost of Service Study examined fees charged for the following types of services provided by the City's Park and Recreation Department.

- **Athletic Programs:** Including youth and adult league reservations, field and/or court use, skate park, and aquatics
- **Balboa Park:** Including permitted uses of the park grounds, as well as facility rentals
- **Recreation Center Building Use:** Including facility rentals within the City's various recreation center buildings
- **Beaches and Bay:** Including long term boat beaching, mooring permits, and volleyball league reservations
- **Camps:** Including indoor and outdoor day camp programs, as well as campground rentals
- **Other Miscellaneous Fees:** Including dance instruction, use of park grounds for events, etc.
- **Mount Hope Cemetery:** Including all aspects of fees for service for this City owned site

The scope of this Cost of Service Study excluded study of the Department's fees for classes and programs. Section 1.2 of this Report discusses specific impacts of Proposition 26; the most recent State legislation on local government fees and charges. As such, this report separates the Department's fees into two broad categories, fees for products and services provided, and fees for the use of government property. Fees for products and services provided by the Department are limited to the "estimated and reasonable cost of providing services"; while fees for the use of government property have no such limitation.

¹ As further discussed in this Report, many of the fees charged by the Park and Recreation Department fall under the Proposition 26 exception for government property use. See section 1.2.

For products and services fees, also termed as “user fees” throughout this report, NBS’ cost of service analysis identified approximately \$2.5 million in current fee revenue, and approximately \$5.25 million in unrecovered costs pertaining to user fees examined as part of this Study. The table below provides a breakdown of the Study’s results by program area studied:

Table 1

		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name	Current Cost Recovery %	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
Athletic	43%	\$ 498,862	\$ 1,162,316	\$ 926,045	\$ 530,607	\$ 741,177	\$ 951,746
Aquatics	26%	\$ 858,593	\$ 3,339,661	\$ 1,059,511	\$ 1,070,456	\$ 1,672,000	\$ 2,504,746
Balboa Park	168%	\$ 3,908	\$ 2,323	\$ 2,323	\$ 2,323	\$ 2,323	\$ 2,323
Beaches & Bays	75%	\$ 8,793	\$ 11,700	\$ 7,413	\$ 6,975	\$ 6,975	\$ 9,061
Camps	14%	\$ 56,332	\$ 416,940	\$ 60,557	\$ 107,005	\$ 208,470	\$ 312,705
Other	35%	\$ 938,626	\$ 2,682,635	\$ 904,037	\$ 996,118	\$ 1,518,295	\$ 2,098,419
Mount Hope	104%	\$ 178,877	\$ 172,495	\$ 164,772	\$ 161,352	\$ 161,654	\$ 163,669
	66%	\$ 2,543,991	\$ 7,788,070	\$ 3,124,657	\$ 2,874,836	\$ 4,310,894	\$ 6,042,669

Overall, the City is recovering approximately 66% of the costs of providing the user fee services studied. Per the Department’s request, NBS also provided limited implementation options and recommendations for each fee, shown as Option 1 (no change to current fees) through Option 6 (up to 75% cost recovery) in the table above. A closer amount of estimated annual increase or decrease in annual revenues achieved through the City Council’s fee setting action could be determined once an implementation strategy, or combination of strategies is adopted.

Fees charged by the Department for the purpose of facility or equipment use, are specifically excluded from the summary tables above, given the nature of their services and data available for comprehensive analysis at the time of study. Instead, discussion of fee amounts for these services will refer heavily to the Comparative Fee Survey results discussed throughout this Report. On the other hand, a discussion of costs and existing revenues for these services is not completely excluded from this Report, subsequent fee setting actions, or policy direction resulting from this Report. Data permitting, facility and equipment use fees are discussed at the same level of granularity as the user fees.

Report Format

This report documents the analytical methods and data sources used throughout the Study, presents analytical results regarding current levels of cost recovery achieved from user and regulatory fees, and provides a comparative survey of fees imposed by neighboring and/or similar agencies for similar services.

- **Section 1** of the report outlines the foundation of the Study and general approach.
- **Sections 2 through 8** discuss the results of the fee analysis performed, segmented by category of fee and/or program as pertains to Proposition 26’s exceptions for various types of fees and charges. The analysis applied for user fees falls into studies of the estimated and reasonable cost of providing each service. The analysis applied for facility and equipment rental fees relies on a cost of service analysis where data permits, and also heavily on the results of a comparative fee survey. Limited implementation options and recommendations for interpreting analytical results are also provided.
- **Section 9** provides the grand scope conclusions of the analysis provided in the preceding sections.
- **Attachments** to this report include a detailed comparison of similar fees charged by neighboring or comparable agencies.

The initial outcomes of this Study will be presented to City Council in a Study Session for their review and comment. At the time actual fee amounts are proposed for adoption, the Department's staff report will include a Master Fee Schedule document, which incorporates recommendations contained within this report as well as the review and input provided by City Council.

SECTION 1 – INTRODUCTION AND FUNDAMENTALS

1.1 Scope of Study

As mentioned in the Executive Summary of this report, the following broad categories of fees were examined in this Study:

- **Athletic Programs:** Including youth and adult league reservations, field and/or court use, skate park, and aquatics
- **Balboa Park:** Including permitted uses of the park grounds, as well as facility rentals
- **Recreation Center Building Use:** Including facility rentals within the City's various recreation center buildings
- **Beaches and Bay:** Including long term boat beaching, mooring permits, and volleyball league reservations
- **Camps:** Including indoor and outdoor day camp programs, as well as campground rentals
- **Other Miscellaneous Fees:** Including dance instruction, use of park grounds for events, etc.
- **Mount Hope Cemetery:** Including all aspects of fees for service for this City owned site

The fees examined in this Study specifically excluded utility rates, development impact fees, and special assessments, all of which fall under distinct analytical and procedural requirements different from the body of user fees analyzed in this effort. Additionally, this Study and the resultant master fee schedule excluded most of the fines and penalties that may be imposed by the City for violations to its requirements or code. (The City is not limited to the costs of service when imposing fines and penalties.)

1.2 Impact of Proposition 26 on Recreation Fees

In 2010, Proposition 26 was affirmed by nearly 53% of the electorate and became a new law. Proposition 26 mandates a two-thirds approval by registered voters before a public agency may impose any "regulatory fee." Based on the plain language of the new law, NBS believes the regulatory fees covered by Prop 26 are intended to cover regulatory actions of broad public benefit. For example: a "fee" on a can of paint to pay for air quality mitigation; a "fee" on a bottle of wine to pay for substance abuse programs; or a "fee" on sugary beverages to pay for public health programs. Notice in all of these examples, the "fee" is levied on every user, regardless of whether that user individually mitigated their effect on the environment or avoided burdening the public health system. We believe it is these types of "fees" that Prop 26 has labeled instead as "taxes," which are subject to the pre-existing approval threshold for taxes of two-thirds of the electorate.

There are seven exemptions provided in the Proposition's definition of taxes. This Cost of Service Study for San Diego's Park and Recreation Department focuses on fees for efforts expended by the City to fulfill the specific requests for services of an individual or entity. Under the guidance of Proposition 26, fees included in this Study fall under one of the first four exceptions of the Proposition:

1. **Exceptions with Cost of Service Limitations** - Including Section 1 (e)(1) Exception for Fees for Benefits and Privileges Conferred, (e)(2) Exception for Fees for Services and Products Provided, and (e)(3) Exception for Permitting and Inspection Fees. The exceptions require that fee amounts be limited to the estimated costs to the local government of conferring the benefit or privilege, and/or providing the service.
2. **Exception for Use of Government Property** - Section 1 (e)(4), Exception for Fees for Use of Government Property includes fees imposed for services such as admission to parks, as well as rental of government property such as recreational equipment, fields and meeting rooms. The language of this exception does not include the "reasonable costs" limitation mentioned above.

In NBS' opinion, the types of fees included in this Study are not subject to Proposition 26, which means existing law and approval thresholds apply. The City Council may approve the fees based on a majority vote of the body alone. For user fee services covered in item 1 above, the fee may not exceed the "cost of providing the service"; fee services covered in item 2 are considered market sensitive and are not necessarily governed by the reasonable cost requirement. Throughout the body of this report, NBS discusses which Proposition 26 Exception applies to each Departmental fee studied, and then documents the approach taken to establishing either the estimated cost of providing service, or market comparison information.

Many legal opinions and interpretive guides have been published to date on Proposition 26 by prominent local government professionals and professional organizations, namely the League of California Cities. NBS relies on the League's "*Proposition 26 Implementation Guide*", April 2011, for further interpretation of current issues and applications of the Proposition.

NBS' professional opinion on Proposition 26 is provided for informational purposes, and as background to support this Study's results. NBS does not intend their interpretation of the law as a definitive legal opinion, and recommends each agency consult with their legal counsel for additional support in this area. Fortunately, the City of San Diego's Attorney's Office published a Memorandum of Law regarding the Proposition on March 4th, 2011. We believe our professional opinion to be in agreement with the Attorney's Memorandum.

1.3 Methods of Analysis

There were two primary analytical approaches applied throughout this Study. A Cost of Service Study was performed for all fees for services and products provided, while fees for the use of government property were primarily analyzed via a market comparison.

1.3.1 Cost of Service Study

A Cost of Service Study is a quantitative effort that compiles the full cost of providing governmental services and activities. In general, NBS' methodology identifies the full cost of service eligible for recovery from fees and translates those costs into a fee structure for various Recreation programs and/or services. Determination of the full cost of service is an analytical exercise combining City expenditure and organizational information with time-tracking data, time estimates, industry standards, and participation or quantity of customer information. Efforts completed for the City of San Diego's Park and Recreation Department's Study are summarized as follows:

1.3.1.1 Organizational and Annual Service Time Analysis

Due to the unique nature of Park and Recreation services, the study performed by NBS first analyzed the cost of providing services at the "program" level, rather than the individual fee level. Because all services under review in the Cost of Service Study require specific actions on the part of City staff to provide the service or conduct the activity, understanding labor efforts attributable to various programs provides the foundation upon which cost calculations are subsequently determined.

To best understand City staff efforts involved in providing various programs and services, NBS first quantified the number of City staff hours available to perform those services. The number of hours was derived from a complete listing of all personnel employed by the Department. Each Department employee was assigned a full-time equivalent factor. For example, an employee working full-time would have a factor of 1.0; an employee working exactly half-time would have a factor of 0.5. A full-time employee is paid for roughly 2,080 hours per year of regular time. Using this as an initial benchmark of labor time, each employee's full-time equivalent factor was applied to this amount of hours to generate the total number of regular paid hours available.

Next, each employee's annual paid leave hours were approximated. Paid leave included holidays, vacation, sick leave, and any other regular leave indicated in personnel data. Once quantified for the entire Department, annual paid leave hours were removed from the total number of regular paid hours to generate the total number of available labor hours in each division/program. These available hours represent the amount of productive time during which services and activities can be performed.

NBS required the development of annualized staff time estimates across all programs provided by the Department. In general, the City does not systematically track activity service time at a level of detail that could be used to provide estimated time required to perform an individual request for service. Consequently, interviews and questionnaires were used to develop the necessary data sets describing estimated labor time at the program level. In most cases, divisions were asked to estimate the average amount of time per year it takes to staff various programs and services. Every attempt was made to ensure that each division having a direct role in the provision of each service or activity provided a time estimate.

It should be noted that the development of these time estimates was not a one-step process: estimates received were carefully reviewed by both consultant and Department management to assess the reasonableness of such estimates. Based on this review, estimates were reconsidered until all parties were comfortable that they reasonably reflected average annual workload for the Department.

1.3.1.2 Time Valuation

Once finalized, the staff time estimates were utilized as an allocation basis for various types of Departmental costs. A Time Valuation exercise identified the total estimated and reasonable costs of providing each program. There were two primary types of costs considered: direct and indirect costs.

- **Direct costs** are those that specifically relate to the activity in question, including the real-time provision of the service.
- **Indirect costs** are those that support the provision of services but cannot be directly or easily assigned to the activity in question.

An example of a direct cost is the salary and benefit expense associated with an individual performing a service. In the same example, an indirect cost would include the expenses incurred to provide an office and equipment for that individual to perform his or her duties, including (but not exclusive to) the provision of the service in question.

Direct and indirect costs are further broken down into components of the full cost of service, described as follows:

- **Labor costs** – These are the salary/wage and benefits expenses for City personnel specifically involved in the provision of services and activities to the public.
- **Indirect labor costs** – These are the salary/wage and benefits expenses for City personnel supporting the provision of services and activities. This can include line supervision and departmental management, administrative support within a department, and staff involved in technical activities related to the direct services provided to the public.
- **Specific direct non-labor costs** – These are discrete expenses incurred by the City due to a specific service or activity performed, such as contractor costs, third-party charges, and very specific materials used in the service or activity. (In most fee types, this component is not used, as it is very difficult to directly assign most non-labor costs at the activity level.)
- **Allocated indirect non-labor costs** – These are expenses other than labor for the departments involved in the provision of services. In most cases, these costs are allocated across all services provided by a department, rather than directly assigned to an individual program or fee category.

- **Allocated indirect organization-wide overhead** – These are expenses, both labor and non-labor, related to the City’s support services. Support services typically include services provided by departments such as the City Manager, City Clerk, City Attorney, Human Resources, Finance, Information Technology departments, as well as cost burdens for building and equipment use and maintenance. These support services departments provide functions to the direct providers of public service, such as the Park and Recreation Department. The amount of costs attributable to each division or function included in this Study were developed through a separate Cost Allocation Plan, which is maintained annually by the City’s Finance Department.

All cost components in this Time Valuation analysis were expressed using annual (or annualized) figures, representing a twelve-month cycle of expenses incurred by the Department in the provision of services and activities.

The productive labor hours per program were then divided into the annual full costs of service to derive a composite fully burdened labor rate for each program category, cited often as the “Total Activity Cost per Hour” in tables throughout the body of this report. This schedule of blended activity rates was used in this Cost of Service Study to then quantify costs at an individual fee level.

1.3.1.3 Cost of Service Analysis and Fee Establishment

Similar to many recreation services departments around the State, the City’s Park and Recreation Department had varying degrees of data for each program area that could assist in establishing the cost of providing services on a “unit” rather than “annual” basis. The City does not currently have the systems in place to impose fees for every service or activity based on the actual amount of time it takes to serve each individual. Moreover, such an approach is almost universally infeasible without significant – if not unreasonable – investments in costly technology. Much of the Department’s fee schedule is composed of flat fees, which by definition, are linked to an average cost of service; thus, use of this average cost method was the predominant approach in proceeding toward a schedule of revised fees.

Some of the Department’s programs, such as certain sports leagues, aquatics programs, and classes are tracked by number of participants each year. In these cases, the average full cost of service at the individual fee level was established by dividing the total annual program cost by the number of participants each year. Other recreation programs and/or basic permitting and regulating activities of the Department, are tracked by the number of instances occurring each year. For many of these fee items, once blended rates were developed for each program, they could be applied to a time estimate at the individual fee level to estimate an average full cost of providing each service or activity.

It should be noted that while an attempt was made to identify the full costs of maintaining facilities and administering facility use or rental requests for which a fee is charged, any costs of service expressed for these items do not include a variety of factors. They do not include the value (historical or market) of the land or building improvements. The costs of service identified also do not attempt to layer the complete annual cost of maintenance solely on the fee payers for various programs and/or renters of parks and facilities. The potential cost components have been excluded from this fee analysis under the premise that the City would acquire facilities and perform baseline maintenance for the benefit of the public at large and does not maintain these facilities for the sole purpose of renting them for profit. If this tenet was to change and if the City was interested in operating these facilities and open spaces on a profit-loss basis, this methodology should be revisited.

Calculating the costs of service at the individual fee level also included a range of fee structure design and revision activities, as described below:

- **Addition to and deletion of fees** – The study process provided the opportunity to propose additions and deletions to the Master Fee Schedule, as well as rename, reorganize, and clarify fees imposed. Many such revisions were performed to better conform fees to current practices, as

well as improve the calculation of fees owed by an individual, the application of said fees, and the collection of revenues. In other words, as staff is more knowledgeable and comfortable working with the fee schedule, the accuracy achieved in both imposing fees on users and collecting revenues for the City is greater. Beyond this, some additions to the fee schedule were simply identification of existing services or activities performed by Department staff for which no fee was imposed.

- **Revision to the structure of fees** – In most cases, the current structure of fees was sustained; the level of the fee was simply recalibrated to match the costs of service. In several cases, however, the manner in which a fee is imposed on a user was changed. In the majority of cases in which this was done, the primary objective was to simplify the fee structure.

The outcomes of this Study are presented in the body of this Report. At the time actual fee amounts are proposed for adoption, the Department's staff report will include a Master Fee Schedule document, which incorporates recommendations contained within this report as well as the review and input provided by Department staff.

1.3.1.4 Cost Recovery Evaluation and Recommended Fee Amounts

The outcomes of the Cost of Service Analysis described in the previous section establishes the estimated and reasonable maximum cost amount at which NBS supports implementing a fee for service. Current levels of cost recovery from existing fee revenues were stated simply by comparing the existing fee for each service or activity – if a fee was imposed – to the average full cost of service quantified through this analysis. Cost recovery was expressed as a percentage of the full cost. A cost recovery rate of 0% means no costs are recovered from fee revenues. A rate of 100% means that the full cost of service is recovered by the fee. A rate between 0% and 100% indicated partial recovery of the full cost of service through fees. A rate greater than 100% means that the fee exceeded the full cost of service.

User fees and regulatory fees examined in this Cost of Service Study should not exceed the full cost of providing the service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could require the consensus of the voters.²

Determining the targeted level of cost recovery from a new or increased fee is not an analytical exercise. Instead, targets reflect agency-specific judgments linked to a variety of factors, such as existing City policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others.

A general means of selecting an appropriate cost recovery target is to consider the public and private benefits of the service or activity in question. To what degree does the public at large benefit from the service? To what degree does the individual or entity requesting, requiring, or causing the service benefit? When a service or activity completely benefits the public at large, it can be argued reasonably that there should be no cost recovery from fees (i.e., 0% cost recovery): that a truly public-benefit service is best funded by the general resources of the City, such as General Fund revenues (e.g., taxes). Conversely, when a service or activity completely benefits an individual or entity, it can be argued reasonably that 100% of the cost should be recovered from fees collected from the individual or entity.

Under this approach, it is often found that many governmental services and activities fall somewhere between these two extremes, which is to say that most activities have a mixed benefit. In the majority of those cases, the initial cost recovery level targeted may attempt to reflect that mixed public and private benefit. For example, an activity that seems to have a 40% private benefit and a 60% public benefit would yield a cost recovery target from fees of 40%.

² The Cost of Service Study's methodology has yielded data regarding the estimated reasonable cost of providing services at the fee level. NBS has made conclusions in this report based on the data. It should be noted that conclusions made in this report are not legal advice. Recommendations are based on NBS' professional experience, not a full legal analysis.

In some cases, a strict public-versus-private benefit judgment may not be sufficient to finalize a cost recovery target. Any of the following other factors and considerations may influence exclusively or supplement the public/private benefit of a service or activity:

- If optimizing revenue potential is an overriding goal, is it feasible to recover the full cost of service?
- Will increasing fees result in non-compliance or public safety problems?
- Are there desired behaviors or modifications to behaviors of the service population that could be helped or hindered through the degree of pricing for the activities?
- Could fee increases adversely affect City goals, priorities, or values?

For specific subsets of fees, even more specific questions may influence ultimate cost recovery targets:

- Does current demand for services support a fee increase without adverse impact to the citizenry served or current revenue levels? (In other words, would fee increases have the unintended consequence of driving away the population served?)
- Is there a good policy basis for differentiating between type of users (e.g., residents and non-residents, non-profit entities and business entities)?³
- Are there broader City objectives that inform a less than full cost recovery target from fees, such as economic development goals and local social values?

Because this element of the Study is subjective, the consultant in charge of the analytical outcomes of this Study has provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population – the Park and Recreation Department – have considered appropriate cost recovery levels at or below that full cost. At the time actual fee amounts are proposed for adoption, the Department's staff report will include a Master Fee Schedule document, which incorporates recommendations contained within this report as well as the review and input provided by Department staff.

1.3.2 Comparative Fee Survey

Often policy makers request a comparison of their jurisdiction's fees to surrounding communities or similar scopes of operations. The purpose of a comparison is to provide a sense of the local market options and market pricing for services, and to use that information to gauge the impact of recommendations for fee adjustments proposed by the consultant's report and staff recommendations.

Specific to recreation fees for service, there are several additional important reasons for inclusion of a comparative fee survey as part of this Cost of Service Study:

1. Demonstrate that participation in the government's program is meaningfully voluntary.
2. Support determination that charges for recreational, cultural and educational programs are not subject to Proposition 26.
3. Provide a basic market comparison of facility use and rental rates to assist the government in determining appropriate pricing, and to demonstrate market availability of options for government amenities.

³ NBS agrees with the current League of California Cities opinion that it is not the intent of the Proposition to limit an agency from charging discounted fees or no fees at all to a specific user group. Rather, if a subsidy is provided to a specific user group, the cost of the subsidy provided should come an alternate revenue source from the body of fee payers that are charged a higher fee amount.

The Department chose eighteen comparative organizations: Chula Vista, Coronado, El Cajon, Escondido, La Mesa, Poway, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego County, Los Angeles County, San Diego YMCA, Coggan Family Swim Center in La Jolla, and the Joan Kroc Center.

In addition to NBS' Study of comparable jurisdictions, we also recommend that a local government separately document the market options available to consumers.

It should be noted that comparative surveys do not provide information about the cost recovery policies or procedures inherent in each comparison agency. For user fees, a "market based" decision to price services below this Cost of Service Study's results is the same as making a decision to subsidize that service. Comparative agencies may or may not base their fee amounts on the estimated and reasonable cost of providing services. Additionally, names of fees and fee structures vary across comparative agencies; making equivalent comparison of certain fee items difficult or non-conclusive.

1.4 Data Sources

The following City-published data sources were used to support the cost of service analysis and fee establishment phases of this Study:

- The City of San Diego's Adopted Budget for Fiscal Year Fiscal Year 2013-14.
- A complete listing of all Department personnel, salary/wage rates, regular hours, paid benefits, and paid leave amounts.
- Various correspondences with the Department staff supporting the adopted budgets and current fees, including budget notes and expenditure detail not shown in the published document.
- Prevailing Master Fee Schedule for the Department.
- Annual volumetric (workload) data from the prior fiscal year provided by the Department.

The City's adopted budget is the most significant source of information affecting cost of service results. It should be noted that consultants did not conduct separate efforts to audit or validate the City's financial management and budget practices, nor was cost information adjusted to reflect different levels of service or any specific, targeted performance benchmarks. This Study has accepted the City's budget as a legislatively adopted directive describing the most appropriate and reasonable level of City spending. Consultants accept the City Council's deliberative process and ultimate acceptance of the budget plan and further assert that through that legislative process, the City has yielded a reasonable expenditure plan, valid for use in setting cost-based fees.

Beyond data published by the City, original data sets were also developed to support the work of this Study: primarily, estimated staff time at various levels of detail. To develop these data sets, consultants prepared questionnaires and conducted meetings and interviews with individual divisions. In the fee establishment phase of the analysis, divisional staff provided estimates of average time spent providing a service or activity corresponding with an existing or new fee. Consultants and departmental management reviewed and questioned responses to ensure the best possible set of estimates.

SECTION 2 – ATHLETIC PROGRAMS AND FACILITIES

The Department offers a wide variety of athletic programs serving the San Diego area's youth and adults. This Study specifically studied the cost of providing the following services:

- **Youth and Adult League Season Reservations:** The Department facilitates various types of seasonal outdoor and indoor sports league play. Each team undergoes a seasonal application process whereby Department staff interact with various team representatives to coordinate the athletic season and schedule the use of fields for practice and games held during the various seasons.
- **Aquatics Programs:** The Department operates multiple pool facilities for the public's use. In addition to general admission and use of facilities, the Department also offers swimming lessons, specialized swim instruction, water fitness classes, youth water polo activities, and American Red Cross courses.
- **Athletic Program Facilities:** Sports leagues utilize City-owned facilities and joint use agreement sites for seasonal play. The City currently charges a field and/or court use fee to assist in recovery of costs associated with operating and maintaining these facilities. Additionally, the City charges admission fees to various pools for recreational swim, as well as fees for rental of pool facilities and skate parks.

The expenses of operating the City's athletic programs and facilities are primarily funded by resources from the City's General Fund. However, fees collected for the various programs and specific uses of public spaces represent an additional source of funding to help cover costs and sustain – if not improve – the level of service provided by the City.

2.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations

The Department charges several user fees specific to the City's athletic programs, including fees for Youth and Adult League Season Reservations, and Aquatics Programs. The purpose of these fees are to recover the costs for a service or product provided by the City to the public. As such, these fees fall under Proposition 26's exceptions with cost of service limitations (see report Section 1.2 for further discussion). These fees may not exceed the estimated and reasonable cost of providing the service for which the fee is charged.

The Park and Recreation Department had sufficient expenditure, revenue, and participation tracking data that assisted NBS in analyzing costs at a more granular level than shown in other sections of this Report. The following Cost of Service Analysis for athletic programs is presented in two sections: Youth and Adult League User Fees, and Aquatics Program User Fees.

2.1.1 Youth and Adult League Season Reservation User Fees

League season reservation fees are charged per youth or adult athletic team, for both indoor and outdoor sports. Reservation services are primarily provided by staff assigned to the Community Parks I and II Divisions. NBS gathered data regarding the amount of staff time per year spent on adult and youth league reservation activities, and used that information as a primary driver in determining the total City-wide costs of providing these services. For more discussion on the types of costs considered in the analysis, consult Section 1.3.1.

NBS then evaluated the annual cost recovery level for these fees by matching the estimated current annual revenues collected, to the total annual program costs established through this Study. Derivation of annual current fee revenues relied first upon the City's financial reports from the most recent year. Where the level

of detail by program or activity was not available in these reports, NBS projected revenue by multiplying the City's current fee amount by the estimated number of individual fees charged.

The table below summarizes results of the cost recovery analysis for youth and adult league reservation services:

Table 2

Program / Service	Total Annual Cost of Providing Services	Annual Staff Hours	Blended Total Activity Cost per Hour	Current Fees - Annual Revenue	Existing Cost Recovery %
Youth Leagues	\$ 719,561	11,125	\$ 65	\$ 60,940	8%
Adult Leagues	\$ 442,756	6,321	\$ 70	\$ 437,922	99%
Total League Reservation Services	\$ 1,162,316	17,446		\$ 498,862	43%

The "Total Annual Cost of Providing Services" includes all direct and indirect costs that could be reasonably identified to these services. It should be noted that costs associated with field, court, and facility maintenance were specifically excluded from these results, to ensure no double counting of costs between the establishment of a season reservation fee, versus a field or court facility use fee. As shown, the City currently recovers approximately 43% of the total cost of providing seasonal league reservation services. Youth league reservation fees recover 8% of their total cost, on average; adult league reservations, 99%. While it is a typical outcome of a recreational fee analysis for youth leagues to show a greater subsidy than adult leagues, it should also be noted that the current fee revenue shown for adult leagues is co-mingled with corresponding field and/or facility use charges; for youth leagues, these revenues are segregated.

Next, NBS determined the estimated cost of providing services on a "per unit of service" basis. The following table displays the results of that analysis for youth league services:

Table 3

Fee / Activity Name	Unit of Charge	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
1 Youth - League Season Reservation Fee	Per Team, per Season	3,047	1.5	\$ 99	\$ 20	20%
2 Youth - Tournaments or Special Use Reservation Fee	Per Request	6,459	1.0	\$ 65	no current fee	0%
Total		9,506				8%

The City currently charges \$20 per team, per season, for non-profit youth league season reservations. The purpose of this fee is to recover for the cost of coordinating and facilitating league play in the 26 week season. The same fee applies per team, regardless of whether the sports season occurs on an athletic field, outdoor court, or indoor gymnasium or auditorium facility. The City also waives this fee for preferential users with special agreements (joint use sites), as well as Department-run programs. As shown, the total

cost of providing this service to each team, on average, is \$99. The City's current fee for this service recovers approximately 20% of its total cost.

The second fee item in the table above reflects the effort required to respond to specific athletic facility reservation requests for games, practices, clinics, sports classes and camps, commercial activities, for-profit leagues, and tournaments. The Department receives more than 6,000 requests for this service, on average, per year. While Department staff spend an estimated one-hour per request, the City does not currently charge a fee for processing these requests, and thus does not recover the costs of providing these services in the form of a user fee.

The following table displays the cost of providing services on a "per unit of service" basis for adult league services:

Table 4

Fee / Activity Name		Unit of Charge	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
1	Adult - League Season Team Reservation Fee	Per Team, per Season	3298	1.4	\$ 97	\$ 133	137%
2	Adult Play - Tournaments or Special Use Reservation Fee	Per Request	1752	1.0	\$ 70	no current fee	0%
Total			5,050				99%

User fees for adult league season reservation are structured differently than youth league fees. The following are notable points regarding the current structure and charges for Item 1 in the table above:

- The City charges lower fee amounts per team, per season for adult leagues which are under the direction of Department staff, Recreation Council, or independent contractor, and higher fee amounts for private or for-profit teams. Because the estimated level of effort, regardless of the City's pricing policies, is the same for each user group, for analysis purposes the average current fee amount in the table above reflects a combination of these differential fee amounts across all users.
- Current fees for processing each adult league season reservation request and fees charged for facility use are combined into a single fee. NBS recommends separating the league season reservation fee from the facility use fee. For purposes of analysis, the current fee amount shown in the table above remains as currently charged; it was not possible to separate the current fee into a reservation processing versus facility use fee component.
- Non-resident teams pay twice the resident rate, and discounts are also provided for seniors and/or persons with disabilities.
- The length of the season for adult play is between 14-16 weeks. The same fee applies per team, regardless of whether the sports season occurs on an athletic field, outdoor court, or indoor gymnasium or auditorium facility.

As shown, the total cost of providing league coordination services to each team, on average, is \$97. The City's current fee for this service recovers approximately 137% of its cost; however, given the reservation services and facility use fees for adult play are currently combined, this result does not necessarily indicate a true "overcharge" for services.

The second fee item in the table above reflects the effort required to respond to specific athletic facility reservation requests for games, practices, and tournaments. The Department receives more than 1,700 requests for this service, on average, per year. While Department staff spend an estimated one-hour per request, the City does not currently charge a fee for processing these requests. The City does, however, charge a fee for athletic facility use, discussed further in subsequent sections below.

2.1.2 Aquatics Program User Fees

The City's aquatics program charges various user fees for swimming lessons, specialized swim instruction, water fitness classes, youth water polo activities, and American Red Cross courses. As the purpose of these fees is to recover for various services or products provided to the public, the amount that can be charged is limited to the "estimated and reasonable cost" of providing services.

Aquatics programs are primarily provided by staff assigned to the Community Parks II Division, with pool maintenance activities provided by the Developed Regional Parks Division. NBS gathered data regarding the amount of staff time per year spent on aquatics related activities, and used that information as a primary driver in determining the total City-wide costs of providing these services. For more discussion on the types of costs considered in the analysis, consult Section 1.3.1 of this Report.

NBS evaluated the annual cost recovery level for these fees by matching current annual revenues collected, to the total annual program costs established through this Study. Derivation of annual current fee revenues relied first upon the City's financial reports from the most recent year; where the level of detail by program or activity was not available in these reports, NBS projected revenue with the City's current fee amount multiplied by the number of individual fees charged.

The table below summarizes results of the cost recovery analysis for aquatics programs:

Table 5

Program / Service	Total Annual Cost of Providing Services	Annual Staff Hours	Blended Total Activity Cost per Hour	Current Fees - Annual Revenue	Existing Cost Recovery %
Swim Lessons - Large Groups	\$ 1,223,880	17,951	\$ 68	\$ 312,512	26%
Swim Lessons - Small Groups	\$ 233,845	3,500	\$ 67	\$ 102,647	44%
Swim Lessons - Semi Private	\$ 1,776	32	\$ 56	\$ 1,087	61%
Swim Lessons - Private	\$ 209,638	3,430	\$ 61	\$ 106,790	51%
Water Fitness	\$ 585,806	8,907	\$ 66	\$ 61,646	11%
Youth Swim and Water Polo	\$ 1,034,423	15,765	\$ 66	\$ 254,372	25%
American Red Cross	\$ 50,292	364	\$ 138	\$ 19,540	39%
Total Aquatics Programs	\$ 3,339,661	49,949		\$ 858,593	26%

The City currently recovers approximately 26% of the total cost of providing aquatics programs for which a user fee is charged.

The following table displays the results of the Cost of Service Analysis for aquatics programs on a “per unit of service” basis for swimming lessons, specialized swim instruction, water fitness classes, youth water polo activities, and American Red Cross courses.

Table 6

Fee / Activity Name		Unit of Charge	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
1 Swimming Lessons							
	Large Group (6+ participants)	Per session / Per participant	7,675	2.3	\$ 159	\$ 54.00	34%
	Small Group (3-5 participants)	Per session / Per participant	1365	2.6	\$ 171	\$ 81.00	47%
	Semi-Private (2 participants)	Per session / Per participant	7	4.4	\$ 247	\$ 151.00	61%
	Private (1 participant)	Per session / Per participant	590	5.8	\$ 355	\$ 181.00	51%
2 Water Fitness Classes							
		Per 1 hour class / per participant	17,613	0.51	\$ 33	\$ 3.50	11%
3 Youth Swim and Youth Water Polo Teams							
		Per hour / Per participant	60,329	0.26	\$ 17	\$ 4.50	26%
4 American Red Cross Courses							
	Lifeguard Training	Per class / Per participant	52	2.8	\$ 393	\$ 169	43%
	Water Safety Instructor		42	3.5	\$ 487	\$ 180	37%
	Emergency Medical Response		8	4.2	\$ 586	\$ 258	44%
	First Aid for Public Safety Personnel (Title 22)		8	2.1	\$ 293	\$ 75	26%
	CPR for the Professional		8	2.1	\$ 293	\$ 66	23%
5 Other Specialized Instruction							
		Per event / Per participant	n/a	varies	n/a	Actual Cost	n/a
Total			87,698				26%

Most aquatics programs fees for service recover between approximately 10% and 50% of the total costs of providing services; all program fees as a whole recover approximately 26%. This is a typical outcome for aquatics programs in recreation departments across the State.

2.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property

Field and court use fees are currently charged separately from the league season reservation fee for youth leagues, as are lighting charges for both youth and adult leagues. Additionally, general admission fees to the pool are charged for participation in open or recreational swim times. The City also charges fees for swim facility general admission, private pool rentals and skate park rentals. The purpose of these fees falls under Proposition 26's "Exception for Fees for Use of Government Property" (see report Section 1.2 for further discussion), and are therefore not subject to the same reasonable cost of providing services limitation required for user fees. However, NBS was able to determine the estimated total annual costs of operating and maintaining several athletic facilities:

Table 7

Facility Type	Total Annual Cost of Providing Services	Current Fees - Annual Revenue	Existing Cost Recovery %
Athletic Fields Maintenance - CPI/CPII	\$ 4,467,987		
Citywide Irrigation	\$ 83,746		
Citywide Mowing	\$ 272,577		
Citywide Pest Maintenance	\$ 53,787		
Citywide Aerification / Renovation	\$ 122,687		
Subtotal Athletic Fields	\$ 5,000,784	n/a	n/a
Outdoor Courts Maintenance	\$ 1,360,326	n/a	n/a
Athletic Gym Maintenance	\$ 1,885,867	n/a	n/a
Skate Park Operations	\$ 187,713	n/a	n/a
Pool Facilities - General Admission	\$ 2,180,133	\$ 189,210	9%
Pool Rental Services	\$ 612,682	\$ 240,000	39%
Total Athletic Facilities	\$ 11,227,506		

The estimated total cost to the City of maintaining athletic facilities is approximately \$11.2 million per year. With the exception of swimming facility admission and private pool rentals, revenue receipts information for facility use charges were not available at a granular enough level to perform further cost recovery level analysis by facility. Setting individual fee amounts for these services will rely primarily on the Comparative Fee Survey's results, discussed in a subsequent section of this Report.

NBS was also able to estimate the total cost "per swim" for swimming facility admission:

Table 8

Fee / Activity Name		Unit of Charge	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
1	Swimming Facility Admission (swim pass)	Per Swim	66,487	0.5	\$ 33	\$ 2.85	9%
		Total	66,487				9%

The City's current fee structure for swimming facility admission includes a multi-tiered pricing structure that charges lower fees per swim for children and seniors than adults, as well as discounted swim passes for 10 and 30 swim packages. The Average Current Fee Amount per swim shown in the table above is indicative of the average amount collected across all categories of pool customers, and the Estimated Cost per Activity is indicative of the average amount of City cost incurred to provide pool services to each customer. On average, the City recovers 9% of the cost of a single swim for each pool customer.

2.3 Comparative Fee Survey

The detailed results of the comparative fee survey performed by NBS for athletic programs and facilities fees is available as an attachment to this report. The table beginning on the following page summarizes the results of the comparison for each service studied:

Table 9

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
USER FEE SERVICES – ATHLETIC FIELD LEAGUES	
<p>Youth League Season Reservation Fee</p> <ul style="list-style-type: none"> • \$20 Non-Profit, per team, per season • No fee for Department-staffed programs or preferential user agreements 	<p>Agencies that charge for this service: Cities of Escondido, Poway, Fresno, Phoenix, San Francisco</p> <ul style="list-style-type: none"> • Most fees are structured <i>per player, per season</i>. This results in a much higher fee per team than San Diego • Lowest fee: \$3 application • Highest fee: \$85 per player, per season <p>Agencies that do not charge for this service: Cities of Coronado, Long Beach, Los Angeles, and San Jose, and Los Angeles County</p> <p>No information available: Cities of Chula Vista, El Cajon, La Mesa, Sacramento; and San Diego County</p>
<p>Adult League Season Reservation Fee</p> <ul style="list-style-type: none"> • P/R, Rec Council Leagues (resident): \$121 Per team, per season unlighted fields / \$153 lighted • All other leagues: \$132 Per team, per season unlighted fields / \$164 lighted 	<p>Agencies that charge for this service: Cities of Chula Vista, El Cajon, Escondido, La Mesa, Fresno, Long Beach, Los Angeles, Phoenix, San Jose. Most fees are structured per team, per season</p> <ul style="list-style-type: none"> • Lowest fee: \$60 • Highest fee: \$3,800 • Most fees are between \$300 - \$700 <p>Agencies that do not charge for this service: None</p> <p>No information available: Cities of Poway and San Francisco; and Counties of Los Angeles and San Diego</p>
<p>Youth / Adult Tournament or Special Use Reservation Fee</p>	<p>NBS did not find a comparable fee category/structure for this service in other agencies.</p>

Table 10

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
USER FEE SERVICES – GYMNASIUM / AUDITORIUM	
<p>Youth League Season Reservation Fee</p> <ul style="list-style-type: none"> • \$20 Non-Profit, per team, per season • No fee for Department-staffed programs or preferential user agreements 	<p>Agencies that charge for this service: Cities of Chula Vista, El Cajon, Escondido, Poway, Fresno, Phoenix, San Francisco, San Jose, and San Diego County</p> <ul style="list-style-type: none"> • Most fees are structured <i>per player, per season</i>. This results in a much higher fee per team than San Diego • Lowest fee: \$3 per application, per team • Highest fee: \$95 per player, resident; \$119 per player, non-resident <p>Agencies that do not charge for this service: Cities of Coronado, Long Beach, Los Angeles, and Los Angeles County</p> <p>No information available: Cities of La Mesa, and Sacramento</p>
<p>Adult League Season Reservation Fee</p> <ul style="list-style-type: none"> • P/R, Rec Council Leagues (resident): \$98 Per team, per season • All other leagues: \$110 Per team, per season • Non-resident teams pay 2x 	<p>Agencies that charge for this service: Cities of Chula Vista, El Cajon, Poway, Fresno, Long Beach, Los Angeles, Phoenix, and San Jose, and San Diego County. Most fees are structured per team, per season</p> <ul style="list-style-type: none"> • Lowest fee: \$160 • Highest fee: \$700 • Most fees are between \$200 - \$400 <p>Agencies that do not charge for this service: None</p> <p>No information available: Cities of Escondido, La Mesa, Sacramento, and San Francisco. Los Angeles County.</p>
<p>Youth / Adult Tournament or Special Use Reservation Fee</p>	<p>NBS did not find a comparable fee category/structure for this service in other agencies.</p>
<ul style="list-style-type: none"> • Non Hours of Operation \$23.50 per hour 	<p>Cities of Poway and Long Beach charge between \$25 and \$63 per hour for this service. All other comparative agencies either do not charge, or have no comparative information available.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Youth Court Use Fee – League Season Play</p> <ul style="list-style-type: none"> • \$25 per court, per season 	<p>Agencies that charge for this service: Cities of Chula Vista, Coronado, El Cajon, Fresno, and San Francisco.</p> <p>League Play: fee structures vary significantly from San Diego:</p> <ul style="list-style-type: none"> • \$11-\$40 per team, per season • \$25 - \$200 per reservation • \$21 - \$100 per hour <p>Agencies that do not charge for this service: City of Poway and Long Beach</p> <p>No information available: Cities of Escondido, La Mesa, Los Angeles, and Sacramento. Counties of Los Angeles and San Diego.</p>
<p>Youth Court Use Fee – Tournament / Special Use Request</p> <ul style="list-style-type: none"> • \$18.25 per hour 	<p>Agencies that charge for this service: Cities of La Mesa, Fresno, Long Beach, Phoenix.</p> <p>League Play: fee structures vary significantly from San Diego:</p> <ul style="list-style-type: none"> • \$42 - \$300 per team, depending on type of sport • \$5 - \$10 per participant • \$480-\$2100 per day, standard; \$1020 - \$9450, Commercial <p>Agencies that do not charge for this service: None</p> <p>No information available: Cities of Chula Vista, Coronado, El Cajon, Escondido, Poway, Los Angeles, Sacramento, San Francisco, San Jose. Counties of Los Angeles and San Diego.</p>
<p>Adult Court Use Fee – League Season Play</p> <ul style="list-style-type: none"> • Currently included in seasonal league/team fee above • Tournament / Special Use: field rental (hourly) (resident) - \$39.75 lighted per court, per hour for athletic use; \$9.50 for non-athletic use. Non-residents pay 2x resident rate 	<p>Agencies that charge for this service: Cities of Coronado, El Cajon:</p> <ul style="list-style-type: none"> • \$25 - \$200 per application • \$21 per hour <p>Agencies that do not charge for this service: None.</p> <p>No information available: Cities of Chula Vista, Escondido, La Mesa, Poway, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose . Counties of Los Angeles and San Diego.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Adult Court Use Fee – Tournament / Special Use Request</p> <ul style="list-style-type: none"> Adult Play (resident) - Hourly \$9.50 - \$23.75 per court/hour, depending on type of court use. Non-residents pay 2x resident rate. 	<p>Agencies that charge for this service: Cities of La Mesa, Fresno, Long Beach, Phoenix.</p> <p>League Play: fee structures vary significantly from San Diego:</p> <ul style="list-style-type: none"> \$42 - \$300 per team, depending on type of sport \$5 - \$10 per participant \$480-\$2100 per day, standard; \$1020 - \$9450, Commercial <p>Agencies that do not charge for this service: None</p> <p>No information available: Cities of Chula Vista, Coronado, El Cajon, Escondido, Poway Los Angeles, Sacramento, San Francisco, San Jose. Counties of Los Angeles and San Diego.</p>
USER FEE SERVICES – OUTDOOR COURTS	
<p>Youth League Season Reservation Fee</p> <ul style="list-style-type: none"> \$10 Non-Profit, per team, per season No fee for Department-staffed programs or preferential user agreements 	<p>Agencies that do not charge for this service: Cities of Coronado, Long Beach, and Los Angeles, and the County of Los Angeles.</p> <p>City of Poway does not charge for PYSA leagues, but does have a \$3 application fee.</p> <p>All other agencies had no information available on this service.</p>
<p>Adult League Season Reservation Fee</p> <ul style="list-style-type: none"> No leagues, no current fee 	<p>All comparative agencies either do not charge, or had no information available on this service.</p>
<p>Youth / Adult Tournament or Special Use Reservation Fee</p>	<p>NBS did not find a comparable fee category/structure for this service in other agencies.</p>
USER FEE SERVICES - AQUATICS	
<p>Swimming Lessons: Large Group (6+ participants, 5 hours of lesson time)</p> <ul style="list-style-type: none"> \$54 per session/per person – Resident. Non-residents pay 2x 	<p>All agencies in the comparison charge for these services. Comparison was not available for Los Angeles County or San Diego County.</p> <p>Public Agencies: \$15 - \$85 per session. Length of session varies.</p> <p>Private / Non-profit options: \$39 - \$139 per session</p> <p>All other agencies had no information available on this service.</p>
<p>Swimming Lessons: Small Group (3-5 participants, 5 hours of lesson time)</p> <ul style="list-style-type: none"> \$81 per session/per person – Resident. Non-residents pay 2x 	<p>No public agency comparison was available.</p> <p>Private / Non-profit options: \$56 - \$139 per session</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Swimming Lessons: Semi-private (2 participants, 2.5 hours of lesson time)</p> <ul style="list-style-type: none"> • \$151 per session/per person – Resident. • Non-residents pay 2x 	<p>Public agencies that charge for this service: Cities of El Cajon, Los Angeles, and San Jose. \$53 to \$70 for approximately 2.5 hours of lesson time.</p> <p>Private / Non-profit options: \$40 - 100 approximate for 2 hours of lesson time.</p> <p>All other agencies had no information available on this service.</p>
<p>Swimming Lessons: Private (1 participant, 2.5 hours of lesson time)</p> <ul style="list-style-type: none"> • \$181 per session/per person – Resident. • Non-residents pay 2x 	<p>Public agencies that charge for this service: Cities of El Cajon, Escondido, Poway, Long Beach, Sacramento and San Francisco. \$60 to \$175 for approximately 2.5 hours of lesson time.</p> <p>Private / Non-profit options: \$50 - 120 approximate for 2 hours of lesson time.</p> <p>All other agencies had no information available on this service.</p>
<p>Water Fitness:</p> <ul style="list-style-type: none"> • \$3.5 per person, per hour • \$30 per person/10 classes • Non-residents pay 2x 	<p>Public agencies that charge for this service: Cities of La Mesa, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco. \$1 - \$22 per person, per hour. Most fees do not exceed \$6.</p> <p>Private / Non-profit options: free to members or no comparison available.</p> <p>All other agencies had no information available on this service.</p>
<p>Youth Swim / Youth Water Polo:</p> <ul style="list-style-type: none"> • \$25 3hrs per week, per person, per month • \$35 5hrs per week, per person, per month • Third child receives 15% discount • Non-residents pay 2x 	<p>Public agencies that charge for this service: Cities of El Cajon, La Mesa, Poway, Los Angeles, Phoenix, and San Francisco.</p> <ul style="list-style-type: none"> • El Cajon and La Mesa charge \$40-50 per month for 3 hours per week. • Others: \$30 to \$45 per session. Length of session varies. <p>Private / Non-profit options: \$33 - \$94 per session, length of session varies</p> <p>All other agencies had no information available on this service.</p>
<p>American Red Cross Courses</p> <ul style="list-style-type: none"> • Lifeguard Training: \$169 per person • Water Safety Instructor: \$180 per person • Emergency Response: \$258 per person • First Aid for Public Safety Personnel: \$22 per person • CPR for the Professional: \$66 per person • Non-residents pay 2x 	<p>Public agencies that charge for this service: Cities of Fresno, Los Angeles, Sacramento, San Francisco, San Jose.</p> <ul style="list-style-type: none"> • Lifeguard Training: \$160 - \$345 • Water Safety, Emergency Response: no comparison available • First Aid: \$30 – Fresno • CPR: \$40 - Fresno <p>Private / Non-profit options: CPR offered by the San Diego YMCA at \$79 for members, \$104 for non-members</p> <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES – ATHLETIC FIELDS (USE OF GOVERNMENT PROPERTY)	
<p>Youth Field Use Fee – League Season Play</p> <ul style="list-style-type: none"> • \$25 per field, per season 	<p>Agencies that charge for this service: Cities of Chula Vista, Coronado, Fresno, Phoenix, Sacramento, San Francisco, San Jose.</p> <p>Field use fee structures vary significantly.</p> <ul style="list-style-type: none"> • \$11 per team, per season • \$25 per field reservation • \$2 - \$25 per hour – resident; \$12 - \$70 non-resident • \$125 - \$300 per team, per year <p>Agencies that do not charge for this service: City of Poway. El Cajon combines field use charge in league fee.</p> <p>No information available: Cities of Escondido, La Mesa, Los Angeles, and Sacramento. Counties of Los Angeles and San Diego.</p>
<p>Youth Field Use Fee – Tournament / Special Use Request</p> <ul style="list-style-type: none"> • \$10.50 unlighted / \$17.25 lighted, per hour 	<p>Agencies that charge for this service: Cities of Chula Vista, La Mesa, Fresno, Long Beach, Phoenix, San Francisco.</p> <p>Field use fee structures vary significantly.</p> <ul style="list-style-type: none"> • \$22 per team, per tournament • \$5 per participant – resident • \$500 - \$1300 per day, depending on number of fields • \$40 - \$120 – per hour <p>Agencies that do not charge for this service: None.</p> <p>No information available: Cities of Coronado, El Cajon, Escondido, Poway, Los Angeles, Sacramento, San Francisco, and San Jose. Counties of Los Angeles and San Diego.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Youth Field Lighting Charges</p> <ul style="list-style-type: none"> League Play: \$7.75 per hour Tournament / Special Use: Included in field use fee above 	<p>Agencies that charge for this service: Cities of Chula Vista, El Cajon, Escondido, La Mesa, Poway, Fresno, Sacramento, San Francisco, San Jose. Fee structures vary significantly from San Diego:</p> <ul style="list-style-type: none"> Lowest fee: \$10 per hour Highest fee: \$40 per hour Many agencies require a 2 hour minimum <p>Agencies that do not charge for this service: None.</p> <p>No information available: Cities of Long Beach, Los Angeles, Phoenix. Counties of Los Angeles and San Diego.</p>
<p>Adult Field Use Fee – League Season Play</p> <ul style="list-style-type: none"> Currently included in seasonal league/team fee above 	<p>Agencies that charge for this service: Cities of Chula Vista, La Mesa, Poway, Phoenix, Sacramento, San Francisco, and San Jose.</p> <p>Fee structures vary significantly:</p> <ul style="list-style-type: none"> \$56 - \$120 per team, per season – resident; \$84 – non-resident \$17 – \$36 per hour, resident; \$40 – \$105 non-resident \$3 – per field, per permit <p>Agencies that do not charge for this service: None. El Cajon combines field use charge in league fee.</p> <p>No information available: Cities of Coronado Escondido, La Mesa, Fresno, Long Beach, Los Angeles, Sacramento and San Francisco. Counties of Los Angeles and San Diego.</p>
<p>Adult Field Use Fee – Tournament / Special Use Request</p> <ul style="list-style-type: none"> Tournament / Special Use: field rental (hourly) (resident) - \$29.50 lighted / \$21.75 unlighted. Non-residents pay 2x resident rate 	<p>Agencies that charge for this service: Cities of La Mesa, Fresno, Long Beach, and Phoenix.</p> <p>Fee structures vary significantly:</p> <ul style="list-style-type: none"> \$5 per participant, resident; \$10 non-resident \$480 - \$2,100 per day, depending on number of fields and field location <p>Agencies that do not charge for this service: None.</p> <p>No information available: Cities of Chula Vista, Coronado, El Cajon, Escondido, Poway, Los Angeles, Sacramento, San Francisco and San Jose. Counties of Los Angeles and San Diego.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
Adult Field Lighting Charges <ul style="list-style-type: none"> League Play: included in seasonal league/team fee above Tournament / Special Use: included in hourly field use charge above 	Agencies that charge for this service: Same results as youth field lighting above Agencies that do not charge for this service: City of Coronado. No information available: Same results as youth field lighting above
FACILITY USE SERVICES – OUTDOOR COURTS (USE OF GOVERNMENT PROPERTY)	
Youth Court Use Fee – League Season Play <ul style="list-style-type: none"> \$25 per court, per season Tournament / Special Use: \$10 per hour 	Agencies that charge for this service: Cities of Coronado, La Mesa, Fresno, and San Jose. <ul style="list-style-type: none"> \$2 - \$15 per hour for courts \$25 per reservation tennis courts \$5 - \$10 per participant Agencies that do not charge for this service: Cities of Poway and Long Beach No information available: Cities of Chula Vista, Coronado, El Cajon, Escondido, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose Counties of Los Angeles and San Diego.
Youth Court Use Fee – Tournament / Special Use Request <ul style="list-style-type: none"> \$10 per hour 	No comparative agency specified the charge of outdoor court use fees.
Adult Court Use Fee <ul style="list-style-type: none"> League Play: n/a Tournament / Special Use: field rental (hourly) (resident) - \$12.25 per court, per hour. Non-residents pay 2x resident rate 	Agencies that charge for this service: Cities Chula Vista, Fresno, Long Beach, San Jose <ul style="list-style-type: none"> \$3 – 50 per hour, resident \$15 – 64 per hour, non-resident All other agencies had no information available on this service.
FACILITY USE SERVICES – SKATE PARK (USE OF GOVERNMENT PROPERTY)	
<ul style="list-style-type: none"> General Admission Charge: none Rental: \$157 per hour – resident. Non-residents pay 2x. 	General Admission: Cities of Coronado, Escondido, and Los Angeles charge between \$0 and \$10 per session for general admission. All other comparative agencies either do not charge, or have no comparative information available Private Rental: Cities of El Cajon and Fresno charge between \$20 and \$50 per hour. El Cajon adds lighting charges and staff fees on top of rental fee. All other comparative agencies either do not charge, or have no comparative information available

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES – AQUATICS (USE OF GOVERNMENT PROPERTY)	
<p>One Time Swim / Admission Fee</p> <ul style="list-style-type: none"> • Adult: \$4 • Children/Seniors/Disabled: \$2 	<p>All public agencies in the comparison charge for these services. Comparison was not available for Los Angeles County or San Diego County.</p> <ul style="list-style-type: none"> • Adult: \$2 - \$5 • Children/Seniors/Disabled: \$1 - \$3 <p>Private / Non-profit options</p> <ul style="list-style-type: none"> • Adult: \$6 – \$8 • Children/Seniors/Disabled: \$3 - \$5 <p>All other agencies had no information available on this service.</p>
<p>10 Swim Pass</p> <ul style="list-style-type: none"> • Adult: \$35 • Children/Seniors/Disabled: \$15 <p>30 Swim Pass</p> <ul style="list-style-type: none"> • Adult: \$100 • Children/Seniors/Disabled: \$45 	<p>Public agencies that charge for this service: Cities of Chula Vista, Coronado, El Cajon, La Mesa, Poway, Long Beach, Phoenix, Sacramento, San Jose.</p> <p>10 Swim Pass</p> <ul style="list-style-type: none"> • Adult: \$24 - \$47 (average is around \$25) • Children/Seniors/Disabled: \$12 - \$25 <p>>20 Swim Pass</p> <ul style="list-style-type: none"> • Adult: \$22 - \$90 • Children/Seniors/Disabled: \$22 - \$55 <p>Private / Non-profit options</p> <ul style="list-style-type: none"> • Adult: \$54 - \$80 • Children/Seniors/Disabled: \$30 - \$50 <p>All other agencies had no information available on this service.</p>
<p>Swimming Pool Rental – Exclusive Use</p> <ul style="list-style-type: none"> • Hourly Rental: \$196 per hour, 2 hour min • Public Schools/Colleges/Youth Aquatic Teams: \$50 per hour • Non-residents pay 2x 	<p>Public agencies that charge for this service: Cities of Chula Vista, Coronado, El Cajon, La Mesa, Poway, Fresno, Long Beach, Phoenix, Sacramento.</p> <ul style="list-style-type: none"> • Hourly Rental: \$29 - \$330 (many require 2 hour min) • Public Schools/Colleges/Youth Aquatic Teams: \$28 - \$140 <p>All other agencies had no information available on this service.</p>
<p>Swimming Pool Rental – Non Exclusive Use</p> <ul style="list-style-type: none"> • Hourly Rental: \$101 per hour • Public Schools/Colleges/Youth Aquatic Teams: \$45 per hour 	<p>Public agencies that charge for this service: Cities of Chula Vista, Coronado, Poway, Long Beach, San Francisco.</p> <ul style="list-style-type: none"> • Hourly Rental: \$21 - \$60 per hour. • Public Schools/Colleges/Youth Aquatic Teams: \$28 - \$45 per hour

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<ul style="list-style-type: none"> • Inclusionary Programs: \$40 per hour • Non-residents pay 2x • Per lane rental: no current fee for this item, but surveyed as an option 	<ul style="list-style-type: none"> • Inclusionary Programs: No comparison available • Per lane rental: (4 cities) \$5 - \$25 per hour <p>All other agencies and private nonprofit options had no comparative information available.</p>

2.4 Implementation Options and Limited Recommendations

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for the various services discussed for athletic programs.

2.4.1 User Fee Services per Proposition 26 Exceptions with Cost of Service Limitations

The outcomes of the Cost of Service Analysis described for athletic programs establishes the maximum at which NBS supports implementing a fee for service. User fees should not exceed the full cost of service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could require the consensus of the voters.⁴

Determining the targeted level of cost recovery from a new or increased fee is not an analytical exercise. Instead, targets reflect agency-specific judgments linked to a variety of factors, such as existing City policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and related factors. Specifically applied to recreational services, setting fees at no more than 100% of the estimated and reasonable cost of providing services also applies to non-resident rate setting and discounts for various user groups. For example, where a policy to charge non-residents twice the rate of a resident is preferred by the Council, the fee charged to a non-resident may not exceed the 100% cost recovery threshold.

The tables on the following pages provide analysis on six different implementation options for consideration in updating fee amounts:

- **Option 1:** Assumes the City's average current fee amount remains unchanged. Where the City's current fee exceeds the estimated cost calculation established through this Study, the fee is recommended to be reduced to the 100% Cost Recovery Level described as Option 2.
- **Option 2:** Assumes the fee amount is updated to reflect the 100% Cost Recovery Level established through this Study. Any current fee amount which exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased to full cost recovery.
- **Option 3:** Assumes a policy direction to set cost recovery for the service to a maximum 7.5% over the current fee amount. 7.5% represents the CPI (San Diego Consumer Price Index, All urban consumers, Not seasonally adjusted) increase occurring since the time of the last Department fee update. Any current fee amount which currently exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased by 7.5%, but not calibrated to recover more than 100%.
- **Option 4:** Assumes a policy direction to set cost recovery for the service to 25% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 25% threshold remains unchanged. Any current fee amount which is recovering less than 25% is increased to a 25% cost recovery amount.
- **Option 5:** Assumes a policy direction to set cost recovery for the service to 50% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 50% threshold remains unchanged. Any current fee amount which is recovering less than 50% is increased to a 50% cost recovery amount.

⁴ The Cost of Service Study's methodology has yielded data regarding the estimated reasonable cost of providing services at the fee level. NBS has made conclusions in this report based on the data. It should be noted that conclusions made in this report are not legal advice. Recommendations are based on NBS' professional experience, not a full legal analysis.

- **Option 6:** Assumes a policy direction to set cost recovery for the service to 75% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 75% threshold remains unchanged. Any current fee amount which is recovering less than 75% is increased to a 75% cost recovery amount.

The first table below displays impacts to the City's current fee level at each implementation option for the youth athletic program user fee services discussed in Section 2.1. This Study concludes that fees for Youth League Season Reservations and Youth Tournaments or Special Use Reservation Requests recover less than the estimated total cost of providing the service. For these fee items, the following table does not reduce any current fee below its current amount, and yet increases fees under options where warranted.

Table 11

Fee / Activity Name	Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
	Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1 Youth - League Season Reservation Fee	\$ 20	20%	\$ 99	\$ 22	\$ 25	\$ 50	\$ 74
2 Youth - Tournaments or Special Use Reservation Fee	no current fee	0%	\$ 65	\$ 65	\$ 16	\$ 32	\$ 49
		8%					

The second table below displays the estimated annual revenue impacts for youth athletic program user fee services under each implementation option. At current fee levels, the Department collects approximately \$61,000 in revenue. If fees were adjusted to their 100% cost recovery level, an estimated additional \$660,000 in revenue would be collected. For all other implementation options, estimated annual revenue is projected to increase from current collections at a lesser amount than the 100% cost recovery level.

Table 12

Fee / Activity Name	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1 Youth - League Season Reservation Fee	\$ 60,940	\$ 301,782	\$ 65,511	\$ 75,446	\$ 150,891	\$ 226,337
2 Youth - Tournaments or Special Use Reservation Fee	n/a	\$ 417,779	\$ 417,779	\$ 104,445	\$ 208,889	\$ 313,334
	\$ 60,940	\$ 719,561	\$ 483,289	\$ 179,890	\$ 359,780	\$ 539,671

For adult athletic user fee services, this Study concludes that fees for Adult League Season Team Reservations could be recovering more than their estimated total cost of providing the service, and further recommends that the user fee for processing a season reservation request be segregated from any corresponding field or faculty use charge. Additionally, the Study identified the Department does not currently charge a fee for special reservation requests. The City has an option to implement a fee for these services. For special reservation requests, all options shown in the table below calibrate the potential fee amounts up to the 100% cost recovery level amount.

Table 13

	Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name	Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1 Adult - League Season Team Reservation Fee	\$ 133	137%	\$ 97	\$ 97	\$ 97	\$ 97	\$ 97
2 Adult Play - Tournaments or Special Use Reservation Fee	no current fee	0%	\$ 70	\$ 70	\$ 18	\$ 35	\$ 53
		99%					

The fourth table below displays the estimated annual revenue impacts for adult athletic program user fee services under each implementation option. At current fee levels, the Department collects approximately \$438,000 in revenue. If fees were adjusted to their 100% cost recovery level, revenue would increase by an estimated \$4,800. For all implementation options other than a basic cumulative CPI increase, estimated annual revenue is projected to decrease from current collections, as the current Adult League Season Team Reservation Fee requires a reduction in order to not exceed the estimated cost of providing services.

Table 14

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1 Adult - League Season Team Reservation Fee	\$ 437,922	\$ 320,037	\$ 320,037	\$ 320,037	\$ 320,037	\$ 320,037
2 Adult Play - Tournaments or Special Use Reservation Fee	n/a	\$ 122,718	\$ 122,718	\$ 30,680	\$ 61,359	\$ 92,039
	\$ 437,922	\$ 442,756	\$ 442,756	\$ 350,717	\$ 381,396	\$ 412,076

For the Aquatic user fee services discussed in Section 2.1, this Study concludes that fees for Swimming Lessons, Water Fitness Classes, Youth Swim and Youth Water Polo, American Red Cross Courses, and Other Specialized Instruction courses recover less than the estimated total cost of providing the service. For these fee items, the following table does not reduce any current fee below its current amount, and yet increases fees under options where warranted.

Table 15

	Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name	Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1 Swimming Lessons							
Large Group (6+ participants)	\$ 54	34%	\$ 159	\$ 58	\$ 54	\$ 80	\$ 120
Small Group (3-5 participants)	\$ 81	47%	\$ 171	\$ 87	\$ 81	\$ 86	\$ 128
Semi-Private (2 participants)	\$ 151	61%	\$ 247	\$ 162	\$ 151	\$ 151	\$ 185
Private (1 participant)	\$ 181	51%	\$ 355	\$ 195	\$ 181	\$ 181	\$ 266
2 Water Fitness Classes	\$ 4	11%	\$ 33	\$ 4	\$ 8	\$ 17	\$ 25
3 Youth Swim and Youth Water Polo Teams	\$ 5	26%	\$ 17	\$ 5	\$ 5	\$ 9	\$ 13
4 American Red Cross Courses							
Lifeguard Training	\$ 169	43%	\$ 393	\$ 182	\$ 169	\$ 197	\$ 295
Water Safety Instructor	\$ 180	37%	\$ 487	\$ 194	\$ 180	\$ 244	\$ 365
Emergency Medical Response	\$ 258	44%	\$ 586	\$ 277	\$ 258	\$ 293	\$ 439
First Aid for Public Safety Personnel (Title 22)	\$ 75	26%	\$ 293	\$ 81	\$ 75	\$ 146	\$ 220
CPR for the Professional	\$ 66	23%	\$ 293	\$ 71	\$ 73	\$ 146	\$ 220
5 Other Specialized Instruction	Actual Cost	n/a	n/a	n/a	Actual Cost	Actual Cost	n/a
			26%				

The table below displays the estimated annual revenue impacts for aquatics program user fees under each implementation option. At current fee levels, the Department collects approximately \$859,000 in revenue. If fees were adjusted to their 100% cost recovery level, an estimated additional \$2.5 million in revenue would be collected. For all other implementation options, estimated annual revenue is projected to increase from current collections at a lesser amount than the 100% cost recovery level.

Table 16

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1 Swimming Lessons						
Large Group (6+ participants)	\$ 312,512	\$ 1,223,880	\$ 445,548	\$ 414,464	\$ 611,940	\$ 917,910
Small Group (3-5 participants)	\$ 102,647	\$ 233,845	\$ 118,879	\$ 110,585	\$ 116,922	\$ 175,384
Semi-Private (2 participants)	\$ 1,087	\$ 1,776	\$ 1,169	\$ 1,087	\$ 1,087	\$ 1,332
Private (1 participant)	\$ 106,790	\$ 209,638	\$ 114,799	\$ 106,790	\$ 106,790	\$ 157,229
2 Water Fitness Classes	\$ 61,646	\$ 585,806	\$ 66,269	\$ 146,452	\$ 292,903	\$ 439,355
3 Youth Swim and Youth Water Polo Teams	\$ 254,372	\$ 1,034,423	\$ 291,842	\$ 271,481	\$ 517,212	\$ 775,818
4 American Red Cross Courses						
Lifeguard Training	\$ 8,788	\$ 20,459	\$ 9,447	\$ 8,788	\$ 10,230	\$ 15,344
Water Safety Instructor	\$ 7,560	\$ 20,459	\$ 8,127	\$ 7,560	\$ 10,230	\$ 15,344
Emergency Medical Response	\$ 2,064	\$ 4,687	\$ 2,219	\$ 2,064	\$ 2,343	\$ 3,515
First Aid for Public Safety Personnel (Title 22)	\$ 600	\$ 2,343	\$ 645	\$ 600	\$ 1,172	\$ 1,758
CPR for the Professional	\$ 528	\$ 2,343	\$ 568	\$ 586	\$ 1,172	\$ 1,758
5 Other Specialized Instruction	n/a	n/a	n/a	n/a	n/a	n/a
	\$ 858,593	\$ 3,339,661	\$ 1,059,511	\$ 1,070,456	\$ 1,672,000	\$ 2,504,746

**Note: Annual Revenue at Current Fee amount incorporates fee waivers, other Options do not.*

2.4.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property

As discussed in section 2.2 of this report, fees for the use of government property are not limited to recovery of the cost of providing services. A comparative survey of market options for similar services was conducted to provide a sense of local market options and market pricing for services. The City may use that information to gauge the impact of recommendations for fee adjustments proposed by the consultant’s report and staff recommendations.

It should be noted that comparative surveys do not provide information about the cost recovery policies or procedures inherent in each comparison agency. Comparative agencies may or may not base their fee amounts on the cost of providing services. Additionally, names of fees and fee structures (for example, per day or per hour) vary across comparative agencies; making equivalent comparison of certain fee items difficult or non-conclusive.

2.4.2.1 Athletic Facilities

While many agencies included in the comparison did charge for youth league seasonal field use, fee structures and amounts varied greatly, thus rendering the comparison somewhat non-conclusive. For agencies charging per field reservation for league season play, the City of San Diego is within the comparable range at its current fee of \$25 per field. For special requests or tournament play field use, the City’s current hourly fee amounts are lower than other agencies that also charge per hour. For separate field

lighting charges, most comparable agencies charge for the service on an hourly basis, and the City's current fee amounts are lower than other agencies, on average.

The City does not charge a separate field use fee for adult sports teams during seasonal league play. Many agencies included in the comparison, however, did charge separately for adult field use. The City's current fee for adult field use for special request or tournament play was in the low end of fees charged for similar services in comparable agencies.

A few agencies included in the comparison did charge for youth league seasonal indoor court use. Fee structures varied greatly; and no other agency charged specifically per court, per season like the City of San Diego. When compared to agencies charging by the hour for court reservation, or per court reservation, the City's current fee is low in comparison. When compared to one agency charging per team, per season, the City's current fee could be considered higher.

For adult indoor court use fees, both league season play and special or tournament use, the City of San Diego's facility fee is currently very competitive. For agencies charging per hour reservation, the City's current fee amounts are on the lower end of the range of fees at \$12.25 for residents and \$24.50 for non-residents.

Very few agencies charged similar fees for youth outdoor court use; the survey is non-conclusive. Where comparable agencies provided information for adult court use per hour, the City of San Diego's current fees are within the range charged by others.

For skate park rental fees, the City of San Diego is in the higher range at \$157 per hour.

2.4.2.2 Aquatics Facilities

While not required for implementation of a fee for service, the Department of Park and Recreation supplied sufficient data to assist NBS in performing a Cost of Service analysis for use of the City's pool facilities. The City may choose to use this information in determining an appropriate fee amount for these services, and/or rely on the comparative survey provided for similar agencies.

The table below displays impacts to the City's current fee level at each cost recovery implementation option discussed for athletic and aquatic program user fees. This Study concludes that these fees currently recover less than the estimated total cost of providing the service. In all options, recommended fees are not reduced below the current fee amount, and are increased under options where warranted.

Table 17

		Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
Facility		Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1	Swimming Facility Admission (swim pass)	\$ 3	9%	\$ 33	\$ 3	\$ 8	\$ 16	\$ 25
			9%					

Most comparable agencies surveyed by NBS charge similar facility admission fees within the range of two to four dollars per swim for adults, and one and three dollars for children, seniors, or disabled. The City's current fees for pool admission are within the range charged in neighboring and comparable cities.

The second table below displays the estimated annual revenue impacts for pool admission under each implementation option. At current fee levels, the Department collects approximately \$189,000 in revenue. If fees were adjusted to their 100% cost recovery level, an estimated additional \$2 million in revenue would be

collected. For all other implementation options, estimated annual revenue is projected to increase from current collections at a lesser amount than the 100% cost recovery level.

Table 18

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Facility	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1 Swimming Facility Admission (swim pass)	\$ 189,210	\$ 2,180,133	\$ 203,401	\$ 545,033	\$ 1,090,066	\$ 1,635,099
	\$ 189,210	\$ 2,180,133	\$ 203,401	\$ 545,033	\$ 1,090,066	\$ 1,635,099

SECTION 3 – BALBOA PARK FACILITIES

The City's Balboa Park site offers a variety of facilities available for rental by the public:

- Balboa Park Activity Center
- Balboa Park Club
- Casa Del Prado
- Municipal Gymnasium
- Recital Hall
- Spreckles Organ Pavilion
- War Memorial Building

In addition to facility rentals, there are several user fee charges specific to Balboa Park, including routine permitting and regulation of Pedi-cab operators, permitting and monitoring unattended exhibit displays, and annual permitting for the Park's Art Mart exhibitors.

The expenses of operating the City's Balboa Park facilities are primarily funded by resources from the City's General Fund. However, fees collected from uses of public spaces and permitting activities represent an additional source of funding to help cover costs and sustain – if not improve – the level of service provided by the City.

3.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations

The Department charges several user fees including Pedi-cab, Unattended Exhibit Display, and Art Mart exhibitor permitting services. These permitting processes and fees apply to Balboa Park only, and are performed by Developed Regional Parks Division staff. The following bullet points define the purpose of each of these fees:

- **Pedi-Cab Permit:** recover the City's costs of permitting each of up to five (5) Pedi-cab operators on a monthly basis.
- **Unattended Exhibit Display:** recover the City's costs of permitting temporary exhibits and displays on park property outside of existing leasehold spaces.
- **Art Mart Exhibitor:** recover the City's costs of permitting exhibitors to display and sell art twice per month. Permits are reviewed and issued once per year in January.

The purpose of these fees are to recover the costs for a service or product provided by the City to the public. As such, these fees fall under Proposition 26's exceptions with cost of service limitations (see report Section 1.2 for further discussion). These fees may not exceed the estimated and reasonable cost of providing the service for which the fee is charged.

NBS gathered data regarding the amount of staff time spent per permit for these services, and applied the appropriate fully burdened rates toward establishing the cost of providing each service. The table on the following page displays the results of this cost analysis for each permit type.

- **Pedi-Cab Permit:** the City currently charges \$53 per monthly Pedi-Cab permit, per permitted operator; and \$27 per permit for a one-time special event permit. The total cost of providing this service, on average, is \$43 for each service. The City's current fee for a monthly permit recovers approximately 123% of its total cost; the current fee for a special event permit recovers approximately 61% of its total cost.

- **Unattended Exhibit Display:** the City currently charges \$39 per day, per permit. The total cost of providing this service, on average, is \$22. The City's Current fee for this service recovers approximately 174% of its total cost.
- **Art Mart Exhibitor:** the City currently charges \$34 per exhibitor, per year. The total cost of providing this service, on average, is \$15. The City's Current fee for this service recovers approximately 227% of its total cost.

Table 19

Fee / Activity Name	Unit of Charge	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %	
1 Pedi-Cab permit							
	Monthly Operation	per month	24	0.50	\$ 43	\$ 53	123%
	Special Event Permit	per day	-	0.50	\$ 43	\$ 27	61%
2 Unattended Exhibit Displays	Per Permit	24	0.25	\$ 22	\$ 39	174%	
3 Art Mart	Annual per Exhibitor	50	0.17	\$ 15	\$ 34	227%	
Total		98				168%	

NBS then evaluated the annual cost recovery level for these fees by matching current annual revenues collected, to the total annual program costs established through this Study. Derivation of annual current fee revenues relied first upon the City's financial reports from the most recent year; where the level of detail by program or activity was not available in these reports, NBS projected revenue with the City's current fee amount multiplied by the number of individual fees charged.

Table 20

Program / Service	Total Annual Cost of Providing Services	Annual Staff Hours	Blended Total Activity Cost per Hour	Current Fees - Annual Revenue	Existing Cost Recovery %
Pedi-cab Permit	\$ 1,035	12	\$ 86	\$ 1,272	123%
Unattended Exhibit Display Permit	\$ 539	6	\$ 90	\$ 936	174%
Art Mart Exhibitor Permit	\$ 750	8	\$ 90	\$ 1,700	227%
Total Balboa Park Permitting Services	\$ 2,323	26	\$ 88	\$ 3,908	168%

The City currently recovers approximately 168% of the total cost of providing these Balboa Park permitting services. In general, it is a typical outcome for a User Fee Study to show some fees as recovering more than their cost of providing services, and some as recovering less than their cost. In this case, these three user fees would need to be reduced to reflect a fee level at, or below, the estimated cost per activity.

3.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property

The purpose of facility rental fees falls under Proposition 26’s exception for fees charged for the use of government property; they are therefore not subject to the same reasonable cost of providing services limitation required for user fees. The sections below discuss Balboa Park’s rental fees from this perspective, yet also provide cost of service information whenever such analysis was feasible with available City data.

Administration of facility rentals, and operations and maintenance of the various rentable sites in Balboa Park are primarily provided by staff in the Developed Regional Parks Division of the Park and Recreation Department. Through the cost of service analysis conducted for the Department of Park and Recreation, NBS determined the total annual costs to the City for maintenance and operation of Balboa Park’s rentable sites (listed above) as approximately \$3.9 million per year.

Table 21

Facility Type	Total Annual Cost of Providing Services	Current Fees - Annual Revenue	Existing Cost Recovery %
Facility Rental Administration	\$ 99,990		
Recreational Facility Operations and Maintenance	\$ 853,078		
Building Facility Operations and Maintenance	\$ 2,949,376		
Total Balboa Park Rentable Facilities	\$ 3,902,444	\$ 206,000	5%

Current average annual facilities rental revenue per year is approximately \$206,000. The City recovers approximately 5% of the on-going administration, operations and maintenance costs of these facilities through rental fees.

It should be noted that grounds use permitting and outdoor athletic facility use costs are not reflected in the table above, and are discussed in the Other Miscellaneous Fees, and Athletic Programs and Facilities sections of this Report, respectively. Additionally, the facilities shown in the table above are not solely provided for rental to the public. A variety of City programming and services are offered in these facilities as well. These programs may collect their own fees for services, but as recreational program fees in general, are unlikely to recover for more than the costs of providing the program / service itself. Setting individual fee amounts for Balboa Park facility rentals will rely primarily on the Comparative Fee Survey’s results, discussed in a subsequent section of this Report.

3.3 Comparative Fee Survey

NBS approached the market comparison of Balboa Park’s rentable facilities as follows:

- User fee services were surveyed but resulted in no comparable information.
- Rentable rooms and facilities for Balboa Park Club, Casa Del Prado, Recital Hall, and War Memorial Building were grouped into small, medium, and large categories by their capacity (occupancy) limits.
- Rentable facilities at the Balboa Park Activity Center, Municipal Gymnasium, and Spreckels Organ Pavilion were surveyed separately.
- The Puppet Theater and Spanish Village were removed from the Fee Study and Comparison, as these facilities are rented full time under separate lease agreements.

Additionally, wherever possible, NBS converted the comparison of rental rates across agencies to a per hour charge. This approach allowed the best comparison of the wide variety of rentable banquet, theatre, patio, and pavilion space options offered in Balboa Park to other municipalities and other selected public and/or private facilities. The table below indicates which rentable rooms and facilities for Balboa Park Club, Casa Del Prado, Recital Hall, and War Memorial Building were assigned to each survey category:

Table 22

Room Name	Capacity Banquet	Room Name	Capacity Theatre	Survey Grouping
Ballroom	500	Ballroom	500	Large Capacity
Patio B	320	Patio B	400	
Dance Studio 201	320	Dance Studio 201	320	
Room 101 Majorca	240	Room 101 Majorca	300	Medium Capacity
Room 207 Sargossa	210	Recital Hall	300	
Recital Hall	210	War Memorial Auditorium	300	
War Memorial Auditorium	204	Room 207 Sargossa	280	
Patio A	160	Patio A	200	
Dance Studio 206	160	Dance Studio 206	160	
Dance Studio 202	150	Dance Studio 202	150	
Room 102 Granad	96	Santa Fe Room	125	Small Capacity
Dance Studio 203	110	Dance Studio 203	110	
Santa Fe Room	80	Room 102 Granada	105	
Room 103 Barcelona	66	Room 103 Barcelona	75	
Room 204 Valencia	66	Room 204 Valencia	75	
War Memorial Building Meeting Room 2	48	War Memorial Building Meeting Room 2	75	
War Memorial Building Meeting Room 3	48	War Memorial Building Meeting Room 3	75	

The detailed results of the comparative fee survey performed by NBS for rentable Balboa Park facilities fees is available as an attachment to this report. The table on the following pages provides a summary of comparison. As part of this comparison a median low, median high, average low, and average high were used. These measurements were created by separating the data into lowest and highest fees charged per agency, and calculating a median and average on each set of data.

Table 23

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES- BANQUET / THEATRE ROOMS – SMALL CAPACITY (Capacity up to 100 banquet/150 Theatre) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$18 - \$37 • Each additional hour: \$13.50 - \$27 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$27 - \$55 • Each additional hour: \$20.50 - \$41 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$35 • Median High: \$60 • Average Low: \$71 • Average High: \$96 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$60 • Average Low: \$57 • Average High: \$67 <p>All other agencies had no information available on this service.</p>
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$36 - \$73 • Each additional hour: \$27 - \$54 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$78 • Average Low: \$83 • Average High: \$107 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$60 • Median High: \$94 • Average Low: \$72 • Average High: \$93 <p>All other agencies had no information available on this service</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> Hourly, first three hours: \$54 - \$109 Each additional hour: \$41 - \$82 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$75 Median High: \$95 Average Low: \$115 Average High: \$131 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$82 Median High: \$116 Average Low: \$98 Average High: \$122 <p>All other agencies had no information available on this service</p>
FACILITY USE SERVICES - BANQUET / THEATRE ROOMS – MEDIUM CAPACITY (Capacity between 101 and 250 Banquet/151 and 300 Theatre) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> Hourly, first three hours: \$18 - \$103 Each additional hour: \$13.50 - \$103 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> Hourly, first three hours: \$27 - \$154 Each additional hour: \$20.50 - \$154 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Escondido, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, and San Diego County. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$60 Median High: \$80 Average Low: \$99 Average High: \$108 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$60 Median High: \$80 Average Low: \$76 Average High: \$87 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$37 - \$205 • Each additional hour: \$27 - \$205 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$80 • Median High: \$115 • Average Low: \$117 • Average High: \$127 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$80 • Median High: \$115 • Average Low: \$96 • Average High: \$106
<p>Commercial</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$55 - \$308 • Each additional hour: \$41 - \$309 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$100 • Median High: \$150 • Average Low: \$160 • Average High: \$176 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$97 • Median High: \$125 • Average Low: \$129 • Average High: \$143

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - BANQUET / THEATRE ROOMS – LARGE CAPACITY (Capacity greater than 250 Banquet/300 Theatre) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> Hourly, first three hours: \$68 - \$137 Each additional hour: \$54 - \$110 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> Hourly, first three hours: \$103 - \$205 Each additional hour: \$82 - \$164 	<p>Agencies with comparable facilities: Cities of Coronado, La Mesa, Fresno, Long Beach, Phoenix, Sacramento, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$100 Median High: \$100 Average Low: \$135 Average High: \$185 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$100 Median High: \$100 Average Low: \$135 Average High: \$185 <p>All other agencies had no information available on this service.</p>
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> Hourly, first three hours: \$137 - \$273 Each additional hour: \$110 - \$219 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$158 Median High: \$250 Average Low: \$214 Average High: \$243 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$158 Median High: \$250 Average Low: \$214 Average High: \$243

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> Hourly, first three hours: \$205 - \$410 Each additional hour: \$164 - \$328 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$158 Median High: \$250 Average Low: \$253 Average High: \$308 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$158 Median High: \$250 Average Low: \$253 Average High: \$308
<p>FACILITY USE SERVICES - PATIOS / OPEN AREAS – SMALL CAPACITY (Capacity up to 100 banquet/150 Theatre) (USE OF GOVERNMENT PROPERTY)</p>	
<p>Non Profit</p> <ul style="list-style-type: none"> No Facilities Listed 	<p>Agencies with comparable facilities: Cities of El Cajon, Poway, Fresno, Los Angeles, Sacramento, San Francisco, San Diego County, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$43 Median High: \$100 Average Low: \$59 Average High: \$109 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$47 Median High: \$47 Average Low: \$59 Average High: \$111 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> No Facilities Listed 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$45 Median High: \$105 Average Low: \$72 Average High: \$123 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$45 Median High: \$73 Average Low: \$91 Average High: \$112
<p>Commercial</p> <ul style="list-style-type: none"> No Facilities Listed 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$61 Median High: \$105 Average Low: \$79 Average High: \$135 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$43 Median High: \$99 Average Low: \$69 Average High: \$124

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - PATIOS / OPEN AREAS – MEDIUM CAPACITY (Capacity between 101 and 250 Banquet/151 and 300 Theatre) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$25 • Each additional hour: \$115 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$38 • Each additional hour: \$115 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Escondido, La Mesa, Poway, Los Angeles, Long Beach, San Francisco, San Diego County, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$100 • Median High: \$100 • Average Low: \$128 • Average High: \$133 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$100 • Median High: \$100 • Average Low: \$117 • Average High: \$121 <p>All other agencies had no information available on this service.</p>
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$51 • Each additional hour: \$38 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Escondido, La Mesa, Poway, Los Angeles, Long Beach, San Francisco, San Diego County, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$150 • Median High: \$163 • Average Low: \$150 • Average High: \$154 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$109 • Median High: \$109 • Average Low: \$117 • Average High: \$121

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> Hourly, first three hours: \$76 Each additional hour: \$57 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Escondido, La Mesa, Poway, Los Angeles, Long Beach, San Francisco, San Diego County, and San Jose. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$200 Median High: \$200 Average Low: \$182 Average High: \$192 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$125 Median High: \$150 Average Low: \$146 Average High: \$156
<p>FACILITY USE SERVICES - PATIOS / OPEN AREAS – LARGE CAPACITY (Capacity greater than 250 Banquet/300 Theatre) (USE OF GOVERNMENT PROPERTY)</p>	
<p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> Hourly, first three hours: \$41 Each additional hour: \$30 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> Hourly, first three hours: \$62 Each additional hour: \$46 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Fresno, Los Angeles, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$188 Median High: \$288 Average Low: \$319 Average High: \$369 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$188 Median High: \$288 Average Low: \$319 Average High: \$369 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$82 • Each additional hour: \$61 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Fresno, Los Angeles, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$200 • Median High: \$350 • Average Low: \$307 • Average High: \$347 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$200 • Median High: \$350 • Average Low: \$307 • Average High: \$347
<p>Commercial</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$123 • Each additional hour: \$91 	<p>Agencies with comparable facilities: Cities of El Cajon, La Mesa, Fresno, Los Angeles, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$275 • Median High: \$375 • Average Low: \$363 • Average High: \$413 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$275 • Median High: \$375 • Average Low: \$363 • Average High: \$413

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - ADDITIONAL / ANCILLARY FEES (USE OF GOVERNMENT PROPERTY)	
<p>Kitchen Facility:</p> <p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> • Hourly: \$20 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> • Hourly: \$30 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Escondido, La Mesa, Poway, Sacramento, San Francisco, San Jose, and San Diego County. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$41 • Median High: \$68 • Average Low: \$48 • Average High: \$81 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$41 • Median High: \$68 • Average Low: \$48 • Average High: \$81 <p>All other agencies had no information available on this service.</p>
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> • Hourly: \$40 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Escondido, La Mesa, Poway, Sacramento, San Francisco, San Jose, and San Diego County. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$41 • Median High: \$68 • Average Low: \$48 • Average High: \$81 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$41 • Median High: \$68 • Average Low: \$48 • Average High: \$81

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> Hourly: \$60 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Escondido, La Mesa, Poway, Sacramento, San Francisco, San Jose, and San Diego County. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$41 Median High: \$68 Average Low: \$48 Average High: \$81 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$41 Median High: \$68 Average Low: \$48 Average High: \$81
FACILITY USE SERVICES - BALBOA PARK ACTIVITY CENTER (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> Court Per Hour: \$9 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> Court Per Hour: \$11 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Fresno, Long Beach, Phoenix, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$23 Median High: \$55 Average Low: \$46 Average High: \$56 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$23 Median High: \$55 Average Low: \$46 Average High: \$56 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> Court Per Hour: \$18 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Fresno, Long Beach, Phoenix, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$25 Median High: \$65 Average Low: \$25 Average High: \$65 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$25 Median High: \$65 Average Low: \$25 Average High: \$65
<p>Commercial</p> <ul style="list-style-type: none"> Court Per Hour: \$27 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Fresno, Long Beach, Phoenix, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$71 Median High: \$83 Average Low: \$100 Average High: \$110 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$71 Median High: \$83 Average Low: \$100 Average High: \$110

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - MUNICIPAL GYMNASIUM (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> • Court Per Hour: \$9 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> • Court Per Hour: \$11 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Fresno, Long Beach, Phoenix, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$23 • Median High: \$55 • Average Low: \$46 • Average High: \$56 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$23 • Median High: \$55 • Average Low: \$46 • Average High: \$56 <p>All other agencies had no information available on this service.</p>
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> • Court Per Hour: \$18 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Fresno, Long Beach, Phoenix, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$25 • Median High: \$65 • Average Low: \$25 • Average High: \$65 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$25 • Median High: \$65 • Average Low: \$25 • Average High: \$65

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> Court Per Hour: \$27 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Fresno, Long Beach, Phoenix, Sacramento, and San Francisco. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$71 Median High: \$83 Average Low: \$100 Average High: \$110 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$71 Median High: \$83 Average Low: \$100 Average High: \$110
FACILITY USE SERVICES - SPRECKELS ORGAN PAVILION (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit – No Admission Charge</p> <ul style="list-style-type: none"> Hourly, first three hours: \$127 Each additional hour: \$95 <p>Non Profit – Admission Charge</p> <ul style="list-style-type: none"> Hourly, first three hours: \$190 Each additional hour: \$143 	<p>Agencies with comparable facilities: Cities of El Cajon, Fresno, and Sacramento. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> Median Low: \$175 Median High: \$175 Average Low: \$123 Average High: \$154 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> Median Low: \$175 Median High: \$175 Average Low: \$123 Average High: \$154 <p>Additional facilities surveyed:</p> <ul style="list-style-type: none"> City of Vista: Moonlight Amphitheatre: \$729 - \$972 for 10 hour max. East San Diego County: Mt. Helix Park: Approx. \$800 for 3 hours – Basic wedding package, 26+ guests City/County of San Francisco: Jerry Garcia Amphitheatre, \$1716 per event <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Resident / Non-Commercial</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$254 • Each additional hour: \$190 	<p>Agencies with comparable facilities: Cities of El Cajon, Fresno, and Sacramento. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$175 • Median High: \$175 • Average Low: \$123 • Average High: \$154 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$175 • Median High: \$175 • Average Low: \$123 • Average High: \$154 <p>Additional facilities surveyed:</p> <ul style="list-style-type: none"> • City of Vista: Moonlight Amphitheatre: \$729 - \$972 for 10 hour max. • East San Diego County: Mt. Helix Park: Approx. \$800 for 3 hours – Basic wedding package, 26+ guests • City/County of San Francisco: Jerry Garcia Amphitheatre, \$1716 per event <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> • Hourly, first three hours: \$381 • Each additional hour: \$286 	<p>Agencies with comparable facilities: Cities of El Cajon, Fresno, and Sacramento. Note these agencies do not separate non-profit rates between events with or without admission.</p> <p>Hourly Rate, first three hours:</p> <ul style="list-style-type: none"> • Median Low: \$175 • Median High: \$175 • Average Low: \$123 • Average High: \$154 <p>Hourly Rate, each additional hour:</p> <ul style="list-style-type: none"> • Median Low: \$175 • Median High: \$175 • Average Low: \$123 • Average High: \$154 <p>Additional facilities surveyed:</p> <ul style="list-style-type: none"> • City of Vista: Moonlight Amphitheatre: \$1,944 for 10 hour max. • East San Diego County: Mt. Helix Park: Approx. \$800 for 3 hours – Basic wedding package, 26+ guests • City/County of San Francisco: Jerry Garcia Amphitheatre, \$3,432 per event <p>All other agencies had no information available on this service.</p>

For the user fee services discussed in Section 2.2, no similar fees or comparative information was found.

3.4 Implementation Options and Limited Recommendations

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for the various services discussed for Balboa Park.

3.4.1 User Fee Services per Proposition 26 Exceptions with Cost of Service Limitations

The outcomes of the Cost of Service Analysis described for user fees specific to Balboa Park establishes the maximum amount at which NBS supports implementing a fee for service. User fees should not exceed the full cost of service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could require the consensus of the voters.⁵

Determining the targeted level of cost recovery from a new or increased fee is not an analytical exercise. Instead, targets reflect agency-specific judgments linked to a variety of factors, such as existing City policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others. Specifically applied to recreational services, setting fees at no more than 100% of the estimated and reasonable cost of providing services also applies to non-resident rate setting and discounts for various user groups. For example, where a policy to charge non-residents twice the rate of a nonresident is preferred by the Council, the fee charged to a non-resident may not exceed the 100% cost recovery threshold.

The tables on the following pages provide analysis on six different implementation options for consideration in updating fee amounts:

- **Option 1:** Assumes the City's average current fee amount remains unchanged. Where the City's current fee exceeds the estimated cost calculation established through this Study, the fee is recommended to be reduced to the 100% Cost Recovery Level described as Option 2.
- **Option 2:** Assumes the fee amount is updated to reflect the 100% Cost Recovery Level established through this Study. Any current fee amount which exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased to full cost recovery.
- **Option 3:** Assumes a policy direction to set cost recovery for the service to a maximum 7.5% over the current fee amount. 7.5% represents the cumulative CPI increase occurring since the time of the last Department fee update. Any current fee amount which currently exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased by 7.5%, but not calibrated to recover more than 100%.
- **Option 4:** Assumes a policy direction to set cost recovery for the service to 25% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 25% threshold remains unchanged. Any current fee amount which is recovering less than 25% is increased to a 25% cost recovery amount.
- **Option 5:** Assumes a policy direction to set cost recovery for the service to 50% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 50% threshold remains unchanged. Any current fee amount which is recovering less than 50% is increased to a 50% cost recovery amount.

⁵ The Cost of Service Study's methodology has yielded data regarding the estimated reasonable cost of providing services at the fee level. NBS has made conclusions in this report based on the data. It should be noted that conclusions made in this report are not legal advice. Recommendations are based on NBS' professional experience, not a full legal analysis.

- **Option 6:** Assumes a policy direction to set cost recovery for the service to 75% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 75% threshold remains unchanged. Any current fee amount which is recovering less than 75% is increased to a 75% cost recovery amount.

The first table below displays impacts to the City’s current fee level at each implementation option for the Balboa Park user fee services discussed in Section 3.1. This Study concludes that fees for Monthly Pedi-Cab, Unattended Exhibit Display, and Art Mart permits recover more than the estimated total cost of providing the service, while Special Event Pedi-Cab permits recover less. For all fee items, the following table does not reduce any current fee below its current amount, and yet increases fees under options where warranted.

Table 24

Fee / Activity Name	Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
	Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1 Pedi-Cab permit							
Monthly Operation	\$ 53	123%	\$ 43	\$ 43	\$ 43	\$ 43	\$ 43
Special Event Permit	\$ 27	61%	\$ 43	\$ 28	\$ 27	\$ 27	\$ 32
2 Unattended Exhibit Displays	\$ 39	174%	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22
3 Art Mart	\$ 34	227%	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15
		168%					

The second table below displays the estimated annual revenue impacts for Balboa Park user fee services under each implementation option. At current fee levels, the Department collects approximately \$3,900 in revenue. If fees were adjusted to their 100% cost recovery level, an estimated decrease in revenue would be collected. For all implementation options, estimated annual revenue is projected to decrease from current collections.

Table 25

Fee / Activity Name	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1 Pedi-Cab permit						
Monthly Operation	\$ 1,272	\$ 1,035	\$ 1,035	\$ 1,035	\$ 1,035	\$ 1,035
Special Event Permit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Unattended Exhibit Displays	\$ 936	\$ 539	\$ 539	\$ 539	\$ 539	\$ 539
3 Art Mart	\$ 1,700	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
	\$ 3,908	\$ 2,323	\$ 2,323	\$ 2,323	\$ 2,323	\$ 2,323

3.4.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Government Property

As discussed in section 3.2 of this report, fees for the use of government property are not limited to the cost of providing services. Instead, a comparative survey of market options for similar services was conducted. The purpose of a comparison is to provide a sense of local market options and market pricing for services, and to use that information to gauge the impact of recommendations for fee adjustments proposed by the consultant’s report and staff recommendations.

It should be noted that comparative surveys do not provide information about the cost recovery policies or procedures inherent in each comparison agency. Comparative agencies may or may not base their fee amounts on the cost of providing services. Additionally, names of fees and fee structures vary across comparative agencies; making equivalent comparison of certain fee items difficult or non-conclusive.

The comparative fee survey grouped various rentable facilities in Balboa Park into small, medium, and large capacity categories, in order to make facilities in comparable agencies comparable by size. From information gathered in the comparison for a per hour rental, a median low, median high, average low, and average high were calculated. The City may reference the results shown from the survey to assist in decisions to adjust existing rental rates.

The comparative survey conducted by this Study shows that the fees charged for Balboa Park facilities are in the lower range of the fees charged by other agencies. The survey also shows that as the capacity of the facility increases, so do the fees charged by the City of San Diego; however, as capacity increases, fees charged by the City also become closer to those charged by other agencies. The survey brings forward a trend set by all agencies including the City of San Diego; all agencies charge lower fees for low and medium capacity facilities, yet increase fees significantly for large capacity facilities. Lastly, the survey reveals a large price gap between residential/non-commercial fees and commercial fees imposed by the City. While other agencies do charge higher fees for commercial usage of the facilities, the fee increase is not as pronounced.

For patios and open areas, the City of San Diego's fees are below those set by other agencies. For example, the fee charged to a non-profit organization, with no admission charge, is \$25 per hour. On the other hand, the lowest fee charged by other agencies for a similar facility is \$128, on average. These numbers do not normalize with an increase in capacity or a change in the type of customer renting the facility. San Diego's current fee for a large capacity facility, rented to a commercial organization is \$123 per hour. In contrast, the lowest fee charged by other agencies for a similar rental is \$363, on average.

For the Balboa Park Activity Center, the City of San Diego's fees are below those set by other agencies. For example, the fees charged for reservations range between \$9 and \$27 per court/hour, while other agencies charge between \$25 and \$100 per court/hour.

The Spreckles Organ Pavilion is a unique facility, and limited data was available for the comparison. The cities of El Cajon, Fresno, and San Francisco had comparable facilities, and the City of Vista's Moonlight Amphitheatre as well as San Diego County's Mount Helix Park were also added to enhance the comparison. On average, the City's fees are within the comparable range for non-profit events, and above the market.

The following table provides a summary of estimated revenue impacts per year of implementing Balboa Park facility rental fees at their current rate, or the median low, median high, average low, or average high amount. In general, the City's current rental rates are on the low end of the range of rates shown in the fee comparison.

Table 26

Facility	Current Annual Revenue	Revenue @ Median Low	Revenue @ Median High	Revenue @ Average Low	Revenue @ Average High
Large Capacity Banquet / Theatre / Patio	\$47,296	\$66,500	\$102,724	\$100,484	\$118,970
Medium Capacity Banquet / Theatre / Patio	\$30,636	\$27,998	\$33,472	\$35,190	\$37,668
Small Capacity Banquet / Theatre / Patio	\$26,090	\$22,540	\$34,236	\$35,942	\$46,436
Balboa Park Activity Center	\$347	\$675	\$1,359	\$1,199	\$1,459
Spreckels Organ Pavilion	\$71,468	\$118,300	\$118,300	\$83,148	\$104,104
TOTAL	\$111,645	\$117,713	\$171,791	\$172,815	\$204,533

SECTION 4 – BUILDING USE FEES FOR RECREATION CENTERS

The City's recreation centers and Visitor/Nature Center provide a variety of rooms and facilities that may be rented by the public for various meetings, programs and activities.

The expenses of operating the City's recreation and Visitor/Nature center facilities are primarily funded by resources from the City's General Fund. However, fees collected from uses of public spaces represent an additional source of funding to help cover costs and sustain – if not improve – the level of service provided by the City.

4.1 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property

The purpose of facility rental fees falls under Proposition 26's exception for fees charged for the use of government property; they are therefore not subject to the same reasonable cost of providing services limitation required for user fees. The sections below discuss the City's recreation center building rental fees from this perspective, yet also provide cost of service information whenever such analysis was feasible with available City data.

Administration of facility rentals, and operations and maintenance of the various rentable sites studied in this section are primarily provided by staff in the Community Parks I and Community Parks II Divisions of the Park and Recreation Department. Through the cost of service analysis conducted for the Department of Park and Recreation, NBS determined the total annual costs to the City for maintenance and operation of the City's recreation center areas utilized for other than athletic purposes as approximately \$4.4 million per year.

Current average annual facilities rental revenue per year is approximately \$126,000. The City recovers approximately 3% of the on-going administration, operations and maintenance costs of these facilities through building use/rental fees.

It should be noted that these facilities are not solely provided for rental to the public. A variety of City programming and services are offered in these facilities as well. While these programs may collect their user fees for services, these fees are unlikely to recover for more than the costs of providing the program / service itself. Setting individual fee amounts for recreation center facility rentals will rely primarily on the Comparative Fee Survey's results, discussed in a subsequent section of this Report.

4.2 Comparative Fee Survey

NBS approached the market comparison of recreation center rentable facilities in several different ways:

- Rentable gymnasium and auditorium facilities were grouped into small, medium, and large categories by their capacity (occupancy) limits.
- Rentable multi-purpose rooms were grouped into small, medium, and large categories by their capacity (occupancy) limits.

This approach allowed the best comparison of the wide variety of rentable space options offered in the City's recreation centers to other municipalities and other comparable public and/or privately owned facilities. The table below indicates which rentable rooms and facilities for were assigned to each survey category. Multi-purpose rooms were assigned as follows:

Table 27

Facility/Rec Center Name	MULTI-PURPOSE ROOM (capacity)	Survey Grouping
Linda Vista Rec Center	420	
Carmel Valley Rec Center	248	
Penn Rec Center	240	
Allied Gardens Rec Center	220	
Tierrasanta Rec Center	215	
Santa Clara Point Rec Center	196	
Kearny Mesa Rec Center	187	
Ocean Beach Rec Center	183	
La Jolla Rec Center	175	Large Capacity
Rancho Bernardo Rec Center	165	
Nobel Rec Center	150	
Pacific Beach Rec Center	150	
Hourglass Rec Center	136	
City Heights Rec Center	125	
North Park Rec Center	125	
North Clairemont Rec Center	116	
San Carlos Rec Center	113	
Standley Rec Center	112	
Gil Johnson Mira Mesa Rec Center	100	Medium Capacity
Hilltop Rec Center	100	
Skyline Rec Center	100	
Ocean Air Rec Center	99	
Mountain View Rec Center	85	
Canyonside Rec Center	84	
Serra Mesa Rec Center	82	
Adams Rec Center	80	
Doyle Rec Center	80	
Golden Hills Rec Center	80	
Paradise Hills Rec Center	80	
Scripps Ranch Rec Center	80	
Carmel Mtn Ranch / Sabre Springs Rec Cen	75	
Dolores Magdaleno Memorial Rec Center	75	
Robert Egger, Sr. - South Bay Rec Center	75	
Martin L. King, Jr. Memorial Rec Center	70	
So. Clairemont Rec Center	70	
Colina Del Sol Rec Center	65	
Montgomery-Waller Rec Center	60	
Azalea Rec Center	50	Small Capacity
Cabrillo Park Rec Center	50	
Cadman Rec Center	50	
Stockton Rec Center	50	
Encanto Rec Center	45	
Lopez Ridge Rec Center	40	
San Ysidro Colonel Soloman Rec Center	40	
Willie Henderson Rec Center	40	
Robb Field Rec Center	25	
Tecolote Rec Center	20	

Rentable gymnasium and auditorium spaces were considered as follows:

Table 28

Facility/Rec Center Name	GYMNASIUM / AUDITORIUM (capacity)	Survey Grouping
Tierrasanta Rec Center	1460	Large Capacity
Scripps Ranch Rec Center	1302	
Hourglass Rec Center	1020	
Black Mtn Multi-Purpose Gym	999	
Rancho Bernardo Rec Center	989	
Pacific Beach Rec Center	845	
Kearny Mesa Rec Center	737	
Carmel Valley Rec Center	720	
Serra Mesa Rec Center	707	
Ocean Air Rec Center	691	
Canyonside Rec Center	634	
Nobel Rec Center	600	
Ocean Beach Rec Center	600	
Carmel Mtn Ranch / Sabre S	453	
Mid-City Gymnasium	450	
Mountain View Rec Center	445	
Linda Vista Rec Center	420	
San Carlos Rec Center	400	
San Ysidro Colonel Soloman	350	
Southcrest Rec Center	325	
Allied Gardens Rec Center	300	
Cesar Chavez Comm Center	300	
Gil Johnson Mira Mesa Rec C	300	
Robert Egger, Sr. - South Ba	300	
Standley Rec Center	300	Small Capacity
Doyle Rec Center	250	
Encanto Rec Center	250	
Dolores Maqdaleno Memoria	200	
Golden Hills Rec Center	200	
Skyline Rec Center	200	
Montgomery-Waller Rec Cen	150	
North Park Rec Center	150	
Presidio Rec Center	150	
Colina Del Sol Rec Center	120	
Martin L. King, Jr. Memorial P	100	
Paradise Hills Rec Center	100	

The detailed results of the comparative fee survey performed by NBS for rentable recreation center building fees is available an attachment to this report. As part of this comparison a median low, median high, average

low, and average high were used. The measurements were created by separating the data into lowest and highest fees charged per agency, and calculating a median and average on each set of data. The table below provides a summary of the comparison's results:

Table 29

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - MEETING, ACTIVITY, OR MULTI-PURPOSE ROOMS – SMALL CAPACITY (Up to 50 People) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit</p> <ul style="list-style-type: none"> • Youth Groups per hour: \$2.50 • With No Admission Charge per hour: \$5 • With Admission Charge per hour: \$7.50 	<p>Agencies with comparable facilities: Cities of El Cajon, Escondido, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Non Profit:</p> <ul style="list-style-type: none"> • Median Low: \$24 • Median High: \$30 • Average Low: \$37 • Average High: \$51 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$22 • Median High: \$30 • Average Low: \$36 • Average High: \$50 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Resident/Non-Commercial</p> <ul style="list-style-type: none"> • Athletic Use per hour: \$22 • Non-Athletic Use per hour: \$43.75 	<p>Agencies with comparable facilities: Cities of El Cajon, Escondido, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Resident/Non-Commercial:</p> <ul style="list-style-type: none"> • Median Low: \$28 • Median High: \$35 • Average Low: \$43 • Average High: \$55 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$22 • Median High: \$35 • Average Low: \$43 • Average High: \$55 <p>All other agencies had no information available on this service.</p>
<p>Commercial</p> <ul style="list-style-type: none"> • Athletic Use per hour: \$32.50 • Non-Athletic Use per hour: \$130.50 	<p>Agencies with comparable facilities: Cities of El Cajon, Escondido, La Mesa, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Commercial:</p> <ul style="list-style-type: none"> • Median Low: \$42 • Median High: \$50 • Average Low: \$53 • Average High: \$68 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$35 • Median High: \$41 • Average Low: \$45 • Average High: \$57 <p>All other agencies had no information available on this service.</p>
<p>FACILITY USE SERVICES - MEETING, ACTIVITY, OR MULTI-PURPOSE ROOMS – MEDIUM CAPACITY (Between 51 and 100) (USE OF GOVERNMENT PROPERTY)</p>	

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Non Profit</p> <ul style="list-style-type: none"> • Youth Groups per hour: \$2.50 • With No Admission Charge per hour: \$5 • With Admission Charge per hour: \$7.50 	<p>Agencies with comparable facilities: Cities of Coronado, Escondido, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Non Profit:</p> <ul style="list-style-type: none"> • Median Low: \$35 • Median High: \$50 • Average Low: \$46 • Average High: \$59 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$30 • Median High: \$45 • Average Low: \$44 • Average High: \$57 <p>All other agencies had no information available on this service.</p>
<p>Resident/Non-Commercial</p> <ul style="list-style-type: none"> • Athletic Use per hour: \$22 • Non-Athletic Use per hour: \$43.75 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, Escondido, Poway, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Resident/Non-Commercial:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$50 • Average Low: \$46 • Average High: \$60 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$50 • Average Low: \$42 • Average High: \$56 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> • Athletic Use per hour: \$32.50 • Non-Athletic Use per hour: \$130.50 	<p>Agencies with comparable facilities: Cities of Coronado, Escondido, Poway, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Commercial:</p> <ul style="list-style-type: none"> • Median Low: \$53 • Median High: \$64 • Average Low: \$59 • Average High: \$73 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$50 • Average Low: \$55 • Average High: \$68 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - MEETING, ACTIVITY, OR MULTI-PURPOSE ROOMS – LARGE CAPACITY (Greater than 100) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit</p> <ul style="list-style-type: none"> • Youth Groups per hour: \$2.50 • With No Admission Charge per hour: \$5 • With Admission Charge per hour: \$7.50 	<p>Agencies with comparable facilities: Cities of Escondido, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Non Profit:</p> <ul style="list-style-type: none"> • Median Low: \$35 • Median High: \$60 • Average Low: \$56 • Average High: \$79 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$35 • Median High: \$60 • Average Low: \$44 • Average High: \$60 <p>All other agencies had no information available on this service.</p>
<p>Resident/Non-Commercial</p> <ul style="list-style-type: none"> • Athletic Use per hour: \$22 • Non-Athletic Use per hour: \$43.75 	<p>Agencies with comparable facilities: Cities of Chula Vista, Escondido, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Resident/Non-Commercial:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$70 • Average Low: \$75 • Average High: \$99 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$70 • Average Low: \$55 • Average High: \$74 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> • Athletic Use per hour: \$32.50 • Non-Athletic Use per hour: \$130.50 	<p>Agencies with comparable facilities: Cities of Escondido, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Commercial:</p> <ul style="list-style-type: none"> • Median Low: \$70 • Median High: \$125 • Average Low: \$91 • Average High: \$120 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$70 • Median High: \$75 • Average Low: \$69 • Average High: \$91 <p>All other agencies had no information available on this service.</p>
FACILITY USE SERVICES - AUDITORIUM/GYMNASIUM (NON-ATHLETIC USE) – SMALL CAPACITY (Up to 250 People) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit</p> <ul style="list-style-type: none"> • Youth Groups per hour: \$10 • With No Admission Charge per hour: \$20 • With Admission Charge per hour: \$30 	<p>Agencies with comparable facilities: Cities of La Mesa, Poway, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Non Profit:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$50 • Average Low: \$54 • Average High: \$68 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$50 • Median High: \$50 • Average Low: \$48 • Average High: \$62 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Resident/Non-Commercial</p> <ul style="list-style-type: none"> Per hour: \$87.50 	<p>Agencies with comparable facilities: Cities of Poway, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Resident/Non-Commercial:</p> <ul style="list-style-type: none"> Median Low: \$63 Median High: \$89 Average Low: \$69 Average High: \$93 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$53 Median High: \$82 Average Low: \$58 Average High: \$81 <p>All other agencies had no information available on this service.</p>
<p>Commercial</p> <ul style="list-style-type: none"> Per hour: \$130.50 	<p>Agencies with comparable facilities: Cities of Poway, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Jose, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Commercial:</p> <ul style="list-style-type: none"> Median Low: \$73 Median High: \$100 Average Low: \$84 Average High: \$110 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$65 Median High: \$100 Average Low: \$78 Average High: \$103 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - AUDITORIUM/GYMNASIUM (NON-ATHLETIC USE) – MEDIUM CAPACITY (Between 251 and 600 People) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit</p> <ul style="list-style-type: none"> Youth Groups per hour: \$10 With No Admission Charge per hour: \$20 With Admission Charge per hour: \$30 	<p>Agencies with comparable facilities: Cities of Coronado, Escondido, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Non Profit:</p> <ul style="list-style-type: none"> Median Low: \$65 Median High: \$65 Average Low: \$102 Average High: \$130 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$48 Median High: \$48 Average Low: \$63 Average High: \$77 <p>All other agencies had no information available on this service.</p>
<p>Resident/Non-Commercial</p> <ul style="list-style-type: none"> Per hour: \$87.50 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Resident/Non-Commercial:</p> <ul style="list-style-type: none"> Median Low: \$79 Median High: \$93 Average Low: \$139 Average High: \$171 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$79 Median High: \$93 Average Low: \$118 Average High: \$135 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> Per hour: \$130.50 	<p>Agencies with comparable facilities: Cities of Coronado, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, San Diego Co., Los Angeles Co.</p> <p>Hourly Rate, Commercial:</p> <ul style="list-style-type: none"> Median Low: \$100 Median High: \$100 Average Low: \$194 Average High: \$231 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$100 Median High: \$100 Average Low: \$171 Average High: \$191 <p>All other agencies had no information available on this service.</p>
FACILITY USE SERVICES - AUDITORIUM/GYMNASIUM (NON-ATHLETIC USE) – LARGE CAPACITY (Greater than 600 People) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit</p> <ul style="list-style-type: none"> Youth Groups per hour: \$10 With No Admission Charge per hour: \$20 With Admission Charge per hour: \$30 	<p>Agencies with comparable facilities: Cities of Fresno, Long Beach, San Francisco, Los Angeles Co.</p> <p>Hourly Rate, Non Profit:</p> <ul style="list-style-type: none"> Median Low: \$46 Median High: \$46 Average Low: \$61 Average High: \$61 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$46 Median High: \$46 Average Low: \$61 Average High: \$61 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Resident/Non-Commercial</p> <ul style="list-style-type: none"> Per hour: \$87.50 	<p>Agencies with comparable facilities: Cities of Chula Vista, Fresno, Long Beach, San Francisco, Los Angeles Co.</p> <p>Hourly Rate, Resident/Non-Commercial:</p> <ul style="list-style-type: none"> Median Low: \$56 Median High: \$75 Average Low: \$68 Average High: \$82 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$56 Median High: \$75 Average Low: \$68 Average High: \$82 <p>All other agencies had no information available on this service.</p>
<p>Commercial</p> <ul style="list-style-type: none"> Per hour: \$130.50 	<p>Agencies with comparable facilities: Cities of Chula Vista, Fresno, Long Beach, San Francisco, Los Angeles Co.</p> <p>Hourly Rate, Commercial:</p> <ul style="list-style-type: none"> Median Low: \$66 Median High: \$92 Average Low: \$129 Average High: \$149 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$66 Median High: \$92 Average Low: \$129 Average High: \$149 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - ADDITIONAL/ ANCILLARY FEES (Kitchen Fees) (USE OF GOVERNMENT PROPERTY)	
<p>Non Profit</p> <ul style="list-style-type: none"> • Youth Groups per hour: \$2.50 • With No Admission Charge per hour: \$5 • With Admission Charge per hour: \$7.50 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Escondido, Poway, Fresno, Sacramento, San Francisco, San Jose, San Diego Co.</p> <p>Hourly Rate, Non Profit:</p> <ul style="list-style-type: none"> • Median Low: \$23 • Median High: \$42 • Average Low: \$36 • Average High: \$63 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$23 • Median High: \$42 • Average Low: \$36 • Average High: \$63 <p>All other agencies had no information available on this service.</p>
<p>Non-Commercial</p> <ul style="list-style-type: none"> • Per hour: \$21.75 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Escondido, Poway, Fresno, Sacramento, San Francisco, San Jose, San Diego Co.</p> <p>Hourly Rate, Non-Commercial:</p> <ul style="list-style-type: none"> • Median Low: \$23 • Median High: \$42 • Average Low: \$36 • Average High: \$63 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> • Median Low: \$23 • Median High: \$42 • Average Low: \$36 • Average High: \$63 <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Commercial</p> <ul style="list-style-type: none"> Per hour: \$66.25 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Escondido, Poway, Fresno, Sacramento, San Francisco, San Jose, San Diego Co.</p> <p>Hourly Rate, Commercial:</p> <ul style="list-style-type: none"> Median Low: \$23 Median High: \$42 Average Low: \$36 Average High: \$63 <p>Hourly Rate, additional hours:</p> <ul style="list-style-type: none"> Median Low: \$23 Median High: \$42 Average Low: \$36 Average High: \$63 <p>All other agencies had no information available on this service.</p>

4.3 Implementation Options and Limited Recommendations

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for building use.

As discussed in section 4.1 of this report, fees for the use of government property are not limited to the cost of providing services. Instead, a comparative survey of market options for similar services was conducted. The purpose of a comparison is to provide a sense of local market options and market pricing for services, and to use that information to gauge the impact of recommendations for fee adjustments proposed by the consultant's report and staff recommendations.

It should be noted that comparative surveys do not provide information about the cost recovery policies or procedures inherent in each comparison agency. Comparative agencies may or may not base their fee amounts on the cost of providing services. Additionally, names of fees and fee structures vary across comparative agencies; making equivalent comparison of certain fee items difficult or non-conclusive.

The comparative fee survey grouped the various Recreation Center rentable facilities into small, medium, and large capacity categories, in order to make facilities in comparable agencies comparable by size. From information gathered in the comparison for a per hour rental, a median low, median high, average low, and average high were calculated. The City may reference the results shown from the survey to assist in decisions to adjust existing rental rates.

The comparative survey conducted by this Study shows that the fees charged by the City for Recreation Centers are in the lower, or below, range of the fee charged by other agencies. The City of San Diego charges the same fee, per facility, regardless of the facility's capacity, and the differential in fees charged is based on the type of customer reserving the facility. In contrast, all other agencies surveyed show a differential in the fee charged based on both capacity and the type of customer reserving the facility. For meeting, activity, or multi-purpose rooms, the City charges between \$2.50 and \$7.50 to non-profit organizations for any size facility; while, other agencies, on average, charge between \$37 and \$56 depending on the size of the facility. The only exception to this trend of lower than average fees, is the fees charged to a commercial organization for non-athletic events. The City of San Diego charges \$130.50 for a facility of any size, while other agencies charge on average, between \$53 and \$91. The same trend, discussed above, can be seen throughout the rest of the survey, which includes Auditorium/Gymnasium facilities and Additional/Ancillary Fees.

The following table provides a summary of estimated revenue impacts per year of implementing facility rental fees at their current rate, or the median low, median high, average low, or average high amount. In general, the City's current rental rates are on the low end of the range of rates shown in the fee comparison.

Table 30

Facility	Current Annual Revenue	Revenue @ Median Low	Revenue @ Median High	Revenue @ Average Low	Revenue @ Average High
Meeting, Activity, Multi-Purpose Rooms	\$188,834	\$732,272	\$997,026	\$917,397	\$1,175,380
Auditorium/Gymnasium	\$34,337	\$106,504	\$109,058	\$165,867	\$211,391
Kitchen / Ancillary	\$3,054	\$3,335	\$6,090	\$5,220	\$9,135
TOTAL	\$226,225	\$842,111	\$1,112,174	\$1,088,484	\$1,395,906

SECTION 5 – BEACHES AND BAY

The Beaches and Bay section of the Park and Recreation Department's fee schedule includes the following services and activities:

- **Instructional Camps on Park Land in Beaches and Bay Areas:** Quarterly permitting and monitoring of the use of City park land for the purpose of instructional camps, such as surfing camps and other types of sports and personal training instruction.
- **Volleyball Leagues, Outdoor Season Reservations:** Permitted seasonal outdoor volleyball league play in the City's beach areas. Each team undergoes a seasonal application process whereby Department staff interact with various team representatives to coordinate the athletic season and schedule the use of courts for practice and games held during the seasons.
- **Mooring Installation or Relocation Fee:** Installation or relocation of mooring facilities provided by Department staff as needed or requested.
- **Mooring Permits:** Rental of mooring space for up to 25 foot long vessels at the City's mooring facilities.
- **Beach Bars (Long-Term Boat Beaching):** Rental of space for up to 14-17 foot long vessels at the City's beach bar facilities.
- **Parking Lot Use for Event Venues:** Rental of parking space in support of special events in the beaches and bay areas.

The expenses of operating the City's beaches and areas are primarily funded by resources from the City's General Fund. However, fees collected from the various programs and specific uses of public spaces represent an additional source of funding to help cover costs and sustain – if not improve – the level of service provided by the City.

5.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations

The Department charges several user fees specific to the City's beaches and bays area, including permitting the use of beaches and bay areas for instructional camps, coordinating and permitting volleyball league play, as well as installing or relocating mooring facilities as needed or requested. The purpose of these fees is to recover the costs for a service or product provided by the City to the public. As such, these fees fall under Proposition 26 exceptions with cost of service limitations (see report Section 1.2 for further discussion). These fees may not exceed the estimated and reasonable cost of providing the service for which the fee is charged.

These services are primarily provided by staff assigned to the Developed Regional Parks Division. NBS gathered data regarding the amount of staff time per permit and/or per year spent for these services, and used that information as a primary driver in determining the total City-wide costs of providing these services. For more discussion on the types of costs considered in the analysis, consult Section 1.3.1 of this report.

The table below displays the results of this cost analysis for each permit type.

Table 31

Fee / Activity Name	Unit of Charge	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
1 Instructional Camps on Park Land in Beaches and Bay Areas	per permit, per quarter	29	0.42	\$ 33	\$ 93	280%
2 Volleyball Leagues, Outdoor - Season Reservations	Per team, per season	8	0.25	\$ 22	\$ 33	147%
3 Installation or Relocation - Mooring Facilities	Per request / instance	24	5.50	\$ 440	\$ 243	55%
Total		61				75%

- **Instructional Camps on Park Land in Beaches and Bay Areas:** the City currently charges \$93 per quarterly permit. The total cost of providing this service, on average, is \$33 for each service. The City’s current fee for a monthly permit recovers approximately 280% of its total cost.
- **Volleyball Leagues, Outdoor Season Reservations:** the City currently charges \$33 per team, per season. The total cost of providing this service, on average, is \$22. The City’s Current fee for this service recovers approximately 147% of its total cost.
- **Installation or Relocation Fee:** the City currently charges \$243 per installation or relocation of mooring facilities. The total cost of providing this service, on average, is \$440. The City’s Current fee for this service recovers approximately 55% of its total cost.

5.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property

Annual mooring permits and beach bar fees are for the rental of City property as a boat parking and storage space. These two fees fall under Proposition 26’s “Exception for Fees for Use of Government Property” (see report Section 1.2 for further discussion), and are not subject to the same reasonable cost of providing services limitation required for the user fees discussed in Section 5.1. Rental fees in this Study are presented primarily from this perspective; however, for these fee items, NBS was also able to determine the estimated and reasonable costs of operating and maintaining these facilities:

Table 32

Facility	Unit of Charge	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Estimated Current Revenue	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
1 Beach Bars (Long-Term Boat Beaching)	Annual Permit								
	P/R Costs	235	\$ 21,095			1.0	\$ 90		
	Lifeguard Costs	280	\$ 18,118			1.2	\$ 77		
	Subtotal	515	\$ 39,213	\$ 31,960	235	2.2	\$ 167	\$ 136	82%
2 Mooring Permits - Annual	Annual Permit	849	\$ 66,351			8.2	\$ 638		
	Lifeguard Costs	678	\$ 43,029			6.5	\$ 414		
	Subtotal	1,527	\$ 109,379	\$ 70,512	104	14.7	\$ 1,052	\$ 678	64%
	Total	2,042	\$ 148,592	\$ 102,472	339				69%

- **Beach Bars (Long-Term Boat Beaching):** the City currently charges \$136 per vessel, per year. The total cost of providing this service, on average, is \$167. The City's current fee for a monthly permit recovers approximately 82% of its total cost.
- **Mooring Permits:** the City currently charges \$678 per vessel, per year. The total cost of providing this service, on average, is \$1,052 for each service. The City's current fee for an annual mooring permit recovers approximately 64% of its total cost.

The estimated total cost to the City of operating beach bars and mooring facilities is approximately \$149,000 per year. Overall, the beach bar and mooring facility charges recover 69% of the annual costs of operating and maintaining these facilities.

No cost of service information was obtainable for parking lot rental; this Study will rely on interpretation of the comparative survey for establishing any proposed changes to this fee.

5.3 Comparative Fee Survey

The detailed results of the comparative fee survey performed by NBS for beaches and bay fees is available as an attachment to this report. The table on the following page summarizes the results of the comparison for each service studied:

Table 33

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
USER FEE SERVICES - INSTRUCTIONAL CAMPS ON PARK LAND IN BEACHES & BAY AREAS	
<p>Permit Application</p> <ul style="list-style-type: none"> Per Quarter: \$93 	<p>Agencies that charge for this service: Cities of Chula Vista, Coronado, Escondido, Fresno, San Diego Co., Los Angeles Co.</p> <ul style="list-style-type: none"> Lowest fee: \$25 Highest fee: \$250 <p>Agencies that has a Variable charge for this service: Escondido</p> <p>All other agencies had no information available on this service.</p>
USER FEE SERVICES - VOLLEYBALL LEAGUES, OUTDOOR – SEASON RESERVATIONS	
<p>Team Fee</p> <ul style="list-style-type: none"> Per Team Per Season: \$33 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Poway, Fresno, Long Beach, Los Angeles, Phoenix, San Francisco, Santa Barbara, San Diego Co.</p> <ul style="list-style-type: none"> Most agencies were structured per team per league and others were <i>per player</i> per season. Lowest fee: \$130 per team per league Highest fee: \$325 per team per league <p>Agencies that charge per player for this service: Coronado, Poway</p> <p>All other agencies had no information available on this service.</p>
FACILITY USE SERVICES - BEACH BARS (LONG-TERM BOAT BEACHING) (USE OF GOVERNMENT PROPERTY)	

<p>Annual Permit Resident</p> <ul style="list-style-type: none"> Per Year: \$136 	<p>Agencies that charge for this service: Cities of Long Beach, San Francisco, Santa Barbara, San Diego Co.</p> <ul style="list-style-type: none"> Lowest fee: \$131 per year (Mission Bay) Highest fee: \$1,387 per year <p>Agencies that do not Allow for this service: Poway</p> <p>All other agencies had no information available on this service.</p>
<p>SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT</p>	<p>SUMMARY OF COMPARATIVE SURVEY RESULTS</p>
<p>FACILITY USE SERVICES - MOORINGS PERMITS (USE OF GOVERNMENT PROPERTY)</p>	
<p>Annual Permit</p> <ul style="list-style-type: none"> Per Permit Per Year: \$678 	<p>Agencies with comparable facilities: Cities of Long Beach, San Francisco, Santa Barbara, San Diego Co., Los Angeles Co., Unified Port of SD, Dana Point, Newport Beach, Catalina Island</p> <ul style="list-style-type: none"> Most fees are structured <i>per vessel length, per night/month/year.</i> Lowest fee: \$87.50 per year (Per Shore Mooring- Long Beach) Highest fee: \$23,725 per year <p>Agencies that are privately owned include: San Diego Bay, Mission Bay, Newport Beach, Catalina, Dana Point, Port of San Diego</p> <p>All other agencies had no information available on this service.</p>
<p>FACILITY USE SERVICES - PARKING LOT USE FOR EVENT VENUES (USE OF GOVERNMENT PROPERTY)</p>	
<p>Daily Rate</p> <ul style="list-style-type: none"> Per Space: \$2.75 	<p>Agencies with comparable facilities: Cities of Escondido, Long Beach, Los Angeles, San Francisco.</p> <ul style="list-style-type: none"> Lowest fee: \$3 per day Highest fee: \$8 per day Long Beach fees were structure per hour per half lot usage for Non-Profit and Profit. <p>Agencies that do not charge for this service: Santa Barbara, San Diego Co.</p> <p>All other agencies had no information available on this service.</p>

5.4 Implementation Options and Limited Recommendations

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for the various services discussed for beaches and bay areas.

5.4.1 User Fee Services per Proposition 26 Exceptions with Cost of Service Limitations

The outcomes of the Cost of Service Analysis described for user fees specific to beaches and bay areas establishes the maximum amount at which NBS supports implementing a fee for service. User fees should not exceed the full cost of service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could require the consensus of the voters.⁶

Determining the targeted level of cost recovery from a new or increased fee is not an analytical exercise. Instead, targets reflect agency-specific judgments linked to a variety of factors, such as existing City policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others. Specifically applied to recreational services, setting fees at no more than 100% of the estimated and reasonable cost of providing services also applies to non-resident rate setting and discounts for various user groups. For example, where a policy to charge non-residents twice the rate of a nonresident is preferred by the Council, the fee charged to a non-resident may not exceed the 100% cost recovery threshold.

The tables on the following pages provide analysis on six different implementation options for consideration in updating fee amounts:

- **Option 1:** Assumes the City's average current fee amount remains unchanged. Where the City's current fee exceeds the estimated cost calculation established through this Study, the fee is recommended to be reduced to the 100% Cost Recovery Level described as Option 2.
- **Option 2:** Assumes the fee amount is updated to reflect the 100% Cost Recovery Level established through this Study. Any current fee amount which exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased to full cost recovery.
- **Option 3:** Assumes a policy direction to set cost recovery for the service to a maximum 7.5% over the current fee amount. 7.5% represents the cumulative CPI increase occurring since the time of the last Department fee update. Any current fee amount which currently exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased by 7.5%, but not calibrated to recover more than 100%.
- **Option 4:** Assumes a policy direction to set cost recovery for the service to 25% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 25% threshold remains unchanged. Any current fee amount which is recovering less than 25% is increased to a 25% cost recovery amount.
- **Option 5:** Assumes a policy direction to set cost recovery for the service to 50% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 50% threshold remains unchanged. Any current fee amount which is recovering less than 50% is increased to a 50% cost recovery amount.

⁶ The Cost of Service Study's methodology has yielded data regarding the estimated reasonable cost of providing services at the fee level. NBS has made conclusions in this report based on the data. It should be noted that conclusions made in this report are not legal advice. Recommendations are based on NBS' professional experience, not a full legal analysis.

- **Option 6:** Assumes a policy direction to set cost recovery for the service to 75% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 75% threshold remains unchanged. Any current fee amount which is recovering less than 75% is increased to a 75% cost recovery amount.

The first table below displays impacts to the City’s current fee level at each implementation option for the user fee services discussed in Section 5.1. This Study concludes that fees for Instructional Camps on Park Land in the Beaches and Bay Areas and Volleyball League Outdoor Season Reservations are recovering more than their estimated total cost of providing the service. For these fees, all options calibrate the recommended fee to the 100% cost recovery level amount. Fees for Installation or Relocation of Mooring Facilities recover less than the estimated total cost of providing the service. For this fee item, the recommended fee is not reduced below its current amount, and increased under options where warranted.

Table 34

		Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name		Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1	Instructional Camps on Park Land in Beaches and Bay Areas	\$ 93	280%	\$ 33	\$ 33	\$ 33	\$ 33	\$ 33
2	Volleyball Leagues, Outdoor - Season Reservations	\$ 33	147%	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22
3	Installation or Relocation - Mooring Facilities	\$ 243	55%	\$ 440	\$ 261	\$ 243	\$ 243	\$ 330
			75%					

The second table below displays the estimated annual revenue impacts for user fees under each implementation option. At current fee levels, the Department collects approximately \$8,800 in revenue. If fees were adjusted to their 100% cost recovery level, an estimated additional \$2,900 in revenue would be collected. For all other implementation options, estimated annual revenue is projected to decrease slightly from current collections, as the first two fee items in the table require a reduction from their current amounts in order to not exceed the estimated cost of providing services.

Table 35

		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	
Fee / Activity Name		Estimated Participants / Volume of Activity	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1	Instructional Camps on Park Land in Beaches and Bay Areas	29	\$ 2,697	\$ 964	\$ 964	\$ 964	\$ 964	\$ 964
2	Volleyball Leagues, Outdoor - Season Reservations	8	\$ 264	\$ 180	\$ 180	\$ 180	\$ 180	\$ 180
3	Installation or Relocation - Mooring Facilities	24	\$ 5,832	\$ 10,557	\$ 6,269	\$ 5,832	\$ 5,832	\$ 7,918
		61	\$ 8,793	\$ 11,700	\$ 7,413	\$ 6,975	\$ 6,975	\$ 9,061

5.4.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Government Property

While not required for implementation of a fee for service, the Department of Park and Recreation supplied sufficient data to assist NBS in performing a Cost of Service analysis for use of the City's mooring facilities. The City may choose to use this information in determining an appropriate fee amount for these services, and/or rely on the comparative survey provided for similar agencies.

The table below displays impacts to the City's current fee level at each implementation option for beaches and bay user fees discussed in Section 5.1. This Study concludes that mooring facility use fees currently recover less than the estimated total cost of providing the service. In all options, recommended fees are not reduced below the current fee amount, and are increased under options where warranted.

Table 36

	Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
Facility	Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1 Beach Bars (Long-Term Boat Beaching)	\$ 136	82%	\$ 167	\$ 146	\$ 136	\$ 136	\$ 136
2 Mooring Permits - Annual	\$ 678	64%	\$ 1,052	\$ 729	\$ 678	\$ 678	\$ 678
		69%					

The comparative survey conducted by this Study shows a large variability in the fees charged by other agencies, thus making the comparison of fees difficult. Most of San Diego's current fees are found in the lower to mid part of the range set by other agencies. For Beach Bars permits, the closest, and lowest fee, was Mission Bay at \$131. However, for all other agencies the fees varied significantly, the highest fee being \$1,387. For Mooring Permits, the City's fee is in the lower range as compared to fees charged by other agencies. Mooring fees varied significantly in the comparison, the highest fee being \$23,725, making comparison difficult. For parking lot use fees, the City's fees are below the range set by other agencies. The City of San Diego charges \$2.75, while all other agencies charge between \$3 and \$8 per day.

The next table below displays the estimated annual revenue impacts for facility use fees under each implementation option. At current fee levels, the Department collects approximately \$102,000 in revenue. If fees were adjusted to their 100% cost recovery level, an estimated additional \$46,000 in revenue would be collected. Estimated annual revenue is projected to increase from current collections under a cumulative CPI increase; for all other implementation options annual revenue remains unchanged from current collections.

Table 37

		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Facility	Estimated Participants / Volume of Activity	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1 Beach Bars (Long-Term Boat Beaching)	235	\$ 31,960	\$ 39,213	\$ 34,357	\$ 31,960	\$ 31,960	\$ 31,960
2 Mooring Permits - Annual	104	\$ 70,512	\$ 109,379	\$ 75,800	\$ 70,512	\$ 70,512	\$ 70,512
	339	\$ 102,472	\$ 148,592	\$ 110,157	\$ 102,472	\$ 102,472	\$ 102,472

SECTION 6 – CAMPS

The Camps section of the Park and Recreation Department’s current fee schedule includes the following services and activities:

- **Indoor and Outdoor Day Camps:** for the City’s staffing and/or facilitation of City staff, Recreation Council, or Independent Contractor run non-athletic day camps.
- **Campground Rentals:** for the City’s Chollas Lake and Fiesta Island youth camp sites, as well as the Kumeyaay Campground

The expenses of operating the City’s day camps and facilities are primarily funded by resources from the City’s General Fund. However, fees collected from the various programs specific uses of public spaces represent an additional source of funding to help cover costs and sustain – if not improve – the level of service provided by the City.

6.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations

The City charges user fees for indoor and outdoor day camps. The purpose of these fees is to recover the costs for a service or product provided by the City to the public. As such, these fees fall under Proposition 26 exceptions with cost of service limitations (see report Section 1.2 for further discussion). These fees may not exceed the estimated and reasonable cost of providing the service for which the fee is charged.

Indoor and outdoor day camp fees are structured per child, per session. A “session” is defined as a maximum of 11 hours per day for five (5) contiguous days, and a minimum of three (3) hours per day. Given the variety of day camp options provided by the City, the level of effort required to facilitate or monitor a day camp program will vary depending on whether the program is a City staff-run program, a Recreation Council instructor-run program, or independent contractor-run program.

Day camp services are primarily provided by staff assigned to the Community Parks I and II Divisions. NBS gathered data regarding the amount of staff time per year spent on day camp services and activities, and used that information as a primary driver in determining the total City-wide costs of providing these services. For more discussion on the types of costs considered in the analysis, consult Section 1.3.1 of this Report.

NBS then evaluated the annual cost recovery level for these fees by matching current annual revenues collected, to the total annual program costs established through this Study. Derivation of annual current fee revenues relied first upon the City’s financial reports from the most recent year; where the level of detail by program or activity was not available in these reports, NBS projected revenue with the City’s current fee amount multiplied by the number of individual fees charged.

The table below summarizes results of the cost recovery analysis for day camps:

Table 38

Program / Service	Total Annual Cost of Providing Services	Annual Staff Hours	Blended Total Activity Cost per Hour	Current Fees - Annual Revenue	Existing Cost Recovery %
City Staff Facilitated	\$ 55,291	1,375	\$ 40	\$ 4,954	9%
City Staff Facilitation of Rec Council Program	\$ 345,568	8,592	\$ 40	\$ 44,587	13%
City Staff Facilitation of Independent Program	\$ 16,081	400	\$ 40	\$ 6,791	42%
Total Day Camp Services	\$ 416,940	10,366		\$ 56,332	14%

The “Total Annual Cost of Providing Services” includes all direct and indirect costs that could be reasonably identified to these services. It should be noted, however, that costs associated with facility and/or park grounds use maintenance were not included in these cost calculations. As shown, the City currently recovers approximately 14% of the total cost of providing indoor and outdoor day camp services. City staff facilitated day camp fees recover 9% of their total cost, on average; City staff facilitation of Recreation Council instructor-run programs recover approximately 13%; City staff facilitation of independent contractor-run programs, 42%.

The following table displays the results of the Cost of Service Analysis for indoor and outdoor camps on a “per unit” basis:

Table 39

Fee / Activity Name	Unit of Charge	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
1 Indoor and Outdoor Day Camps						
City Staff Facilitated	per session/per child	601	2.3	\$ 92.07	\$ 8.25	9%
City Staff Facilitation of Rec Council Program	per session/per child	5,405	1.6	\$ 63.94	\$ 8.25	13%
City Staff Facilitation of Independent Program	per session/per child	503	0.8	\$ 31.97	\$ 13.50	42%
Total		6,508				14%

- **City Staff Facilitated Day Camp Programs:** the City currently charges \$8.25 per child, per session. The total cost of providing this service, on average, is \$92 for this service. The City’s current fee for this service recovers approximately 9% of its total cost.
- **City Staff Facilitation of Rec Council Instructors:** the City currently charges \$8.25 per child, per session. The total cost of providing this service, on average, is \$63.94 for this service, and does not include the cost to the Recreation Council for the instructor. The City’s current fee for this service recovers approximately 13% of its total cost.
- **City Staff Facilitation of Independent Programs:** the City currently charges \$13.50 per child, per session. The total cost of providing this service, on average, is \$31.97 for this service, and does not include the cost to or the independent program. The City’s current fee for this service recovers approximately 42% of its total cost.

6.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property

Campground rental fees fall under Proposition 26’s “Exception for Fees for Use of Government Property” (see report Section 1.2 for further discussion), and are not subject to the same reasonable cost of providing services limitation required for the user fees discussed in Section 6.1. These fees will be discussed within the Comparative Fee Survey section below.

6.3 Comparative Fee Survey

The detailed results of the comparative fee survey performed by NBS is available as an attachment to this report. The following table summarizes the results of the comparison for each service studied:

Table 40

San Diego Fee Name and Current Fee Amount	Summary of Comparative Survey Results
USER FEE SERVICES - INDOOR AND OUTDOOR DAY CAMPS	
<p>All Program Sessions (Approx. One Week)</p> <p><i>City Staff or Recreation Council run:</i></p> <ul style="list-style-type: none"> Per Session Per Child: \$8.75 (excludes any pass through, field trip, or entrance fees) <p><i>Independent program:</i></p> <ul style="list-style-type: none"> Per Session Per Child: \$13.50 	<p>Agencies with comparable facilities: Cities of Chula Vista, Escondido, Fresno, Long Beach, San Francisco.</p> <ul style="list-style-type: none"> Lowest fee: \$21.70 per week Highest fee: \$300 per week Most fees range from \$35-\$225 per weekly session, some rates varied per Resident vs. Non-Resident <p>Non-Residents: Must pay twice the regular rate except in beach areas of their contiguous parks.</p> <p>All other agencies had no information available on this service.</p>
FACILITY USE SERVICES - CHOLLAS LAKE OVERNIGHT YOUTH CAMP (USE OF GOVERNMENT PROPERTY)	
<p>Overnight Fee</p> <ul style="list-style-type: none"> Per Night: \$61 	<p>Agencies that charge for this service: San Diego Co. and CA State Campgrounds</p> <ul style="list-style-type: none"> Lowest fee: \$40 per night Highest fee: \$355 per night <p>All other agencies had no information available on this service.</p>
FACILITY USE SERVICES - FIESTA ISLAND YOUTH CAMP (USE OF GOVERNMENT PROPERTY)	

San Diego Fee Name and Current Fee Amount	Summary of Comparative Survey Results
Three Day (72 Hour) Use Fee <ul style="list-style-type: none"> Per Campsite Cluster: \$61 	Agencies that charge for this service: CA State Campgrounds <ul style="list-style-type: none"> Lowest fee: \$40 per night Highest fee: \$355 per night <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
FACILITY USE SERVICES - KUMEYAAY CAMPGROUND (USE OF GOVERNMENT PROPERTY)	
Overnight Fee <ul style="list-style-type: none"> Per Site Per Night: \$20 Per Dog Per Night: \$3 Per Extra Vehicle Per Night: \$4 Dumping for Non-Registered Campers Per Dump: \$5 	Agencies with comparable facilities: City of San Francisco, San Diego Co., CA State Campgrounds <ul style="list-style-type: none"> Lowest fee: \$22 per site per night Highest fee: \$46 per site per night Arroyo Seco & Granite Springs (CA State Campgrounds): \$5 per person per Hike-In Extra vehicle (County of San Diego): \$4 per night Pets (County of San Diego): \$1 per night <p>Camps within the San Diego Co. Agency include: Lake Moreno, Aqua Caliente, William Heise, Cuyamaca Rancho State Park, Burnt Rancheria</p> <p>All other agencies had no information available on this service. Additional facilities surveyed:</p> <ul style="list-style-type: none"> Padre Dam Municipal Water District, Santee Lakes: Extra Vehicle \$2 per night; Pets \$1 per night Helix Water District, Lake Jennings: Extra Vehicle \$2 per night; Pets \$1 per night

6.4 Implementation Options and Limited Recommendations

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for the various services discussed for City camps fees.

6.4.1 User Fee Services per Proposition 26 Exceptions with Cost of Service Limitations

The outcomes of the Cost of Service Analysis described for user fees specific to City camps establishes the maximum amount at which NBS supports implementing a fee for service. User fees should not exceed the full cost of service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could require the consensus of the voters.⁷

Determining the targeted level of cost recovery from a new or increased fee is not an analytical exercise. Instead, targets reflect agency-specific judgments linked to a variety of factors, such as existing City policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others. Specifically applied to recreational services, setting fees at no more than 100% of the estimated and reasonable cost of providing services also applies to non-resident rate setting and discounts for various user groups. For example, where a policy to charge non-residents twice the rate of a nonresident is preferred by the Council, the fee charged to a non-resident may not exceed the 100% cost recovery threshold.

The tables on the following pages provide analysis on six different implementation options for consideration in updating fee amounts:

- **Option 1:** Assumes the City's average current fee amount remains unchanged. Where the City's current fee exceeds the estimated cost calculation established through this Study, the fee is recommended to be reduced to the 100% Cost Recovery Level described as Option 2.
- **Option 2:** Assumes the fee amount is updated to reflect the 100% Cost Recovery Level established through this Study. Any current fee amount which exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased to full cost recovery.
- **Option 3:** Assumes a policy direction to set cost recovery for the service to a maximum 7.5% over the current fee amount. 7.5% represents the cumulative CPI increase occurring since the time of the last Department fee update. Any current fee amount which currently exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased by 7.5%, but not calibrated to recover more than 100%.
- **Option 4:** Assumes a policy direction to set cost recovery for the service to 25% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 25% threshold remains unchanged. Any current fee amount which is recovering less than 25% is increased to a 25% cost recovery amount.
- **Option 5:** Assumes a policy direction to set cost recovery for the service to 50% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 50% threshold remains unchanged. Any current fee amount which is recovering less than 50% is increased to a 50% cost recovery amount.

⁷ The Cost of Service Study's methodology has yielded data regarding the estimated reasonable cost of providing services at the fee level. NBS has made conclusions in this report based on the data. It should be noted that conclusions made in this report are not legal advice. Recommendations are based on NBS' professional experience, not a full legal analysis.

- **Option 6:** Assumes a policy direction to set cost recovery for the service to 75% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 75% threshold remains unchanged. Any current fee amount which is recovering less than 75% is increased to a 75% cost recovery amount.

The first table below displays impacts to the City's current fee level at each implementation option for the user fee services discussed in Section 6.1. This Study concludes that fees for Indoor and Outdoor Day Camps are recovering less than their estimated total cost of providing the service. For these fee items, the recommended fee is increased under options where warranted.

Table 41

	Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name	Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1 Indoor and Outdoor Day Camps							
City Staff Facilitated	\$ 8	9%	\$ 92	\$ 9	\$ 23	\$ 46	\$ 69
City Staff Facilitation of Rec Council Program	\$ 8	13%	\$ 64	\$ 9	\$ 16	\$ 32	\$ 48
City Staff Facilitation of Independent Program	\$ 14	42%	\$ 32	\$ 15	\$ 14	\$ 16	\$ 24
		14%					

The second table below displays the estimated annual revenue impacts for user fees under each implementation option. At current fee levels, the Department collects approximately \$56,000 in revenue. If fees were adjusted to their 100% cost recovery level, an estimated additional \$360,000 in revenue would be collected. For all other implementation options, estimated annual revenue is projected to increase from current collections, in order to achieve the estimated cost of providing services.

Table 42

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name	Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1 Indoor and Outdoor Day Camps						
City Staff Facilitated	\$ 4,954	\$ 55,291	\$ 5,326	\$ 13,823	\$ 27,645	\$ 41,468
City Staff Facilitation of Rec Council Program	\$ 44,587	\$ 345,568	\$ 47,931	\$ 86,392	\$ 172,784	\$ 259,176
City Staff Facilitation of Independent Program	\$ 6,791	\$ 16,081	\$ 7,300	\$ 6,791	\$ 8,041	\$ 12,061
	\$ 56,332	\$ 416,940	\$ 60,557	\$ 107,005	\$ 208,470	\$ 312,705

6.4.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Government Property

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for campground facility use.

As discussed in section 6.2 of this report, fees for the use of government property are not limited to the cost of providing services. Instead, a comparative survey of market options for similar services was conducted. The purpose of a comparison is to provide a sense of local market options and market pricing for services, and to use that information to gauge the impact of recommendations for fee adjustments proposed by the consultant's report and staff recommendations.

It should be noted that comparative surveys do not provide information about the cost recovery policies or procedures inherent in each comparison agency. Comparative agencies may or may not base their fee amounts on the cost of providing services. Additionally, names of fees and fee structures vary across comparative agencies; making equivalent comparison of certain fee items difficult or non-conclusive.

The comparative survey conducted shows that the fees charged by the City for campground use are in the range of the fee charged by other agencies. Because campgrounds are a unique facility, limited data was available for the comparison. Therefore, comparable campsite rental fees from San Diego County and the State of California were added to the comparison. For Chollas Lake overnight youth camp and Fiesta Island youth camp, the City charges \$61 per night. Other agencies charge between \$40 and \$55 per night. For Kumeyaay campgrounds, The City charges \$20 per site/night, \$3 per dog/night, \$4 per vehicle/night. Other agencies charge between \$22 and \$46 per site/night, \$4 per vehicle/night, and \$1 per dog/night.

SECTION 7 – OTHER MISCELLANEOUS FEES

A number of fees on the Park and Recreation Department's current fee schedule cannot be classified under any of the previous sections, but are nonetheless relevant to recreational services and facilities provided by the City:

- **Picnic Shelter Rentals:** For reservation and use of the City's picnic area facilities.
- **Parking Lot Use for Event Venues:** Rental of parking space for purposes of events in the City's Balboa Park and/or Recreation Center facilities.
- **Adult Outdoor Fitness Classes, Personal Trainers on Park Land:** Quarterly permitting and monitoring of the use of City park land for the purpose of instructional camps, such as fitness classes and personal trainers that charge participants for their services.
- **Dance Instruction:** The City offers an extensive dance program. Participation fees recover the City's costs of providing these services.
- **Ground Use Permitting:** The Department permits and monitors any group of 50 or more persons, as well as surf contests and weddings of any size. City staff processes a permit and monitors activities of this type and size.
- **Park Use Permit for Off Leash Dog Events:** On a per event basis, the City permits and monitors the use of City park land for the purpose of 50-people or less group dog agility training, fly ball training, and frisbee practice sessions, as well as other training classes and shows.
- **Preferential, Non-Exclusive Use Permit, Special Use Permit Holders:** Park and Recreation Department staff processes and renews various special agreements with various private and non-profit user groups for use of City facilities. Agreements last for a three (3) year term.
- **Film Permits:** Per request permitting and monitoring of the use of City park land for the purpose of film and / or still photography shoots.
- **Special Equipment Set Up:** Permit issued to parkland users wishing to set up special equipment for a gathering or event. Examples include pony and llama rides, blow up party jump houses, etc.
- **Miscellaneous Staffing for Event Support:** Hourly rates for staff apply as required to support of events in the City's parks or facilities.
- **Non-Hours of Operation:** Special over-time hourly rate for staff support to athletic programs and other events in the City's parks or facilities which occur outside of regular business hours.
- **Additional Operating Hours for Recreation Centers:** Hourly rate for purposes of opening recreation centers to the public, above and beyond normal operating hours.

The expenses of operating the City's picnic shelter and parking lot facilities, as well as providing the miscellaneous services listed, are primarily funded by resources from the City's General Fund. However, fees collected from the various programs specific uses of public spaces represent an additional source of funding to help cover costs and sustain – if not improve – the level of service provided by the City.

7.1 User Fees: Proposition 26 Exceptions with Cost of Service Limitations

The City's miscellaneous user fee charges listed above fall under Proposition 26's exception for fees charged for services and products. As such, these fees fall under Proposition exceptions with cost of service limitations (see report Section 1.2 for further discussion). These fees may not exceed the estimated and reasonable cost of providing the service for which the fee is charged.

All services listed are provided by staff assigned to both the Community Parks I and II Divisions, and Developed Regional Parks Divisions. NBS gathered data regarding the amount of staff time per permit and/or per year spent for these services, and used that information as a primary driver in determining the total City-wide costs of providing these services. For more discussion on the types of costs considered in the analysis, consult Section 1.3.1 of this Report.

NBS then evaluated the annual cost recovery level for these fees by matching current annual revenues collected, to the total annual program costs established through this Study. Derivation of annual current fee revenues relied first upon the City's financial reports from the most recent year; where the level of detail by program or activity was not available in these reports, NBS projected revenue with the City's current fee amount multiplied by the number of individual fees charged.

The table below summarizes results of the cost recovery analysis for miscellaneous services:

Table 43

Program / Service	Total Annual Cost of Providing Services	Annual Staff Hours	Blended Total Activity Cost per Hour	Current Fees - Annual Revenue	Existing Cost Recovery %
Instructional Permits on Parkland	\$ 9,397	106	\$ 88	\$ 22,860	243%
Citywide Dance Program	\$ 307,080	11,295	\$ 27	\$ 326,723	106%
Ground Use Permits	\$ 2,211,841	26,514	\$ 83	\$ 519,317	23%
Park Use Permit - Off Leash Dog Events	\$ 233	3	\$ 78	\$ 468	201%
Preferential / Special Use Agreements	\$ 16,158	180	\$ 90	\$ 13,266	82%
Film Permits	\$ 53,859	600	\$ 90	\$ -	0%
Special Equipment Set Up	\$ 12,904	144	\$ 90	\$ 15,525	120%
Total Miscellaneous Services	\$ 2,611,472	38,842		\$ 898,159	34%

The "Total Annual Cost of Providing Services" includes all direct and indirect costs that could be reasonably identified to these services. It should be noted, however, that costs associated with facility and/or park grounds use maintenance were not included in these cost calculations. As shown, the City currently recovers approximately 34% of the total cost these services. At the individual program or service category level, some categories recover more than their cost, while others recover less.

The following table displays the results of the Cost of Service Analysis for miscellaneous fees on a "per unit" basis:

Table 44

Fee / Activity Name	Unit of Charge	Estimated Participants / Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
1 Adult Outdoor Fitness Classes, Personal Trainers on Park Land						
Balboa Park	Per Permit, Per Quarter	160	0.50	\$ 44	\$ 93	211%
Other Park Areas	Per Permit, Per Quarter	105	0.25	\$ 22	\$ 76	339%
2 Dance Instruction	Per Session / Per Participant	7,424	1.52	\$ 41	\$ 48	116%
3 Ground Use Permitting Fee (Groups of 50 or more)						
a No Admission Charge for Event						
50-150 Persons	per event / per day	1,751	2.00	\$ 172	\$ 29	17%
151-300 Persons		565	2.00	\$ 172	\$ 29	17%
301-1,000 Persons		161	8.00	\$ 689	\$ 29	4%
Over 1,000 Persons		58	20.00	\$ 1,722	\$ 29	2%
b Admission Charge for Event						
50-150 Persons	per event / per day	849	2.00	\$ 172	\$ 73	42%
151-300 Persons		738	2.00	\$ 172	\$ 92	53%
301-1,000 Persons		1,117	8.00	\$ 689	\$ 177	26%
Over 1,000 Persons		367	20.00	\$ 1,722	\$ 325	19%
4 Park Use Permit for Off Leash Dog	per event	12	0.25	\$ 19	\$ 39	201%
5 Preferential, Non-Exclusive Use Permit, Special Use Permit Holders	per Permit	40	4.50	\$ 404	\$ 603	149%
9 Film Permits		200	3.00	\$ 269	\$ -	0%
6 Special Equipment Set Up	per item / per day	575	0.25	\$ 22	\$ 27	120%
Total		14,120				34%

- **Adult Outdoor Fitness Classes, Personal Trainers on Park Land:** the City currently charges \$93 per permit, per quarter in Balboa Park and \$76 per permit, per quarter in Other Park Areas. The total cost of providing this service, on average, is \$22 per activity for Other Park Areas and \$44 per activity for Balboa Park. The City’s current fee for this service recovers approximately 211% of its total cost for Balboa Park and 339% of its total cost for Other Park Areas.

- **Dance Instruction:** the City currently charges \$48 per session, per participant. The total cost of providing this service, on average, is \$41 per activity. The City's current fee for this service recovers approximately 116% of its total cost.
- **Ground Use Permitting:** the City currently charges \$29 per event, per day for a No Admission Charge Event and \$73-\$325 per event, per day for an Admission Charge Event. The total cost of providing this service, on average, is \$172-\$1722 per activity depending on number of participants. The City's current fee for this service recovers anywhere from 4%-53% of its total cost.
- **Park Use Permit for Off Leash Dog Events:** the City currently charges \$39 per permit, per event. The total cost of providing this service, on average, is \$19 per activity. The City's current fee for this service recovers approximately 201% of its total cost.
- **Preferential, Non-Exclusive Use Permit, Special Use Permit Holders:** the City currently charges \$603 per permit. The total cost of providing this service, on average, is \$404 per activity. The City's current fee for this service recovers approximately 149% of its total cost.
- **Film Permits:** the City does not list a current fee. The total cost of providing this service, on average, is \$269 per activity. The City's current fee for this service recovers approximately 0% of its total cost.
- **Special Equipment Set Up:** the City currently charges \$27 per item, per day. The total cost of providing this service, on average, is \$22 per activity. The City's current fee for this service recovers approximately 120% of its total cost.
- **Miscellaneous Staffing for Event Support, Non-Hours of Operation, and Additional Operating Hours for Recreation Centers:** These cost of service amounts have been calculated by the Department's finance staff; consult the Department's staff report for details.

7.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Property

Rental fees fall under Proposition 26's exception for fees charged for the use of government property; they are therefore not subject to the same reasonable cost of providing services limitation required for user fees. Sufficient data was not available at a granular enough level to perform a cost of service analysis per noted facility. These fees will be discussed within the Comparative Fee Survey section below.

7.3 Comparative Fee Survey

The detailed results of the comparative fee survey performed by NBS for these miscellaneous fees is available an attachment to this report. The following table summarizes the results of the comparison for each service studied:

Table 45

San Diego Fee Name and Current Fee Amount	Summary of Comparative Survey Results
FACILITY USE SERVICES - PICNIC SHELTER RESERVATION FEE	
Reservation Fee <ul style="list-style-type: none"> Per Use: \$20 	Agencies with comparable facilities: Cities of Chula Vista, Poway, Fresno, Los Angeles, Sacramento, San Francisco, Santa Barbara, San Jose, San Diego Co. <ul style="list-style-type: none"> Most fees are structured by time, type, number of participants Lowest fee: \$5 per space Highest fee: \$1220 per space Non-Residents: Rates are higher in most cases All other agencies had no information available on this service.
FACILITY USE SERVICES - PARKING LOT USE	
Parking Lot Use for Event Venues <ul style="list-style-type: none"> Per Space Per Day: \$2.75 	All agencies had no information available on this service. Consult Beaches and Bay report section for available comparative information gathered on this service.
USER FEE SERVICES - ADULT OUTDOOR FITNESS CLASSES, PERSONAL TRAINERS ON PARK LAND	
Permit for Mission Bay/Balboa Park <ul style="list-style-type: none"> Per Quarter: \$93 Permit for Other Park Areas <ul style="list-style-type: none"> Per Quarter: \$76 	Agencies that charge for this service: Los Angeles Co. <ul style="list-style-type: none"> One Permit Rate Provided: \$200 All other agencies had no information available on this service.
USER FEE SERVICES - DANCE INSTRUCTION	
Session Fee <ul style="list-style-type: none"> Per Participant: \$48 	Agencies with comparable facilities: City of Chula Vista, Coronado, El Cajon, La Mesa, Poway, Fresno, Long Beach, Los Angeles, Sacramento, San Francisco, Santa Barbara, San Diego Co. <ul style="list-style-type: none"> Lowest fee: \$5 per participant per class Highest fee: \$175 per participant per class Most fees were structured per class type and per Resident vs. Non-Resident All other agencies had no information available on this service.

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
USER FEE SERVICES - GROUND USE FEE	
<p>Non-Profit Youth Organization with No Admission Charge for Event Daily:</p> <ul style="list-style-type: none"> • Per Organization: \$191 per event per day <p>Non-Profit Adult Organization with No Admission Charge for Event Daily: \$110</p> <ul style="list-style-type: none"> • Per Organization: \$101 per event per day <p>Non-Profit with Admission Charge for Event, Youth and Adult, Daily</p> <ul style="list-style-type: none"> • 50-150 Persons: \$191 per day • 151-300 Persons: \$273 per day • 301-1000 Persons: \$492 per day • Over 1,000: \$874 per day <p>Non-Commercial, Daily</p> <ul style="list-style-type: none"> • 50-150 Persons: \$273 per day • 151-300 Persons: \$410 per day • 301-1000 Persons: \$656 per day • Over 1,000: \$1093 per day <p>Commercial, Daily</p> <ul style="list-style-type: none"> • 50-150 Persons: \$383 per day • 151-300 Persons: \$492 per day • 301-1000 Persons: \$874 per day • Over 1,000: \$1367 per day 	<p>All agencies had no information available on these services.</p>
USER FEE SERVICES - PARK USE PERMIT FOR OFF LEASH DOG AGILITY TRIAL PRACTICE SESSIONS, OFF LEASH DOG FLYBALL PRACTICE SESSIONS, OFF LEASH DOG FRISBEE PRACTICE SESSIONS, DOG TRAINING CLASSES, AND DOG SHOWS (50 PERSONS)	

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Non-Profit</p> <ul style="list-style-type: none"> Per permit: \$40.50 <p>Other</p> <ul style="list-style-type: none"> Per permit: \$81 <p>Lights (in addition to above fees)</p> <ul style="list-style-type: none"> Per permit: \$7.75 	<p>Agencies with comparable facilities: City of El Cajon</p> <ul style="list-style-type: none"> One Permit Rate Provided: \$105 <p>All other agencies had no information available on this service.</p>
USER FEE SERVICES - SPECIAL EQUIPMENT SET-UP	
<p>Set-Up</p> <ul style="list-style-type: none"> Per Item: \$27 	<p>Agencies with comparable facilities: Cities of Coronado, El Cajon, Escondido, La Mesa, Santa Barbara</p> <ul style="list-style-type: none"> Lowest fee: \$26 per item Highest fee: \$65 per item Most fees varied dependent upon the type of set-up <p>Agencies that charge a percentage of the Reservation Fee for set-up: Santa Barbara</p> <p>All other agencies had no information available on this service.</p>
USER FEE SERVICES - MISCELLANEOUS STAFFING FOR EVENT SUPPORT	

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
<p>Recreation Leader I</p> <ul style="list-style-type: none"> Hourly Rate: \$18 <p>Recreation Leader II</p> <ul style="list-style-type: none"> Hourly Rate: \$20.50 <p>Park Ranger (Straight Time)</p> <ul style="list-style-type: none"> Hourly Rate: \$53 <p>Park Ranger (Overtime)</p> <ul style="list-style-type: none"> Hourly Rate: \$80 <p>Senior Park Ranger (Straight Time)</p> <ul style="list-style-type: none"> Hourly Rate: \$85 <p>Senior Park Ranger (Overtime)</p> <ul style="list-style-type: none"> Hourly Rate: \$127 	<p>Agencies with comparable facilities: Cities of Chula Vista, Coronado, El Cajon, Escondido, La Mesa, Poway, Fresno, Long Beach, Phoenix, San Francisco, Santa Barbara, San Jose</p> <ul style="list-style-type: none"> Most Agencies had different Recreation Staff Job Titles so it wasn't always a one-for-one comparison Lowest fee: \$13.00 per hour (Recreation Leader, Fresno) Highest fee: \$119.88 per hour (Sr. Park Ranger straight time, Chula Vista) <p>Agencies that have one flat rate for all Recreation Staff: El Cajon, Long Beach, Phoenix, Santa Barbara</p> <p>All other agencies had no information available on this service.</p>

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT	SUMMARY OF COMPARATIVE SURVEY RESULTS
CANCELLATIONS	
<p><i>This item was not included in the cost of service analysis, but was requested to be included as part of the comparative survey by the Department of Park and Recreation.</i></p> <p>With a 30 day notice</p> <ul style="list-style-type: none"> • Percentage of the fee paid: 0% charge <p>With a notice of less than 30 days</p> <ul style="list-style-type: none"> • Percentage of the fee paid: 25% charge <p>With a notice of less than 10 days</p> <ul style="list-style-type: none"> • Percentage of the fee paid: 50% charge <p>Wish a notice of less than 48 hours</p> <ul style="list-style-type: none"> • Percentage of the fee paid: 100% charge 	<p>Agencies with comparable facilities: City of Chula Vista, Coronado, El Cajon, La Mesa, Poway, Fresno, Long Beach, Los Angeles, Phoenix, Sacramento, San Francisco, Santa Barbara, San Jose</p> <ul style="list-style-type: none"> • Rates are structured in percentages and flat fees depending on facility and advance notice • Lowest fee: 0% charge with 14 Day Notice • Highest fee: 100% Reservation Fee <p>Agencies that only charge one cancellation fee: Chula Vista, Coronado, El Cajon, Poway, Long Beach, Sacramento, San Francisco, Santa Barbara</p> <p>All other agencies had no information available on this service.</p>

7.4 Implementation Options and Limited Recommendations

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for the various services discussed for miscellaneous fees.

7.4.1 User Fee Services per Proposition 26 Exceptions with Cost of Service Limitations

The outcomes of the Cost of Service Analysis described for miscellaneous user fees establishes the maximum at which NBS supports implementing a fee for service. User fees should not exceed the full cost of service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could require the consensus of the voters.⁸

Determining the targeted level of cost recovery from a new or increased fee is not an analytical exercise. Instead, targets reflect agency-specific judgments linked to a variety of factors, such as existing City policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others. Specifically applied to recreational services, setting fees at no more than 100% of the estimated and reasonable cost of providing services also applies to non-resident rate setting and discounts for various user groups. For example, where a policy to charge non-residents twice the rate of a nonresident is preferred by the Council, the fee charged to a non-resident may not exceed the 100% cost recovery threshold.

The tables on the following pages provide analysis on six different implementation options for consideration in updating fee amounts:

- **Option 1:** Assumes the City's average current fee amount remains unchanged. Where the City's current fee exceeds the estimated cost calculation established through this Study, the fee is recommended to be reduced to the 100% Cost Recovery Level described as Option 2.
- **Option 2:** Assumes the fee amount is updated to reflect the 100% Cost Recovery Level established through this Study. Any current fee amount which exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased to full cost recovery.
- **Option 3:** Assumes a policy direction to set cost recovery for the service to a maximum 7.5% over the current fee amount. 7.5% represents the cumulative CPI increase occurring since the time of the last Department fee update. Any current fee amount which currently exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased by 7.5%, but not calibrated to recover more than 100%.
- **Option 4:** Assumes a policy direction to set cost recovery for the service to 25% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 25% threshold remains unchanged. Any current fee amount which is recovering less than 25% is increased to a 25% cost recovery amount.
- **Option 5:** Assumes a policy direction to set cost recovery for the service to 50% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 50% threshold remains unchanged. Any current fee amount which is recovering less than 50% is increased to a 50% cost recovery amount.
- **Option 6:** Assumes a policy direction to set cost recovery for the service to 75% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 75%

⁸ The Cost of Service Study's methodology has yielded data regarding the estimated reasonable cost of providing services at the fee level. NBS has made conclusions in this report based on the data. It should be noted that conclusions made in this report are not legal advice. Recommendations are based on NBS' professional experience, not a full legal analysis.

threshold remains unchanged. Any current fee amount which is recovering less than 75% is increased to a 75% cost recovery amount.

The table on the following page displays impacts to the City's current fee level at each implementation option for the user fee services discussed in Section 7.1. This Study concludes that fees for Adult Outdoor Fitness Classes, Personal Trainers on Park Land, Dance Instruction, Park Use Permit for Off Leash Dog, and Special Equipment Set Up are recovering more than their estimated total cost of providing the service. For these fees, all options calibrate the recommended fee to the 100% cost recovery level amount. Fees for Ground Use Permitting and Film Permits recover less than the estimated total cost of providing the service. For these fee items, the recommended fee is not reduced below its current amount, and increased under options where warranted.

Table 46

A. OTHER MISCELLANEOUS USER FEES		Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name		Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
1	Adult Outdoor Fitness Classes, Personal Trainers on Park Land							
	Balboa Park	\$ 93	211%	\$ 44	\$ 44	\$ 44	\$ 44	\$ 44
	Other Park Areas	\$ 76	339%	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22
2	Dance Instruction	\$ 48	116%	\$ 41	\$ 41	\$ 41	\$ 41	\$ 41
3	Ground Use Permitting Fee (Groups of 50 or more)							
a	No Admission Charge for Event							
	50-150 Persons	\$ 29	17%	\$ 172	\$ 31	\$ 43	\$ 86	\$ 129
	151-300 Persons	\$ 29	17%	\$ 172	\$ 31	\$ 43	\$ 86	\$ 129
	301-1,000 Persons	\$ 29	4%	\$ 689	\$ 31	\$ 172	\$ 344	\$ 517
	Over 1,000 Persons	\$ 29	2%	\$ 1,722	\$ 31	\$ 431	\$ 861	\$ 1,292
b	Admission Charge for Event							
	50-150 Persons	\$ 73	42%	\$ 172	\$ 78	\$ 73	\$ 86	\$ 129
	151-300 Persons	\$ 92	53%	\$ 172	\$ 99	\$ 92	\$ 92	\$ 129
	301-1,000 Persons	\$ 177	26%	\$ 689	\$ 190	\$ 177	\$ 344	\$ 517
	Over 1,000 Persons	\$ 325	19%	\$ 1,722	\$ 349	\$ 431	\$ 861	\$ 1,292
4	Park Use Permit for Off Leash Dog	\$ 39	201%	\$ 19	\$ 19	\$ 19	\$ 19	\$ 19
5	Preferential, Non-Exclusive Use Permit, Special Use Permit Holders	\$ 603	149%	\$ 404	\$ 404	\$ 404	\$ 404	\$ 404
9	Film Permits	\$ -	0%	\$ 269	\$ -	\$ 67	\$ 135	\$ 202
6	Special Equipment Set Up	\$ 27	120%	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22
			34%					

The second table below displays the estimated annual revenue impacts for user fees under each implementation option. At current fee levels, the Department collects approximately \$940,000 in revenue. If fees were adjusted to their 100% cost recovery level, an estimated additional \$1.7 million in revenue would be collected. For all other implementation options, with the exception of a cumulative CPI adjustment, estimated annual revenue is projected to increase from current collections, in order to recover more of the estimated cost of providing services. Adjustments by CPI reflect an overall decrease in annual revenue, since many of the current fees are recovering more than 100% of the cost of service outcome provided by this Study, and are therefore adjusted downward.

Table 47

A. OTHER MISCELLANEOUS USER FEES		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Fee / Activity Name		Annual Revenue at Current Fee Amount	Annual Revenue at 100% Cost Recovery	Annual Revenue at CPI Increase	Annual Revenue at 25% Cost Recovery	Annual Revenue at 50% Cost Recovery	Annual Revenue at 75% Cost Recovery
1	Adult Outdoor Fitness Classes, Personal Trainers on Park Land						
	Balboa Park	\$ 14,880	\$ 7,040	\$ 7,040	\$ 7,040	\$ 7,040	\$ 7,040
	Other Park Areas	\$ 7,980	\$ 2,356	\$ 2,356	\$ 2,356	\$ 2,356	\$ 2,356
2	Dance Instruction	\$ 356,336	\$ 307,080	\$ 307,080	\$ 307,080	\$ 307,080	\$ 307,080
3	Ground Use Permitting Fee (Groups of 50 or more)						
	a No Admission Charge for Event						
	50-150 Persons	\$ 50,779	\$ 301,542	\$ 54,587	\$ 75,385	\$ 150,771	\$ 226,156
	151-300 Persons	\$ 16,371	\$ 97,213	\$ 17,598	\$ 24,303	\$ 48,607	\$ 72,910
	301-1,000 Persons	\$ 4,669	\$ 110,904	\$ 5,019	\$ 27,726	\$ 55,452	\$ 83,178
	Over 1,000 Persons	\$ 1,668	\$ 99,021	\$ 1,793	\$ 24,755	\$ 49,511	\$ 74,266
	b Admission Charge for Event						
	50-150 Persons	\$ 61,730	\$ 146,121	\$ 66,360	\$ 61,730	\$ 73,061	\$ 109,591
	151-300 Persons	\$ 67,637	\$ 127,092	\$ 72,710	\$ 67,637	\$ 67,637	\$ 95,319
	301-1,000 Persons	\$ 197,340	\$ 769,095	\$ 212,140	\$ 197,340	\$ 384,548	\$ 576,822
Over 1,000 Persons	\$ 119,124	\$ 632,015	\$ 128,058	\$ 158,004	\$ 316,008	\$ 474,011	
4	Park Use Permit for Off Leash Dog	\$ 468	\$ 233	\$ 233	\$ 233	\$ 233	\$ 233
5	Preferential, Non-Exclusive Use Permit, Special Use Permit Holders	\$ 24,120	\$ 16,158	\$ 16,158	\$ 16,158	\$ 16,158	\$ 16,158
9	Film Permits	\$ -	\$ 53,859	\$ -	\$ 13,465	\$ 26,930	\$ 40,394
6	Special Equipment Set Up	\$ 15,525	\$ 12,904	\$ 12,904	\$ 12,904	\$ 12,904	\$ 12,904
		\$ 938,626	\$ 2,682,635	\$ 904,037	\$ 996,118	\$ 1,518,295	\$ 2,098,419

7.4.2 Facility Use Fees: Proposition 26 Exception for Fees for Use of Government Property

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for picnic shelter rentals and parking lot use for events.

As discussed in section 7.2 of this report, fees for the use of government property are not limited to the cost of providing services. Instead, a comparative survey of market options for similar services was conducted. The purpose of a comparison is to provide a sense of local market options and market pricing for services, and to use that information to gauge the impact of recommendations for fee adjustments proposed by the consultant’s report and staff recommendations.

It should be noted that comparative surveys do not provide information about the cost recovery policies or procedures inherent in each comparison agency. Comparative agencies may or may not base their fee amounts on the cost of providing services. Additionally, names of fees and fee structures vary across comparative agencies; making equivalent comparison of certain fee items difficult or non-conclusive.

Picnic shelter reservation fees charged by the City of San Diego are in the median range of the fees charged by comparable agencies. However, fee amounts for a few agencies varied greatly depending on the size of event or number of participants. The City’s current fee is \$20, while the lowest fee set by other agencies is \$5 and the highest fee is \$1,220.

For general parking lot use fees, specifically comparable information was not available for other agencies. However, given the similarity to parking lot use fees in the beaches and bays areas, that comparison could be applied. The City’s fees are below the range set by other agencies. The City of San Diego charges \$2.75 per space/day, while all other agencies charge between \$3 and \$8 per day, on average.

SECTION 8 – MOUNT HOPE CEMETERY

Mount Hope Cemetery is a City of San Diego owned and operated facility. The Cemetery charges a variety of fees for burial services, which were separated into two main categories for purposes of analysis:

- **Cemetery Lots and Burial Materials:** Purchase of cemetery lot, as well as items from the City's inventory of burial boxes, vases, etc.
- **Burial Services:** City staff provides handling, grave open and closing, monument setting, and other services as needed for each burial.

On-going maintenance at Mt. Hope Cemetery is funded from a cemetery perpetuity fund. The expenses of operating the Cemetery, as well as providing the burial services listed, are primarily funded by resources from the City's General Fund.

8.1 Cemetery Lots and Burial Materials

Cemetery Lot sales and fees for various burial materials were not studied as part of this Study's scope of services; however, in NBS' opinion, these fees are subject to one or more of Proposition 26's Exceptions, including those noted in Section 1.3.1 of this report. The fee amounts charged by the City for burial containers, urn vaults, and flower vases, and markers are passed through to Cemetery customers at the cost of purchase to the City. These fees will be discussed further within the Comparative Fee Survey, section 8.3.

8.2 Cemetery Burial Services

All Cemetery fees listed as "Burial Services" above can be classified as user fees, and fall under Proposition 26 exceptions with cost of service limitations; these fees may not exceed the estimated and reasonable cost of providing the service.

Services are provided primarily by staff assigned to the Community Parks II Division. NBS gathered data regarding the amount of staff time per permit and/or per year spent for these services, and used that information as a primary driver in determining the total City-wide costs of providing these services. For more discussion on the types of costs considered in the analysis, consult Section 1.3.1 of this report.

NBS then evaluated the annual cost recovery level for these fees by matching current annual revenues collected, to the total annual program costs established through this Study. Derivation of annual current fee revenues relied first upon the City's financial reports from the most recent year. Where the level of detail by program or activity was not available in these reports, NBS projected revenue with the City's current fee amount multiplied by the number of individual fees charged.

The table on the following page summarizes results of the cost recovery analysis for each main category of Burial Services fees.

Table 48

Program / Service	Total Annual Cost of Providing Services	Annual Staff Hours	Blended Total Activity Cost per Hour	Current Fees - Annual Revenue	Existing Cost Recovery %
Handling Fees	\$ 48,916	375	\$ 130	\$ 48,265	99%
Open and Closing	\$ 113,615	871	\$ 130	\$ 114,297	101%
Flower Vase Installation	\$ -	-	\$ 130	\$ -	n/a
Markers	\$ -	-	\$ 130	\$ -	n/a
Monument Handling	\$ -	-	\$ 130	\$ -	n/a
Overtime Services	\$ 2,578	18	\$ 143	\$ 3,984	155%
Miscellaneous Fee Services	\$ 7,386	48	\$ 154	\$ 12,331	167%
Total Cemetery Services	\$ 172,495	1,312		\$ 178,877	104%

The “Total Annual Cost of Providing Services” includes all direct and indirect costs that could be reasonably identified to these services. The City currently recovers approximately 104% of the total cost of these services, based on the known amount of workload completed in each category over the past fiscal year.

Table 49 on the following page displays the results of the Cost Recovery Analysis for each Burial Services fee on a “per unit” basis. At the individual fee level, some fees recover more than their cost of providing service, while others recover less:

- **Handling Fees: (Fees 23-34)** the City currently charges a range of \$14 - \$485 per request. The total cost of providing each service, on average, is \$33-\$522. The City’s current fees for these services recover 21%-295% of their total cost.
- **Open and Closing: (Fees 35-39)** the City currently charges a range of \$168 - \$560 per request. The total cost of providing these services, on average, is \$261-\$652. The City’s current fees for these services recover 64%-107% of their total cost.
- **Flower Vases: (Fee 40)** the Department requests implementation of a new fee. The estimated cost per activity is \$65.
- **Markers: (Fees 41-45)** the City currently charges a range \$114 - \$192 per installation, and \$36 - \$46 for a re-set. The total cost of providing these services, on average, is \$293 per installation request and \$81 for re-set fee. The City’s current fees for these services recover 39%- 65% of cost for an installation fee, and 47%-61% for the re-set fee.
- **Monuments: (Fees 46-47)** the City currently charges \$95 per monument base handling fee, and \$238 per monument border handling fee. The total cost of providing these services, on average, for the base handling fee is \$293 per request and \$196 for the border handling. The City’s current fee for this service recovers 32% of its total cost for base handling, and 121% of its total cost for border handling.
- **Overtime: (Fees 48-51)** the City currently charges a range of \$213 - \$922 per request. The total cost of providing these services, on average, is \$286-\$573. The City’s current fees for these services recover 104%-161% of their total cost.
- **Miscellaneous Fees: (Fees 52-59)** the City currently charges a range of \$65 - \$1,620, depending on the item type. The total cost of providing these services, on average, is anywhere from \$130-\$1,429. The City’s current fees for these services recover 50%-178% of their total cost.

Table 49

Fee No. / Activity Name	Unit of Charge	Estimated Participants / Annual Volume of Activity	Estimated Time Per Activity (hours)	Estimated Cost per Activity	Average Current Fee Amount	Cost Recovery %
HANDLING FEES						
23 Adult Liners	Per Request	52	2.0	\$ 261	\$ 219	84%
24 Oversize Adult Liner(#6)	Per Request	-	4.0	\$ 522	\$ 206	39%
25 Adult Top-Seal Vault	Per Request	34	2.0	\$ 261	\$ 273	105%
26 Oversize Top-Seal Vault	Per Request	-	4.0	\$ 522	\$ 358	69%
27 Double Depth Crypt	Per Request	44	4.0	\$ 522	\$ 485	93%
28 Muslim Adult Slab	Per Request	-	1.0	\$ 130	\$ 71	54%
29 Ash Vault	Per Request	60	0.3	\$ 33	\$ 96	295%
30 Infant #1 Box	Per Request	12	1.0	\$ 130	\$ 40	31%
31 Child #2 Box	Per Request	-	2.0	\$ 261	\$ 71	27%
32 Child #3 Box	Per Request	-	2.0	\$ 261	\$ 71	27%
33 Infant Muslim Slab	Per Request	-	0.5	\$ 65	\$ 36	55%
34 Temporary Marker	Per Request	-	0.5	\$ 65	\$ 14	21%
OPEN AND CLOSING						
35 Adult	Per Request	182	4.0	\$ 522	\$ 560	107%
36 Adult Double Depth	Per Request	-	5.0	\$ 652	\$ 560	86%
37 Child	Per Request	1	3.0	\$ 391	\$ 277	71%
38 Infant	Per Request	12	2.0	\$ 261	\$ 198	76%
39 Cremation	Per Request	58	2.0	\$ 261	\$ 168	64%
FLOWER VASES						
40 Vase Installation	each	-	0.5	\$ 65	\$ -	0%
MARKERS						
41 Granite Installation	Per Request	-	2.3	\$ 293	\$ 178	61%
42 Bronze	Per Request	-	2.3	\$ 293	\$ 192	65%
43 Child/infant	Per Request	-	2.3	\$ 293	\$ 114	39%
44 Re-Set (like size)	Per Request	-	0.5	\$ 59	\$ 36	61%
45 Re-Set (unlike size)	Per Request	-	0.8	\$ 103	\$ 48	47%
MONUMENTS						
46 Monument Base Handling Fee	Per Request	-	2.3	\$ 293	\$ 95	32%
47 Monument Border Handling Fee	Per Request	-	1.5	\$ 196	\$ 238	121%
OVERTIME						
48 Late Fee (Penalty)	Per event	n/a	n/a		\$ 213	
49 Weekend Fee (adult/child burial)	Per Request	4	4.0	\$ 573	\$ 922	161%
50 Weekend Fee (ash burial)	Per Request	1	2.0	\$ 286	\$ 298	104%
51 Weekend Fee (Infant burial)	Per Request	-	2.0	\$ 286	\$ 355	124%
MISCELLANEOUS FEES						
52 Disinterment (body)	Per Request	7	6.0	\$ 908	\$ 1,620	178%
53 Disinterment (body) - Double Depth in "A" placement	Per Request	-	10.0	\$ 1,429	\$ 1,620	113%
54 Disinterment (child)	Per Request	-	4.5	\$ 712	\$ 993	139%
55 Disinterment (infant)	Per Request	-	3.0	\$ 516	\$ 568	110%
56 Disinterment (cremains)	Per Request	2	3.0	\$ 516	\$ 497	96%
57 Recording Fee	each	n/a	n/a			
58 Canopy	Per Request	-	1.0	\$ 130	\$ 65	50%
59 Quitclaim deed	each	n/a	n/a			
Total		469				104%

8.3 Comparative Fee Survey

The detailed results of the comparative fee survey performed by NBS for Mount Hope Cemetery's fees is available as an attachment to this report. The following table summarizes the results of the comparison for each service studied:

Table 50

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT		SUMMARY OF COMPARATIVE SURVEY RESULTS
USER FEE SERVICES - HANDLING FEES		
MT. HOPE RESIDENT	MT. HOPE NON-RES	
Adult Liners: \$206	Adult Liners: \$275	<p>Comparable facilities that charge for Adult Liners: Greenwood, Holy Cross, Glen Abbey, Claremont- Oak Park, Woodlawn, El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p> <ul style="list-style-type: none"> • Adult Liner: Low: \$275 ----- High: \$2,795 • Urn Vault: Low: \$170 ---- High: \$ 700 • Vase Setting Fee: \$50 <p>All agencies used in the Study had no information available on the other services.</p>
Oversize Adult Liners(#6): \$312	Oversize Adult Liners(#6): \$415	
Adult Top-Seal Vault: \$263	Adult Top-Seal Vault: \$350	
Oversize Top-Seal Vault: \$578	Oversize Top-Seal Vault: \$769	
Double Depth Crypt: \$454	Double Depth Crypt: \$604	
Muslim Adult Slab: \$413	Muslim Adult Slab: \$549	
Urn Vault: \$85	Urn Vault: \$114	
Infant #1 Box: \$48	Infant #1 Box: \$48	
Child #2 Box: \$71	Child #2 Box: \$94	
Child #3 Box: \$71	Child #3 Box: \$94	
Infant Muslim Slab: \$138	Infant Muslim Slab: \$184	
Temporary Marker: \$11	Temporary Marker: \$15	
Vase Installation: N/A	Vase Installation: N/A	

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT		SUMMARY OF COMPARATIVE SURVEY RESULTS
USER FEE SERVICES - OPEN AND CLOSING		
MT. HOPE RESIDENT	MT. HOPE NON-RES	<p>Comparable facilities that charge for this service: Greenwood, Glen Abbey, El Camino, Claremont- Oak Park, Woodlawn, El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p> <ul style="list-style-type: none"> • Adult Lot: Low: \$640 ----- High: \$3,790 • Child Lot: No Information Available • Infant Lot: No Information Available • Cremation: Low: \$300 ----- High: \$523
Adult Lot: \$533	Adult Lot: \$708	
Child Lot: \$277	Child Lot: \$369	
Infant Lot: \$178	Infant Lot: \$237	
Cremation: \$149	Cremation: \$199	
Galvanized Vase: \$14	Galvanized Vase: \$19	
Ground Trion Vase: \$35	Ground Trion Vase: \$48	
Monument Trion: \$28	Monument Trion: \$37	
Galvanized Vase Insert: \$7	Galvanized Vase Insert: \$9	
Trion Vase Insert: \$21	Trion Vase Insert: \$28	

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT		SUMMARY OF COMPARATIVE SURVEY RESULTS
USER FEE SERVICES - MARKERS		
MT. HOPE RESIDENT	MT. HOPE NON-RES	
Granite Installation: \$178	Granite Installation: \$237	<p>Comparable facilities that charge for this service: Claremont- Oak Park, El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p> <p>The markers fees within the Study were structured as such and some include flower vases:</p> <ul style="list-style-type: none"> • Marker Installation: Low: \$162 --- High: \$186 • Cement Border: \$120 • Marker Removal: \$115 <p>All other agencies had no information available on these services.</p>
Bronze: \$192	Bronze: \$255	
Child/Infant: \$277	Child/Infant: \$151	
Re-Set (like size): \$36	Re-Set (like size): \$48	
Re-Set (unlike sizes): \$71	Re-Set (unlike sizes): \$94	
USER FEE SERVICES - MONUMENTS		
MT. HOPE RESIDENT	MT. HOPE NON-RES	
Per square inch: \$0.33	Per square inch: \$0.43	All agencies had no information available on these services.
USER FEE SERVICES - OVERTIME		
MT. HOPE RESIDENT	MT. HOPE NON-RES	
Weekend Fee (adult/child burial): \$851	Weekend Fee (adult/child burial): \$851	<p><i>Most Fees were structured by Weekend & Holiday general surcharge per service.</i></p> <p>Comparable facilities that charge for this service: Greenwood, Glen Abbey, Claremont-Oak Park, Woodlawn, El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p> <ul style="list-style-type: none"> • Weekend/Holiday Fee (adult/child/infant burial): Low: \$325 ----- High: \$556 • Weekend/Holiday Fee (ash burial): \$274 for Claremont-Oak Park • Late Fee: Low: \$68/hour overtime --- High: \$367.71/instance
Weekend Fee (ash burial): \$298	Weekend Fee (ash burial): \$298	
Weekend Fee (Infant Burial): \$355	Weekend Fee (Infant Burial): \$355	
Late Fee: \$213	Late Fee: \$213	

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT		SUMMARY OF COMPARATIVE SURVEY RESULTS
USER FEE SERVICES - MISCELLANEOUS		
MT. HOPE RESIDENT	MT. HOPE NON-RES	<p>Comparable facilities that charge for this service: El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p> <p>The Miscellaneous fees within the Orange County Cemetery District were the same and structured as such:</p> <ul style="list-style-type: none"> • Disinterment: \$885 • Disinterment & Re-interment: \$1,095 • Vault Disposal: \$75 • Vault Setting Fee: \$75 <p>All other agencies had no information available on these services.</p>
Disinterment (body): \$1,419	Disinterment (body): \$1,887	
Disinterment (child): \$993	Disinterment (child): \$1,321	
Disinterment (infant): \$568	Disinterment (infant): \$755	
Disinterment (cremains): \$497	Disinterment (cremains): \$660	
Recording Fee: \$65	Recording Fee: \$85	
Canopy: \$65	Canopy: \$85	
Quitclaim deed: \$65	Quitclaim deed: \$85	
OTHER FEES AND CHARGES - CEMETERY LOT SALE		
MT. HOPE RESIDENT	MT. HOPE NON-RES	<p><i>Note cemetery lots are sold as part of a burial package and include a cost component for the City's perpetuity/maintenance fund. These fees were not included in the scope of this Study, but were compared for informational purposes only.</i></p> <p>Comparable facilities that charge for this service: Greenwood, Holy Cross, Singing Hills, Glen Abbey, El Camino, Claremont- Oak Park, Woodlawn, El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p> <ul style="list-style-type: none"> • Adult Lot; Low: \$1465 ----- High: \$13,190 • Cremains Lot; Low: \$175 ---- High: \$ 8,640 • Child Lot: No Information Available • Infant Lot: No Information Available
Adult Lot: \$2264	Adult Lot: \$3011	
Cremains Lot: \$426	Cremains Lot: \$566	
Child Lot (Div. 2 and 3): \$277	Child Lot (Div. 2 and 3): \$369	
Infant Lot: \$142	Infant Lot: \$188	

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT		SUMMARY OF COMPARATIVE SURVEY RESULTS
OTHER FEES AND CHARGES - OUTER BURIAL CONTAINERS		
MT. HOPE RESIDENT	MT. HOPE NON-RES	<p><i>Note these items are sold as inventory per the cost of goods sold. These fees were not included in the scope of this Study, but were compared for informational purposes only.</i></p> <p>Comparable facilities that charge for this service: Greenwood, Holy Cross, Glen Abbey, El Camino, Claremont- Oak Park, Woodlawn, El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p> <ul style="list-style-type: none"> • Adult Liners; Low: \$140 --- High: \$9,695 • Cremains Lot; Low: \$175 ---- High: \$ 8,640 • Adult Top-Seal Vault; Low: \$357—High: \$3295 <p>Singing Hills had no information available on this service.</p>
Adult Liners: \$270 Oversize Adult Liner(#6): \$312 Adult Top-Seal Vault: \$355 Oversize Top-Seal Vault: \$746 Double Depth Crypt: \$539 Muslim Adult Slab: \$114 Infant #1 Box: \$99 Child #2 Box: \$135 Child #3 Box: \$135 Infant Muslim Slab: \$71 Temporary Marker: \$29	Adult Liners: \$359 Oversize Adult Liner(#6): \$415 Adult Top-Seal Vault: \$472 Oversize Top-Seal Vault: \$992 Double Depth Crypt: \$717 Muslim Adult Slab: \$151 Infant #1 Box: \$132 Child #2 Box: \$181 Child #3 Box: \$181 Infant Muslim Slab: \$94 Temporary Marker: \$29	
SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT		SUMMARY OF COMPARATIVE SURVEY RESULTS
OTHER FEES AND CHARGES - URN VAULTS		
MT. HOPE RESIDENT	MT. HOPE NON-RES	<p><i>Note Urn Vault items only are sold as inventory per the cost of goods sold. These fees were not included in the scope of this Study, but were compared for informational purposes only.</i></p> <p>Comparable facilities that charge for this service: Greenwood, Holy Cross, Glen Abbey, Claremont- Oak Park, Woodlawn, El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p>
Urn Vault (cremains burial): \$79 Oversized Urn Vault: \$85	Urn Vault (cremains burial): \$104 Oversized Urn Vault: \$98	

SAN DIEGO FEE NAME AND CURRENT FEE AMOUNT		SUMMARY OF COMPARATIVE SURVEY RESULTS
Granite Installation: \$178	Granite Installation: \$237	<ul style="list-style-type: none"> • Urn Vault: Low: \$25 ----- High: \$1,295 • Oversized Urn Vault: No Information Available
Bronze: \$192	Bronze: \$255	
Child/Infant: \$277	Child/Infant: \$151	
Re-Set (like size): \$36	Re-Set (like size): \$48	
Re-Set (unlike sizes): \$71	Re-Set (unlike sizes): \$94	
OTHER FEES AND CHARGES - FLOWER VASES		
MT. HOPE RESIDENT	MT. HOPE NON-RES	<p><i>Note these items are sold as inventory per the cost of goods sold. These fees were not included in the scope of this Study, but were compared for informational purposes only.</i></p> <p>Comparable facilities that charge for this service: El Toro Orange County Cemetery District, Anaheim/Santa Ana Orange County Cemetery District.</p> <p>The vase fees within the Orange County Cemetery District were the same and structured as such:</p> <ul style="list-style-type: none"> • Additional Ground Vase: \$22 • Niche Vase: \$12 <p>All other agencies had no information available on these services.</p>
Galvanized Vase: \$14	Galvanized Vase: \$19	
Ground Trion Vase: \$35	Ground Trion Vase: \$48	
Monument Trion: \$28	Monument Trion: \$37	
Galvanized Vase Insert: \$7	Galvanized Vase Insert: \$9	
Trion Vase Insert: \$21	Trion Vase Insert: \$28	

8.4 Implementation Options and Limited Recommendations

Per the request of Department staff, NBS provides the following summary of options regarding implementation of fee amounts for the various services discussed for Mount Hope Cemetery. This section provides those options for Cemetery burial services only, which are user fees. For Cemetery lots and burial materials, NBS recommends the City continue charging customers the amount of the cost to the City of goods sold.

The outcomes of the Cost of Service Analysis described for Cemetery burial services fees establishes the maximum amount at which NBS supports implementing a fee for service. User fees should not exceed the full cost of service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could require the consensus of the voters.

Determining the targeted level of cost recovery from a new or increased fee is not an analytical exercise. Instead, targets reflect agency-specific judgments linked to a variety of factors, such as existing City policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others. Specifically applied to recreational services, setting fees at no more than 100% of the estimated and reasonable cost of providing services also applies to non-resident rate setting and discounts for various user groups. For example, where a policy to charge non-residents twice the rate of a nonresident is preferred by the Council, the fee charged to a non-resident may not exceed the 100% cost recovery threshold.

The tables on the following pages provide analysis on six different implementation options for consideration in updating fee amounts:

- **Option 1:** Assumes the City's average current fee amount remains unchanged. Where the City's current fee exceeds the estimated cost calculation established through this Study, the fee is recommended to be reduced to the 100% Cost Recovery Level described as Option 2.
- **Option 2:** Assumes the fee amount is updated to reflect the 100% Cost Recovery Level established through this Study. Any current fee amount which exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased to full cost recovery.
- **Option 3:** Assumes a policy direction to set cost recovery for the service to a maximum 7.5% over the current fee amount. 7.5% represents the cumulative CPI increase occurring since the time of the last Department fee update. Any current fee amount which currently exceeds the 100% cost of service calculation is assumed as reduced to reflect the cost of providing services. Any current fee amount which is recovering less than 100% is increased by 7.5%, but not calibrated to recover more than 100%.
- **Option 4:** Assumes a policy direction to set cost recovery for the service to 25% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 25% threshold remains unchanged. Any current fee amount which is recovering less than 25% is increased to a 25% cost recovery amount.
- **Option 5:** Assumes a policy direction to set cost recovery for the service to 50% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 50% threshold remains unchanged. Any current fee amount which is recovering less than 50% is increased to a 50% cost recovery amount.
- **Option 6:** Assumes a policy direction to set cost recovery for the service to 75% of the full cost of providing service established through this Study. Any current fee amount which exceeds the 75% threshold remains unchanged. Any current fee amount which is recovering less than 75% is increased to a 75% cost recovery amount.

The table on the following page displays impacts to the City's current fee level at each implementation option for the user fee services discussed in Section 8.2. This Study concludes that fees for Adult Top-Seal Vault, Ash Vault, Open and Closing – Adult, Monument Border Handling, Weekend Fee (adult/child burial), Weekend Fee (ash burial), Weekend Fee (Infant burial), Disinterment (body), Disinterment (body) - Double Depth in "A" placement, Disinterment (child), and Disinterment (infant) are recovering more than their estimated total cost of providing the service. For these fees, all options calibrate the recommended fee to the 100% cost recovery level amount. Fees for all other services recover less than the estimated total cost of providing the service. For these fee items, the recommended fee is not reduced below its current amount, and increased under options where warranted.

Table 51

Fee / Activity Name	Option 1		Option 2	Option 3	Option 4	Option 5	Option 6
	Average Current Fee Amount	Current Cost Recovery %	Fee at 100% Cost Recovery	Fee at CPI Increase	Fee at 25% Cost Recovery	Fee at 50% Cost Recovery	Fee at 75% Cost Recovery
HANDLING FEES							
23 Adult Liners	\$ 219	84%	\$ 261	\$ 236	\$ 219	\$ 219	\$ 219
24 Oversize Adult Liner(#6)	\$ 206	39%	\$ 522	\$ 221	\$ 206	\$ 261	\$ 391
25 Adult Top-Seal Vault	\$ 273	105%	\$ 261	\$ 261	\$ 261	\$ 261	\$ 261
26 Oversize Top-Seal Vault	\$ 358	69%	\$ 522	\$ 385	\$ 358	\$ 358	\$ 391
27 Double Depth Crypt	\$ 485	93%	\$ 522	\$ 521	\$ 485	\$ 485	\$ 485
28 Muslim Adult Slab	\$ 71	54%	\$ 130	\$ 76	\$ 71	\$ 71	\$ 98
29 Ash Vault	\$ 96	295%	\$ 33	\$ 33	\$ 33	\$ 33	\$ 33
30 Infant #1 Box	\$ 40	31%	\$ 130	\$ 43	\$ 40	\$ 65	\$ 98
31 Child #2 Box	\$ 71	27%	\$ 261	\$ 76	\$ 71	\$ 130	\$ 196
32 Child #3 Box	\$ 71	27%	\$ 261	\$ 76	\$ 71	\$ 130	\$ 196
33 Infant Muslim Slab	\$ 36	55%	\$ 65	\$ 39	\$ 36	\$ 36	\$ 49
34 Temporary Marker	\$ 14	21%	\$ 65	\$ 15	\$ 16	\$ 33	\$ 49
OPEN AND CLOSING							
35 Adult	\$ 560	107%	\$ 522	\$ 522	\$ 522	\$ 522	\$ 522
36 Adult Double Depth	\$ 560	86%	\$ 652	\$ 602	\$ 560	\$ 560	\$ 560
37 Child	\$ 277	71%	\$ 391	\$ 298	\$ 277	\$ 277	\$ 293
38 Infant	\$ 198	76%	\$ 261	\$ 212	\$ 198	\$ 198	\$ 198
39 Cremation	\$ 168	64%	\$ 261	\$ 181	\$ 168	\$ 168	\$ 196
FLOWER VASES							
40 Vase Installation	\$ -	0%	\$ 65	\$ -	\$ 16	\$ 33	\$ 49
MARKERS							
41 Granite Installation	\$ 178	61%	\$ 293	\$ 191	\$ 178	\$ 178	\$ 220
42 Bronze	\$ 192	65%	\$ 293	\$ 206	\$ 192	\$ 192	\$ 220
43 Child/infant	\$ 114	39%	\$ 293	\$ 114	\$ 114	\$ 147	\$ 220
44 Re-Set (like size)	\$ 36	61%	\$ 59	\$ 39	\$ 36	\$ 36	\$ 44
45 Re-Set (unlike size)	\$ 48	47%	\$ 103	\$ 52	\$ 48	\$ 51	\$ 77
MONUMENTS							
46 Monument Base Handling Fee	\$ 95	32%	\$ 293	\$ 102	\$ 95	\$ 147	\$ 220
47 Monument Border Handling Fee	\$ 238	121%	\$ 196	\$ 196	\$ 196	\$ 196	\$ 196
OVERTIME							
48 Late Fee (Penalty)	\$ 213	0%	\$ -	\$ 229	\$ -	\$ -	\$ -
49 Weekend Fee (adult/child burial)	\$ 922	161%	\$ 573	\$ 573	\$ 573	\$ 573	\$ 573
50 Weekend Fee (ash burial)	\$ 298	104%	\$ 286	\$ 286	\$ 286	\$ 286	\$ 286
51 Weekend Fee (Infant burial)	\$ 355	124%	\$ 286	\$ 286	\$ 286	\$ 286	\$ 286
MISCELLANEOUS FEES							
52 Disinterment (body)	\$ 1,620	178%	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908
53 Disinterment (body) - Double Depth in "A" placement	\$ 1,620	113%	\$ 1,429	\$ 1,429	\$ 1,429	\$ 1,429	\$ 1,429
54 Disinterment (child)	\$ 993	139%	\$ 712	\$ 712	\$ 712	\$ 712	\$ 712
55 Disinterment (infant)	\$ 568	110%	\$ 516	\$ 516	\$ 516	\$ 516	\$ 516
56 Disinterment (remains)	\$ 497	96%	\$ 516	\$ 516	\$ 516	\$ 516	\$ 516
57 Recording Fee	\$ -	0%	\$ -	\$ -	\$ -	\$ -	\$ -
58 Canopy	\$ 65	50%	\$ 130	\$ 70	\$ 65	\$ 65	\$ 98
59 Quitclaim deed	\$ -	0%	\$ -	\$ -	\$ -	\$ -	\$ -
			104%				

The second table below displays the estimated annual revenue impacts for user fees under each implementation option. At current fee levels, the Department collects approximately \$178,877 in revenue. If fees were adjusted to their 100% cost recovery level, revenues would decrease by an estimated \$6,000. For all other implementation options, estimated annual revenue is projected to decrease from current collections, as some fee items in the table require a reduction from their current amounts in order to not exceed the estimated cost of providing services, while other fee items are increasing up to 100% cost recovery at a lesser rate.

Table 52

Fee / Activity Name	Option 1 Annual Revenue at Current Fee Amount	Option 2 Annual Revenue at 100% Cost Recovery	Option 3 Annual Revenue at CPI Increase	Option 4 Annual Revenue at 25% Cost Recovery	Option 5 Annual Revenue at 50% Cost Recovery	Option 6 Annual Revenue at 75% Cost Recovery
HANDLING FEES						
23 Adult Liners	\$ 11,402	\$ 13,566	\$ 12,257	\$ 11,402	\$ 11,402	\$ 11,402
24 Oversize Adult Liner(#6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25 Adult Top-Seal Vault	\$ 9,290	\$ 8,870	\$ 8,870	\$ 8,870	\$ 8,870	\$ 8,870
26 Oversize Top-Seal Vault	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27 Double Depth Crypt	\$ 21,326	\$ 22,958	\$ 22,925	\$ 21,326	\$ 21,326	\$ 21,326
28 Muslim Adult Slab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
29 Ash Vault	\$ 5,767	\$ 1,957	\$ 1,957	\$ 1,957	\$ 1,957	\$ 1,957
30 Infant #1 Box	\$ 480	\$ 1,565	\$ 516	\$ 480	\$ 783	\$ 1,174
31 Child #2 Box	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32 Child #3 Box	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
33 Infant Muslim Slab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
34 Temporary Marker	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPEN AND CLOSING						
35 Adult	\$ 101,906	\$ 94,962	\$ 94,962	\$ 94,962	\$ 94,962	\$ 94,962
36 Adult Double Depth	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
37 Child	\$ 277	\$ 391	\$ 298	\$ 277	\$ 277	\$ 293
38 Infant	\$ 2,372	\$ 3,131	\$ 2,550	\$ 2,372	\$ 2,372	\$ 2,372
39 Cremation	\$ 9,742	\$ 15,131	\$ 10,473	\$ 9,742	\$ 9,742	\$ 11,348
FLOWER VASES						
40 Vase Installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MARKERS						
41 Granite Installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
42 Bronze	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43 Child/infant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
44 Re-Set (like size)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
45 Re-Set (unlike size)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MONUMENTS						
46 Monument Base Handling Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
47 Monument Border Handling Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OVERTIME						
48 Late Fee (Penalty)	n/a	n/a	n/a	n/a	n/a	n/a
49 Weekend Fee (adult/child burial)	\$ 3,686	\$ 2,291	\$ 2,291	\$ 2,291	\$ 2,291	\$ 2,291
50 Weekend Fee (ash burial)	\$ 298	\$ 286	\$ 286	\$ 286	\$ 286	\$ 286
51 Weekend Fee (Infant burial)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS FEES						
52 Disinterment (body)	\$ 11,337	\$ 6,354	\$ 6,354	\$ 6,354	\$ 6,354	\$ 6,354
53 Disinterment (body) - Double Depth in "A" placement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
54 Disinterment (child)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
55 Disinterment (infant)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
56 Disinterment (cremains)	\$ 994	\$ 1,033	\$ 1,033	\$ 1,033	\$ 1,033	\$ 1,033
57 Recording Fee	n/a	n/a	n/a	n/a	n/a	n/a
58 Canopy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
59 Quitclaim deed	n/a	n/a	n/a	n/a	n/a	n/a
	\$ 178,877	\$ 172,495	\$ 164,772	\$ 161,352	\$ 161,654	\$ 163,669

SECTION 9 – CONCLUSION

Based on the cost of service analysis, cost recovery evaluation, and fee establishment phases of analysis in this Study, the proposed master schedule of fees formatted for implementation has been prepared and included in the Department's accompanying staff report.

In preparing this Report and the opinions and recommendations included herein, NBS has relied on various data and assumptions provided by the City with regard to financial matters, existing and/or future conditions and events. We believe these data and assumptions are reliable for the purpose of this evaluation. However, some assumptions will invariably not materialize as assumed and may vary significantly due to unanticipated events and circumstances; actual results can be expected to vary from those projected to the extent that actual future conditions differ from those assumed herein. The City of San Diego's Park and Recreation Department furnished NBS with all pertinent information that was available and applicable to this Study. NBS relied on all information, data and documents supplied by the City, as well as other government sources or proxies as being accurate and correct.

As discussed throughout this report, the proposed fee schedule includes fee increases intended to greatly improve the Department's recovery of costs incurred to provide individual services, as well as to adjust fees downward where fees charge exceed the average costs incurred. Predicting the amount to which any adopted fee increases will affect Department revenues is difficult to quantify. For the near-term, the Department should not count on increased revenues to meet any specific expenditure plan. Experience with these fee increases should be gained first before revenue projections are revised. However, unless there is some significant, long-term change in activity levels for various programs and services, proposed fee amendments should – over time – enhance the Department's revenue capabilities, providing it the ability to stretch other resources further for the benefit of the public at large.

The Department's Master Fee Schedule should become a living document but handled with care:

- A fundamental purpose of the fee schedule is to provide clarity and transparency to the public and to staff regarding fees imposed by the Department. Once adopted by the Council, the fee schedule is the final word on the amount and manner in which fees should be imposed by the Department. Old fee schedules should be superseded by the new master document. If the master document is found to be missing fees, those fees need eventually to be added to the master schedule and should not continue to exist outside the consolidated, master framework.
- The Department should consider adjusting these user fees and regulatory fees on an annual basis to keep pace with cost inflation. Commonly seen approaches in other California public agencies include a Consumer Price Index adjustment or a percentage of Labor Cost increase, applied to the new fee schedule on an annual basis. Conducting a comprehensive User Fee Study is not an annual requirement; it becomes worthwhile only over time as significant shifts in organization, local practices, legislative values, or legal requirements change. In NBS' experience, a comprehensive analysis such as this should be performed every three to five years. It should be noted that when an automatic adjustment is applied annually, the City is free to use its discretion in applying the adjustment; not all fees need to be adjusted, especially when there are good policy reasons for an alternate course. The full cost of service is the Department's only limit in setting its fees.

As a final note, it is also worth acknowledging the path that fees in general have taken in California. The public demands ever more precise and equitable accounting of the basis for governmental fees and a greater say in when and how they are imposed. It is inevitable in the not too distant future that user fees and regulatory fees will demand an even greater level of analysis and supporting data to meet the public's evolving expectations. Technology systems will play an increased and significant role in an agency's ability to accomplish this. Continuous improvement and refinement of time tracking and revenue tracking abilities at the program-level will greatly enhance the Department's ability to set fees for services and identify unfunded activities in the years to come.

ATTACHMENT A

Comparative Survey of User Fees and Charges

ATHLETICS

Comparison of City of San Diego athletic league and facility fees to like agencies.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	Poway
Athletic Programs								
ATHLETIC FIELD SPORTS								
<u>Youth Leagues</u>								
	League / Team Fee	Non-profit: \$20 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	<i>comparison not available</i>	No charge	<i>comparison not available</i>	\$69-\$85 Per player, per season. Includes 1 practice session per week	\$50/hour Res, \$70/hour Non-Res,	No Charge for PYSA Organized League Play. \$3 Application Processing Fee.
	Field Use/Reservation - Standard League Season	\$25 Per field, per season	\$11 Per team/season	\$25 Per reservation/application	League Fee is inclusive of reservation or maintenance fee.	<i>comparison not available</i>	<i>comparison not available</i>	No Charge for PYSA Organized League Play. \$3 Application Processing Fee.
	Lighting Charges - Standard League Season	\$7.75 Per hour	\$15 Per hour	No additional charge	\$14.50/hour, in addition to special use fees. Min. \$60 Supported Youth League \$14.50/hour	\$10 Per hour	Full cost recovery based on SDG&E charges	\$12-18 Per hour
	Field Use/Reservation - Tournament / Special League Play	\$10.50 unlighted / \$17.25 lighted, per hour P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	\$22 per team/ per tournament (all fields except Mt. San Miguel Park) \$100/hour- Unlighted Mt. San Miguel (multiple fields), \$145/hour Lighted field	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$5-\$10/participant Res/Non	<i>comparison not available</i>
<u>Adult Leagues</u>								
	League / Team Fee	P/R, Rec Council Leagues (resident): \$121 Per team, per season unlighted fields / \$153 lighted All other leagues: \$132 Per team, per season unlighted fields / \$164 lighted	\$225-\$475 Per team, per season. Fee varies depending on type of sport.	The city of Coronado only allows residential youth leagues to have use of their parks, beaches, and courts.	\$370-\$430 per team, per season. \$320-\$380-Resident*	\$395-\$499 Per team, per season.	\$525 Per team, per season	<i>comparison not available</i>
	Field Use/Reservation	Field reservation / use charge is currently included in seasonal league/team fee above	\$56 - Resident \$84 - Non-resident Per team, per season	The city of Coronado only allows residential youth leagues to have use of their parks, beaches, and courts.	League Fee is inclusive of reservation or maintenance fee.	<i>comparison not available</i>	\$30/hour Res, \$40/hour Non Res, \$7/participant Senior Res, \$12/participant Senior Non Res	\$3 Per field, per permit
	Lighting Charges	Included in seasonal league/team fee amount, or see hourly field fee above	\$15 Per hour	No additional charge	\$14.50/hour, in addition to special use fees. Min. \$60	\$10 Per hour	Full cost recovery based on SDG&E charges	\$12-18 Per hour

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	Fresno	Long Beach	Los Angeles	Phoenix	Sacramento	San Francisco
Athletic Programs								
ATHLETIC FIELD SPORTS								
<u>Youth Leagues</u>								
	League / Team Fee	Non-profit: \$20 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	\$50 Per child, per sport/league	The City of Long Beach Youth Sports Program is offered at No Charge to all participants	No Charge Youth Sports Programs year round.	\$40-\$50-Resident Per player, per league OR \$280 Per team for summer league	<i>comparison not available</i>	\$80 per player, per league - Includes field reservations, practice, and games.
	Field Use/Reservation - Standard League Season	\$25 Per field, per season	\$125-\$300/team/league	The City of Long Beach Youth Sports Program is offered at No Charge to all participants	<i>comparison not available</i>	\$8-Resident \$12-Non-resident Per 2hr block. Lights Included	Level I-II \$2-\$3 Unlighted, All conditions fields \$25/hour unlighted, \$65/hr NR all conditions	\$27/hr Res, \$70/hr Non-Res
	Lighting Charges - Standard League Season	\$7.75 Per hour	\$10 Per hour. 2hr Min.	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$26-\$27, Except O'Neil \$52, \$50 all conditions/hour, \$90/hr NR all conditions	\$11 Per hour
	Field Use/Reservation - Tournament / Special League Play	\$10.50 unlighted / \$17.25 lighted, per hour P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	1-3 Fields/Day-\$500 4-6 Fields/Day-\$900 7-9 Fields/Day\$1300 Night Play/Field-\$25	\$64-\$84/hour Profit	<i>comparison not available</i>	Standard Rate: \$480-\$2100 (4 hr block-full day, 8-18 fields) Commercial Rate:\$1020-\$9450 (4 hr block to full day, 8-18 fields)	<i>comparison not available</i>	<i>comparison not available</i>
<u>Adult Leagues</u>								
	League / Team Fee	P/R, Rec Council Leagues (resident): \$121 Per team, per season unlighted fields / \$153 lighted All other leagues: \$132 Per team, per season unlighted fields / \$164 lighted	\$200-\$585 Per team/League	\$345-\$470 Per team/league*	\$350-\$725 Per team, per season*	\$450 Per team, per league	\$260-\$3800 Per team, per league. Fee varies depending on number of league games.	<i>comparison not available</i>
	Field Use/Reservation	Field reservation / use charge is currently included in seasonal league/team fee above	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$30-Resident \$45-Non-resident Per 2hr block. Lights Included	Level I-II \$17-\$18 Unlighted, All conditions fields \$23-\$36/hour unlighted, \$75 Res-\$105/hr NR all conditions	\$27/hr Res, \$70/hr Non-Res
	Lighting Charges	Included in seasonal league/team fee amount, or see hourly field fee above	\$10 Per hour. 2hr Min.	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$42-\$43, Except O'Neil \$68, \$100 all conditions/hour Res, \$130/hr NR all conditions	\$11 Per hour

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	San Jose	San Diego County	Los Angeles County
Athletic Programs					
ATHLETIC FIELD SPORTS					
<u>Youth Leagues</u>					
	League / Team Fee	Non-profit: \$20 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	No Charge	<i>comparison not available</i>	No Charge
	Field Use/Reservation - Standard League Season	\$25 Per field, per season	\$4/hr-\$40/hr Res-Non Res	<i>comparison not available</i>	<i>comparison not available</i>
	Lighting Charges - Standard League Season	\$7.75 Per hour	\$40 Per hour. 2hr Min.	<i>comparison not available</i>	<i>comparison not available</i>
	Field Use/Reservation - Tournament / Special League Play	\$10.50 unlighted / \$17.25 lighted, per hour P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
<u>Adult Leagues</u>					
	League / Team Fee	P/R, Rec Council Leagues (resident): \$121 Per team, per season unlighted fields / \$153 lighted All other leagues: \$132 Per team, per season unlighted fields / \$164 lighted	\$60-Resident \$120-Non-resident application fee/per field request.	<i>comparison not available</i>	<i>comparison not available</i>
	Field Use/Reservation	Field reservation / use charge is currently included in seasonal league/team fee above	\$20-\$40/hour Res-Non Res	<i>comparison not available</i>	<i>comparison not available</i>
	Lighting Charges	Included in seasonal league/team fee amount, or see hourly field fee above	\$40 Per hour. 2hr Min.	<i>comparison not available</i>	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	Poway
Athletic Programs								
	Field Use/Reservation - Tournament / Special League Play	Adult Athletic Field Rental (resident) - Hourly \$29.50 lighted / \$21.75 unlighted. Non-residents pay 2x resident rate	comparison not available	comparison not available	comparison not available	comparison not available	\$5-\$10/participant Res/Non	comparison not available
GYMNASIUM AND AUDITORIUM SPORTS								
Youth Leagues								
	League / Team Fee	Non-profit: \$20 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	\$75-\$95/resident \$94-\$119/non-resident Per Player Fee.	No charge	\$41 per player, per season \$30-Resident*	\$50 Per player, per season	comparison not available	No Charge for PYSA Organized League Play. \$3 Application Processing Fee.
	Court Use / Reservation - Standard League Season	\$25 Per court, per season	\$11 Per team, per season	\$25 -\$200Per reservation/application	\$21/hour, minimum \$42.00	comparison not available	comparison not available	No Charge for PYSA Organized League Play. \$3 Application Processing Fee.
	Court Use Use/Reservation - Tournament / Special League Play	\$18.25 per hour	comparison not available	comparison not available	comparison not available	comparison not available	\$5-\$10/participant Res/Non	comparison not available
Adult Leagues								
	League / Team Fee	P/R, Rec Council Leagues (resident): \$98 Per team, per season All other leagues (resident): \$110 Per team, per season Non-resident teams pay 2x resident fee	\$285 Per team, per season	The city of Coronado only allows residential youth leagues to have use of their parks, beaches, and courts.	\$300-\$325 per team, per season. \$260-\$275-Resident*	comparison not available	comparison not available	\$68 Per person, per league
	Court Use / Reservation - Standard League Season	Leagues: No separate charge for court use	comparison not available	\$25 -\$200Per reservation/application	\$21/hour, minimum \$42.00	comparison not available	comparison not available	comparison not available
	Court Use/Reservation - Tournament / Special League Play	Adult Play (resident) - Hourly \$9.50 - \$23.75 per court/hour, depending on type of court use. Non-residents pay 2x resident rate	comparison not available	comparison not available	comparison not available	comparison not available	\$5-\$10/participant Res/Non	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	Fresno	Long Beach	Los Angeles	Phoenix	Sacramento	San Francisco
Athletic Programs								
	Field Use/Reservation - Tournament / Special League Play	Adult Athletic Field Rental (resident) - Hourly \$29.50 lighted / \$21.75 unlighted. Non-residents pay 2x resident rate	1-3 Fields/Day-\$500 4-6 Fields/Day-\$900 7-9 Fields/Day\$1300 Night Play/Field-\$25	Soccer & Softball Fee-\$280/Team	<i>comparison not available</i>	Standard Rate: \$480-\$2100 (4 hr block-full day, 8-18 fields) Commercial Rate:\$1020-\$9450 (4 hr block to full day, 8-18 fields)	<i>comparison not available</i>	<i>comparison not available</i>
GYMNASIUM AND AUDITORIUM SPORTS								
Youth Leagues								
	League / Team Fee	Non-profit: \$20 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	\$50 Per child, per sport/league	The City of Long Beach Youth Sports Program is offered at No Charge to all participants	No Charge Youth Sports Programs year round.	\$60-Resident Per player, per league	<i>comparison not available</i>	\$50-\$65 Per player, per league OR \$300-\$350 Per team, per league
	Court Use / Reservation - Standard League Season	\$25 Per court, per season	<i>comparison not available</i>	The City of Long Beach Youth Sports Program is offered at No Charge to all participants	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$50/hr-\$100/hr depending on day/time
	Court Use Use/Reservation - Tournament / Special League Play	\$18.25 per hour	\$125-\$300/team/league	3-on-3 Basketball-\$60/Team, 5-on-5 Basketball-\$120/Team Volleyball Fee- 2 person-\$42/Team	<i>comparison not available</i>	Standard Rate: \$480-\$2100 (4 hr block-full day, 8-18 fields) Commercial Rate:\$1020-\$9450 (4 hr block to full day, 8-18 fields)	<i>comparison not available</i>	<i>comparison not available</i>
Adult Leagues								
	League / Team Fee	P/R, Rec Council Leagues (resident): \$98 Per team, per season All other leagues (resident): \$110 Per team, per season Non-resident teams pay 2x resident fee	\$200-\$375 Per team/League	\$290-\$330 Per team/league	\$275-\$425 Per team, per season.	\$160-\$425 Per team, per league	<i>comparison not available</i>	<i>comparison not available</i>
	Court Use / Reservation - Standard League Season	Leagues: No separate charge for court use	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Court Use/Reservation - Tournament / Special League Play	Adult Play (resident) - Hourly\$9.50 - \$23.75 per court/hour, depending on type of court use. Non-residents pay 2x resident rate	\$125-\$300/team/league	3-on-3 Basketball-\$60/Team, 5-on-5 Basketball-\$120/Team Volleyball Fee- 2 person-\$42/Team	<i>comparison not available</i>	Standard Rate: \$480-\$2100 (4 hr block-full day, 8-18 fields) Commercial Rate:\$1020-\$9450 (4 hr block to full day, 8-18 fields)	<i>comparison not available</i>	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	San Jose	San Diego County	Los Angeles County
Athletic Programs					
	Field Use/Reservation - Tournament / Special League Play	Adult Athletic Field Rental (resident) - Hourly \$29.50 lighted / \$21.75 unlighted. Non-residents pay 2x resident rate	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
GYMNASIUM AND AUDITORIUM SPORTS					
<u>Youth Leagues</u>					
	League / Team Fee	Non-profit: \$20 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	\$25-\$101-Resident \$25-\$109-Non-resident Per player, per league	\$65 Per player, per league	No Charge
	Court Use / Reservation - Standard League Season	\$25 Per court, per season	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Court Use Use/Reservation - Tournament / Special League Play	\$18.25 per hour	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
<u>Adult Leagues</u>					
	League / Team Fee	P/R, Rec Council Leagues (resident): \$98 Per team, per season All other leagues (resident): \$110 Per team, per season Non-resident teams pay 2x resident fee	\$700 Per team, per season	\$300-\$325 Per team, per season	<i>comparison not available</i>
	Court Use / Reservation - Standard League Season	Leagues: No separate charge for court use	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Court Use/Reservation - Tournament / Special League Play	Adult Play (resident) - Hourly \$9.50 - \$23.75 per court/hour, depending on type of court use. Non-residents pay 2x resident rate	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	Poway
Athletic Programs								
OUTDOOR COURT SPORTS								
<u>Youth Leagues</u>								
	League / Team Fee	Non-profit: \$10 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	comparison not available	No charge	comparison not available	comparison not available	comparison not available	No Charge for PYSA Organized League Play. \$3 Application Processing Fee.
	Court Use / Reservation	Non-profit: \$25 Per court, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	comparison not available	\$25 Tennis Center, \$5-\$15/hour for courts	comparison not available	comparison not available	comparison not available	No Charge for PYSA Organized League Play. \$3 Application Processing Fee.
	Lighting Charges	Non-profit: n/a P/R Dept Staffed Programs and Joint Use Agreement Agencies: no fee	comparison not available	No additional charge	comparison not available	comparison not available	Full cost recovery based on SDG&E charges	\$12-18 Per hour
	Court Use/Reservation - Tournament / Special League Play	\$10 per hour	comparison not available	comparison not available	comparison not available	comparison not available	\$5-\$10/participant Res/Non	comparison not available
<u>Adult Leagues</u>								
	League / Team Fee	none listed	comparison not available	The city of Coronado only allows residential youth leagues to have use of their parks, beaches, and courts.	comparison not available	comparison not available	comparison not available	comparison not available
	Court Use / Reservation	Adult League Play (resident) - \$12.25 per court/hour. Non-residents pay 2x resident rate	Salt Creek Center : Outdoor Basketball Court \$50/hr	The city of Coronado only allows residential youth leagues to have use of their parks, beaches, and courts.	comparison not available	comparison not available	comparison not available	comparison not available
SKATE PARK								
	General Admission	No general admission fee	comparison not available	\$5-Daily admission. Yearly pass: \$60-Youth \$100-Adult	\$5 Per ID Card	\$10 Per person, per session. \$5-Resident*	No Charge for Admission	No Charge for Admission
	Skate Park Rental	\$157-Rental of Skate Park, Resident rate, Per hour.	comparison not available	comparison not available	\$20 Per hour. Min. \$40 + staff services fee of \$17 Per hour. Light use \$14.50 Per hour extra.	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	Fresno	Long Beach	Los Angeles	Phoenix	Sacramento	San Francisco
Athletic Programs								
OUTDOOR COURT SPORTS								
<u>Youth Leagues</u>								
	League / Team Fee	Non-profit: \$10 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	comparison not available	The City of Long Beach Youth Sports Program is offered at No Charge to all participants	No Charge Youth Sports Programs year round.	comparison not available	comparison not available	comparison not available
	Court Use / Reservation	Non-profit: \$25 Per court, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	\$3/hour	The City of Long Beach Youth Sports Program is offered at No Charge to all participants	comparison not available	comparison not available	comparison not available	comparison not available
	Lighting Charges	Non-profit: n/a P/R Dept Staffed Programs and Joint Use Agreement Agencies: no fee	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Court Use/Reservation - Tournament / Special League Play	\$10 per hour	\$125-\$300/team/league	3-on-3 Basketball- \$60/Team, 5-on-5 Basketball- \$120/Team Volleyball Fee- 2 person- \$42/Team	comparison not available	comparison not available	comparison not available	comparison not available
<u>Adult Leagues</u>								
	League / Team Fee	none listed	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Court Use / Reservation	Adult League Play (resident) - \$12.25 per court/hour. Non-residents pay 2x resident rate	\$3/hour	\$33/hour Res, \$64/hour Non, \$84 Profit	comparison not available	comparison not available	comparison not available	comparison not available
SKATE PARK								
	General Admission	No general admission fee	comparison not available	comparison not available	Monthly membership fee per person \$0-\$3 depending on facility	comparison not available	Admission fee per person \$0-\$3 depending on facility	comparison not available
	Skate Park Rental	\$157-Rental of Skate Park, Resident rate, Per hour.	\$35-\$50 Per hour. 2hr Min.	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	San Jose	San Diego County	Los Angeles County
Athletic Programs					
OUTDOOR COURT SPORTS					
<u>Youth Leagues</u>					
	League / Team Fee	Non-profit: \$10 Per team, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	<i>comparison not available</i>	<i>comparison not available</i>	No Charge
	Court Use / Reservation	Non-profit: \$25 Per court, per season P/R Dept Staffed Programs and Joint Use Agreement Agencies: no charge	\$2/hr per court	<i>comparison not available</i>	<i>comparison not available</i>
	Lighting Charges	Non-profit: n/a P/R Dept Staffed Programs and Joint Use Agreement Agencies: no fee	\$4/hr per court	<i>comparison not available</i>	<i>comparison not available</i>
	Court Use/Reservation - Tournament / Special League Play	\$10 per hour	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
<u>Adult Leagues</u>					
	League / Team Fee	none listed	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Court Use / Reservation	Adult League Play (resident) - \$12.25 per court/hour. Non-residents pay 2x resident rate	\$5-\$12/hr per court Res-NR (non-lit) \$7-\$15/hr per court Res-NR (Lighted)	<i>comparison not available</i>	<i>comparison not available</i>
SKATE PARK					
	General Admission	No general admission fee	<i>comparison not available</i>	<i>comparison not available</i>	No Charge for admission
	Skate Park Rental	\$157-Rental of Skate Park, Resident rate, Per hour.	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	Poway
Athletic Programs								
OTHER CHARGES								
	Non-Hours of Operation	\$23.50 Per hour	<i>comparison not available</i>	\$63 Per hour + Staff fees				
	Notes:							

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	Fresno	Long Beach	Los Angeles	Phoenix	Sacramento	San Francisco
Athletic Programs								
OTHER CHARGES								
	Non-Hours of Operation	\$23.50 Per hour	<i>comparison not available</i>	\$25 Per hour staff fee	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Notes:							

City of San Diego
Parks and Recreation Fees
Fee Comparison - Athletic Programs

#	Service	San Diego	San Jose	San Diego County	Los Angeles County
Athletic Programs					
OTHER CHARGES					
	Non-Hours of Operation	\$23.50 Per hour	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Notes:				

AQUATICS

Comparison of City of San Diego Aquatics fees to like agencies.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

# Service	San Diego Current Fees	San Diego YMCA	Coggan Family Swim Center in La Jolla	Joan Krock Center	Chula Vista	Coronado	El Cajon
Aquatics Programs							
SWIMMING POOL ADMISSION							
<u>Daily Admission/One-Time Pass</u>							
Adult	\$4.00	comparison not available	\$8.00	Free to Members \$6.00 Non-members	\$4.00	\$4.00	\$2.00
Children	\$2.00	comparison not available	\$3.00-\$5.00	Free to Members \$4.00 Non-members	\$2.00	\$2.00	\$1.00
Seniors/Disabled	\$2.00	comparison not available	\$5.00	Free to Members \$4.00 Non-members	\$3.00	\$3.00	\$2.00
<u>Swim Pass</u>							
Adult	\$35/10 Swim Pass Resident Only	comparison not available	\$80/10 Swim Pass	\$54/10 Day Pass	\$24/10 Swim Pass	\$60/30 day use	\$22 for Season Pass
Children	\$15/10 Swim Pass Resident Only	comparison not available	\$30-\$50/10 Swim Pass	\$36/10 Day Pass	\$12//10 Swim Pass	\$40/30 day use	
Seniors/Disabled	\$15/10 Swim Pass Resident Only	comparison not available	\$50/10 Swim Pass	\$36/10 Day Pass	\$18/10 Swim Pass	\$50/30 day use	
SWIMMING POOL RENTALS							
<u>Exclusive Use</u>							
Hourly Rental	\$196 Per hour (2 Hour Minimum. One Hour Minimum permitted if contiguous with Regular operating hours.)	comparison not available	comparison not available	comparison not available	\$64/hour	\$65/hour instructional pool \$140/hour competition pool	\$70/hour \$140 min.
Public Schools/Colleges	\$50 Per hour	comparison not available	comparison not available	comparison not available	\$28-\$32/hour	comparison not available	comparison not available
Youth Aquatic Teams	\$50 Per hour	comparison not available	comparison not available	comparison not available	\$28-\$32/hour	comparison not available	comparison not available
<u>Non-Exclusive Use</u>							
Hourly Rental	\$101 Per hour	comparison not available	comparison not available	comparison not available	\$60/hour	\$10-\$15/hour, per lane	comparison not available
Lane Rental		comparison not available	comparison not available	comparison not available	No per-lane rental allowed	\$10-\$15 per hour	No per-lane rental allowed
Public Schools/Colleges	\$45.00	comparison not available	comparison not available	comparison not available	\$28-\$32/hour	comparison not available	comparison not available
Inclusionary Programs	\$40 Per hour (A minimum of 20% participants must be persons w/disabilities)	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
Hourly Rental Youth Aquatic Teams	\$45 Per hour	comparison not available	comparison not available	comparison not available	\$28-\$32/hour	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

#	Service	San Diego Current Fees	Escondido	La Mesa	Poway	Fresno	Long Beach	Los Angeles
Aquatics Programs								
SWIMMING POOL ADMISSION								
<u>Daily Admission/One-Time Pass</u>								
	Adult	\$4.00	\$3.00	\$5.00	\$2.50	\$2.00	\$3-\$4	\$3.50
	Children	\$2.00	\$3.00	\$3.00	\$2.00	\$1.00	\$2-\$3	\$1.00
	Seniors/Disabled	\$2.00	\$3.00	\$3.00	\$2.00	\$2.00	\$2-\$3	\$1.00
<u>Swim Pass</u>								
	Adult	\$35/10 Swim Pass Resident Only	<i>comparison not available</i>	\$90/20 Swim Pass	\$25/11 swim pass	<i>comparison not available</i>	\$65-\$85/25 swim pass	\$55/30 swim pass
	Children	\$15/10 Swim Pass Resident Only	<i>comparison not available</i>	\$45/20 Swim Pass	\$20/11 swim pass	<i>comparison not available</i>	\$40-\$55/25 swim pass	<i>comparison not available</i>
	Seniors/Disabled	\$15/10 Swim Pass Resident Only	<i>comparison not available</i>	\$45/20 Swim Pass	\$20/11 swim pass	<i>comparison not available</i>	\$40-\$55/25 swim pass	<i>comparison not available</i>
SWIMMING POOL RENTALS								
<u>Exclusive Use</u>								
	Hourly Rental	\$196 Per hour (2 Hour Minimum. One Hour Minimum permitted if contiguous with Regular operating hours.)	<i>comparison not available</i>	\$150 Per hour, 2hr min.	\$29-Resident \$50-Non-resident Per hour	\$75-\$250 per hour Tiered depending on # of people and # of lifeguards needed. 2hr. Min.	\$22-\$330 Per hour 2hr min.	<i>comparison not available</i>
	Public Schools/Colleges	\$50 Per hour	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$55-\$140 Per hour 2hr min.	<i>comparison not available</i>
	Youth Aquatic Teams	\$50 Per hour	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$55-\$140 Per hour 2hr min.	<i>comparison not available</i>
<u>Non-Exclusive Use</u>								
	Hourly Rental	\$101 Per hour	<i>comparison not available</i>	<i>comparison not available</i>	\$21-Resident \$33-Non-resident Per hour	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Lane Rental		No per-lane rental allowed	No per-lane rental allowed	\$5-Resident \$6-Non resident, per hour	No per-lane rental / No lap swimming at City pools	\$25-per hour Fall and Spring only	<i>comparison not available</i>
	Public Schools/Colleges	\$45.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Inclusionary Programs	\$40 Per hour (A minimum of 20% participants must be persons w/disabilities)	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Hourly Rental Youth Aquatic Teams	\$45 Per hour	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

#	Service	San Diego Current Fees	Phoenix	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County
Aquatics Programs								
SWIMMING POOL ADMISSION								
<u>Daily Admission/One-Time Pass</u>								
	Adult	\$4.00	\$3.00	\$5.00	\$5.00	\$4.00	comparison not available	comparison not available
	Children	\$2.00	\$1.00	\$5.00	\$1.00	\$3.00	comparison not available	comparison not available
	Seniors/Disabled	\$2.00	\$1.00	\$5.00	comparison not available	\$3.00	comparison not available	comparison not available
<u>Swim Pass</u>								
	Adult	\$35/10 Swim Pass Resident Only	\$30/season pass	\$50/20 swim pass	\$47/10 Swim Pass \$23 - Economics need discounted rate for 10 Swim Pass	\$25/10 Swim Pass	comparison not available	comparison not available
	Children	\$15/10 Swim Pass Resident Only	\$20/season pass	\$50/20 swim pass	comparison not available	\$25/10 Swim Pass	comparison not available	comparison not available
	Seniors/Disabled	\$15/10 Swim Pass Resident Only	\$20/season pass	\$50/20 swim pass	\$23/10 Swim Pass	\$25/10 Swim Pass	comparison not available	comparison not available
SWIMMING POOL RENTALS								
<u>Exclusive Use</u>								
	Hourly Rental	\$196 Per hour (2 Hour Minimum. One Hour Minimum permitted if contiguous with Regular operating hours.)	An average two hour pool rental starts at \$334.00. includes, 2hrs of pool rental time, management supervision, and an average of 7 lifeguards.	\$175-\$360 for two hours. Tiered depending on the # of people. Max 200 people	comparison not available	City operated pools are currently not for rent	comparison not available	comparison not available
	Public Schools/Colleges	\$50 Per hour		comparison not available	comparison not available		comparison not available	comparison not available
	Youth Aquatic Teams	\$50 Per hour		comparison not available	comparison not available		comparison not available	comparison not available
<u>Non-Exclusive Use</u>								
	Hourly Rental	\$101 Per hour	comparison not available	comparison not available	comparison not available	City operated pools are currently not for rent	comparison not available	comparison not available
	Lane Rental		No per-lane rental allowed	No per-lane rental allowed	\$22 per hour. Availability is very limited.		comparison not available	comparison not available
	Public Schools/Colleges	\$45.00	comparison not available	comparison not available	comparison not available		comparison not available	comparison not available
	Inclusionary Programs	\$40 Per hour (A minimum of 20% participants must be persons w/disabilities)	comparison not available	comparison not available	comparison not available		comparison not available	comparison not available
	Hourly Rental Youth Aquatic Teams	\$45 Per hour	\$45 Per hour	comparison not available	comparison not available		comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

# Service	San Diego Current Fees	San Diego YMCA	Coggan Family Swim Center in La Jolla	Joan Krock Center	Chula Vista	Coronado	El Cajon
Aquatics Programs							
SWIMMING LESSONS (ALL AGE GROUPS)							
Large Group	\$54-Resident Per session, 5hrs total.	\$39-\$104/Members \$47-\$139/Participants Per session, 2hrs-4hrs total	\$120/session (10 lessons)	<i>comparison not available</i>	\$35/session	\$50/session	\$33-\$39-Resident \$45-\$53-Non resident Per session
Small Group	\$81-Resident Per session, 5hrs total.	\$96-\$104/Members \$47-\$139/Participants Per session, 3 classes-4hrs total	\$120/session (10 lessons)	3 People: \$16 per lesson \$56.67 for 4 lessons \$113.33 for 8 lessons	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
Semi-Private	\$151-Resident Per session, 2.5hrs total	\$120-\$408/Members \$150-\$492/Participants Per session, 3 classes-12 classes	<i>comparison not available</i>	2 people: \$19/per lesson \$67.50/for 4 lessons \$135/for 8 lessons	<i>comparison not available</i>	<i>comparison not available</i>	\$53-Resident \$60-Non-resident
Private	\$181-Resident Per session, 2.5hrs total	\$180-\$540/Members \$219-\$684/Participants Per session, 3 classes-12 classes	\$29 per lesson \$135 for 5 lessons \$250 for 10 lessons	Members-Non-members: \$25-\$30/per lesson \$98-\$108/for 4 lessons \$196-\$216/ for 8 lessons	<i>comparison not available</i>	<i>comparison not available</i>	\$105-Resident \$120-Non resident Per session, 2.5 hours total
WATER FITNESS							
Per Hour	\$3.5 Per person, Per hour	Free to members	<i>comparison not available</i>	<i>comparison not available</i>	Free (sponsored by Kaiser Foundation)	<i>comparison not available</i>	<i>comparison not available</i>
YOUTH SWIM AND YOUTH WATER POLO TEAMS	\$25 3hrs per week \$35 5hrs per week \$70 - 10hrs per week. Per person, Per month Third child receives 15% discount	\$69-\$89/Members \$94/Participants	<i>comparison not available</i>	\$33 per session, 4 classes \$65 per session, 8 classes	<i>comparison not available</i>	<i>comparison not available</i>	\$50-Resident \$65-Non resident Per person, Per month 3hrs per week
ADULT MASTERS SWIM TEAM/ADULT WATER POLO	\$6.5 Per person, Per hour	\$25/Monthly \$10/Drop in	\$8/Daily \$60/Monthly \$480/Annual	<i>comparison not available</i>	<i>comparison not available</i>	\$45 Per person, Per month 3 x week	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

# Service	San Diego Current Fees	Escondido	La Mesa	Poway	Fresno	Long Beach	Los Angeles
Aquatics Programs							
SWIMMING LESSONS (ALL AGE GROUPS)							
Large Group	\$54-Resident Per session, 5hrs total.	\$54-\$60/session	\$40-\$45/session	\$59/session	\$40/session \$32/session if low income (Individuals meeting low-income guidelines as established by PG&E's FERA program)	\$40 - Youth \$50 - Adult	\$40/10 lessons - 5 wk. session (Adult) \$20/10 lessons - 5 wk. session (Youth)
Small Group	\$81-Resident Per session, 5hrs total.	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
Semi-Private	\$151-Resident Per session, 2.5hrs total	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	\$66/4 lessons - 2 hrs. total
Private	\$181-Resident Per session, 2.5hrs total	\$60 Per session, 2 hours total	comparison not available	\$26/class 4 classes min.	comparison not available	\$175/6 lessons, 2 hours total	\$80/4 lessons - 2 hrs. total
WATER FITNESS							
Per Hour	\$3.5 Per person, Per hour	comparison not available	\$6 Per person	comparison not available	\$1 Per person	\$3/class Seniors Free	\$4.50/class \$40/per 4-week session
YOUTH SWIM AND YOUTH WATER POLO TEAMS	\$25 3hrs per week \$35 5hrs per week \$70 - 10hrs per week. Per person, Per month Third child receives 15% discount	comparison not available	\$40 Per person, Per month 3hrs per week	\$5-Resident \$6-Non resident Per lane, per hour Team must be 51% min. Poway residents for resident rate.	comparison not available	comparison not available	\$40, Per person, Per Session, M-F workouts
ADULT MASTERS SWIM TEAM/ADULT WATER POLO	\$6.5 Per person, Per hour	comparison not available	\$50 Per person, per month 5 x week	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

# Service	San Diego Current Fees	Phoenix	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County
Aquatics Programs							
SWIMMING LESSONS (ALL AGE GROUPS)							
Large Group	\$54-Resident Per session, 5hrs total.	\$15 Per person, per session	\$56/session	\$70/session (Adult) \$33 (youth) 7.5 hrs. total lesson time	\$85/Session (Adult) \$75/Session (Youth) 4.5 hrs. total time	<i>comparison not available</i>	<i>comparison not available</i>
Small Group	\$81-Resident Per session, 5hrs total.	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
Semi-Private	\$151-Resident Per session, 2.5hrs total	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$140/10 lessons 5 hrs. total 3-1 ratio	<i>comparison not available</i>	<i>comparison not available</i>
Private	\$181-Resident Per session, 2.5hrs total	<i>comparison not available</i>	\$169/Session 3hrs total	\$155/session 4.5hrs total	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
WATER FITNESS							
Per Hour	\$3.5 Per person, Per hour	\$15/35 minutes \$22.50/60 minutes Per person	\$6 Per person	\$7 - Adult \$2 - Children Per person	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
YOUTH SWIM AND YOUTH WATER POLO TEAMS	\$25 3hrs per week \$35 5hrs per week \$70 - 10hrs per week. Per person, Per month Third child receives 15% discount	\$45 Per Person, Per session	<i>comparison not available</i>	\$30-\$33 Per person, Per session 6.75-7.5 hrs. total	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
ADULT MASTERS SWIM TEAM/ADULT WATER POLO	\$6.5 Per person, Per hour	<i>comparison not available</i>	<i>comparison not available</i>	same as open swim	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

#	Service	San Diego Current Fees	San Diego YMCA	Coggan Family Swim Center in La Jolla	Joan Krock Center	Chula Vista	Coronado	El Cajon
Aquatics Programs								
AMERICAN RED CROSS COURSES								
	Lifeguard Training (Per Person)	\$169.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Water Safety Instructor (Per Person)	\$180.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Emergency Response (Per Person)	\$258.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	First Aid for Public Safety Personnel (Title 22) (Per Person)	\$75.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	CPR for the Professional (Per Person)	\$66.00	\$79-Member \$104-Participant	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

#	Service	San Diego Current Fees	Escondido	La Mesa	Poway	Fresno	Long Beach	Los Angeles
Aquatics Programs								
AMERICAN RED CROSS COURSES								
	Lifeguard Training (Per Person)	\$169.00	<i>comparison not available</i>	<i>comparison not available</i>	Registration information will be published in early August.	<i>comparison not available</i>	<i>comparison not available</i>	\$290-\$345/6 week program
	Water Safety Instructor (Per Person)	\$180.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Emergency Response (Per Person)	\$258.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	First Aid for Public Safety Personnel (Title 22) (Per Person)	\$75.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$30.00	<i>comparison not available</i>	<i>comparison not available</i>
	CPR for the Professional (Per Person)	\$66.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$40.00	<i>comparison not available</i>	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Aquatics Programs

#	Service	San Diego Current Fees	Phoenix	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County
Aquatics Programs								
AMERICAN RED CROSS COURSES								
	Lifeguard Training (Per Person)	\$169.00	<i>comparison not available</i>	\$185 - includes materials and Red Cross certification fees	\$195/Session	\$160/Session	<i>comparison not available</i>	<i>comparison not available</i>
	Water Safety Instructor (Per Person)	\$180.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Emergency Response (Per Person)	\$258.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	First Aid for Public Safety Personnel (Title 22) (Per Person)	\$75.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	CPR for the Professional (Per Person)	\$66.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>

BALBOA PARK FACILITY RENTALS AND FEES

Comparison of City of San Diego Balboa Park facility rentals & fees to like agencies.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido	La Mesa
Balboa Park Facility Rentals and Misc. Fees							
BALBOA PARK ACTIVITY CENTER AND MUNICIPAL GYMNASIUM							
Hourly Court Rental - Athletic Use							
	Non-Profit with no admission charge	\$9/Court Per Hour	<i>comparison not available</i>	\$25.00	\$21.00	<i>comparison not available</i>	<i>comparison not available</i>
	Non-Profit with admission charge	\$11/Court Per Hour	<i>comparison not available</i>			<i>comparison not available</i>	<i>comparison not available</i>
	Non-Commercial	\$18/Court Per Hour					
	Commercial	\$27/Court Per Hour	<i>comparison not available</i>	<i>comparison not available</i>		<i>comparison not available</i>	<i>comparison not available</i>
Hourly Court Rental - Non-Athletic Use							
	Non-Profit with no admission charge	\$101/Court Per Hour	\$0.00	\$40-\$60, depending on type of group	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Non-Profit with admission charge	\$151/Court Per Hour	\$11-\$30 depending on facility		<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Non-Commercial	\$202/Court Per Hour					
	Commercial	\$303/Court Per Hour	\$40-\$65 depending on facility	\$200.00	<i>comparison not available</i>	\$20-50 depending on facility	<i>comparison not available</i>
BANQUET OR THEATER SET-UP ROOMS/AREAS: Includes: Balboa Park Club, Casa Del Prado, Recital Hall, War Memorial Building and Auditorium							
Small (Capacity up to 100 banquet/150 Theatre) (per hour)							
	Non Profit: No admission Charge	Hourly, first 3 hours:\$18-\$37 Each add'l hour: \$13.50-\$27	<i>comparison not available</i>	<i>comparison not available</i>	\$26-\$40**	<i>comparison not available</i>	20%-30% off Resident rate.
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$27-\$55 Each add'l hour: \$20.50-\$41	<i>comparison not available</i>	\$10.00	\$26-\$40**	\$20.00	20%-30% off Resident rate.
	Resident/Non-Commercial	Hourly, first 3 hours \$36-\$73 Each add'l hour: \$27-\$54	Resident: \$49 - \$107* Non-Resident: \$83-\$182	Resident: \$16 Non-resident: \$25	\$46-\$65**	Resident: \$25 Non-resident: \$40	\$80.00
	Commercial	Hourly, first 3 hours \$54-\$109 Each add'l hour: \$41-\$82	<i>comparison not available</i>	\$10.00	\$58-\$72**	\$75.00	<i>comparison not available</i>
Medium (Capacity between 101 and 250 Banquet/151 and 300 Theatre) (per hour)							
	Non Profit: No admission Charge	Hourly, first 3 hours:\$73-\$103 Each add'l hour: \$54-\$103	<i>comparison not available</i>	\$40.00	\$60**	\$20**	20%-30% off Resident rate.
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$109-\$154 Each add'l hour: \$82-\$154	<i>comparison not available</i>	\$40.00	\$60**	\$20**	20%-30% off Resident rate.
	Resident/Non-Commercial	Hourly, first 3 hours \$146-\$205 Each add'l hour: \$110-205	Resident: \$72-\$115 Non-Resident: \$127-\$199	Resident: \$150 Non-Resident: \$200	Resident: \$80** Non-Resident: \$85**	Resident: \$30 Non-Resident: \$50	\$80.00
	Commercial	Hourly, first 3 hours \$219-\$308 Each add'l hour: \$164-309	<i>comparison not available</i>	\$250.00	\$92**	\$80.00	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Poway	Fresno	Long Beach	Los Angeles	Phoenix
Balboa Park Facility Rentals and Misc. Fees							
BALBOA PARK ACTIVITY CENTER AND MUNICIPAL GYMNASIUM							
Hourly Court Rental - Athletic Use							
	Non-Profit with no admission charge	\$9/Court Per Hour	<i>comparison not available</i>	\$21.00	\$16-\$49/hour depending on facility	<i>comparison not available</i>	<i>comparison not available</i>
	Non-Profit with admission charge	\$11/Court Per Hour	<i>comparison not available</i>			<i>comparison not available</i>	<i>comparison not available</i>
	Non-Commercial	\$18/Court Per Hour					
	Commercial	\$27/Court Per Hour	<i>comparison not available</i>	<i>comparison not available</i>	\$29-\$109/hour depending on facility	<i>comparison not available</i>	<i>comparison not available</i>
Hourly Court Rental - Non-Athletic Use							
	Non-Profit with no admission charge	\$101/Court Per Hour	<i>comparison not available</i>	\$21.00	<i>comparison not available</i>	<i>comparison not available</i>	\$200/hour for first 2 hours, additional hours \$100/hour
	Non-Profit with admission charge	\$151/Court Per Hour	<i>comparison not available</i>	\$21.00	<i>comparison not available</i>	<i>comparison not available</i>	\$100/hour for first 2 hours, additional hours \$50/hour
	Non-Commercial	\$202/Court Per Hour					
	Commercial	\$303/Court Per Hour	<i>comparison not available</i>	\$42.00	<i>comparison not available</i>	<i>comparison not available</i>	\$400/hour for first 2 hours, additional hours \$200/hour
BANQUET OR THEATER SET-UP ROOMS/AREAS: Includes: Balboa Park Club, Casa Del Prado, Recital Hall, War Memorial Building and Auditorium							
Small (Capacity up to 100 banquet/150 Theatre) (per hour)							
	Non Profit: No admission Charge	Hourly, first 3 hours:\$18-\$37 Each add'l hour: \$13.50-\$27	\$31.00	<i>comparison not available</i>	\$35-\$60	\$239.00	\$180.50
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$27-\$55 Each add'l hour: \$20.50-\$41	\$31.00	<i>comparison not available</i>	\$35-\$60	\$239.00 \$92 - \$117	\$180.50 \$92.00
	Resident/Non-Commercial	Hourly, first 3 hours \$36-\$73 Each add'l hour: \$27-\$54	\$43.00	<i>comparison not available</i>	\$35-\$40	\$239.00 \$92 - \$117	\$230.00 \$142.00
	Commercial	Hourly, first 3 hours \$54-\$109 Each add'l hour: \$41-\$82	\$74.00	<i>comparison not available</i>	\$90-\$130, 4hr min.	\$239.00 \$92 - \$117	\$330.50 \$242.00
Medium (Capacity between 101 and 250 Banquet/151 and 300 Theatre) (per hour)							
	Non Profit: No admission Charge	Hourly, first 3 hours:\$73-\$103 Each add'l hour: \$54-\$103	\$41.00	<i>comparison not available</i>	\$35-\$60	\$330.00	\$193.00
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$109-\$154 Each add'l hour: \$82-\$154	\$41.00	<i>comparison not available</i>	\$35-\$60	\$330.00 \$143.00	\$193.00 \$104.50
	Resident/Non-Commercial	Hourly, first 3 hours \$146-\$205 Each add'l hour: \$110-205	\$54.00	<i>comparison not available</i>	\$35-\$40	\$330.00 \$143.00	\$255.50 \$167.00
	Commercial	Hourly, first 3 hours \$219-\$308 Each add'l hour: \$164-309	\$94.00	<i>comparison not available</i>	\$90-\$130	\$330.00 \$143.00	\$380.50 \$292.00

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County
Balboa Park Facility Rentals and Misc. Fees							
BALBOA PARK ACTIVITY CENTER AND MUNICIPAL GYMNASIUM							
Hourly Court Rental - Athletic Use							
	Non-Profit with no admission charge	\$9/Court Per Hour	comparison not available	\$70.00	comparison not available	comparison not available	comparison not available
	Non-Profit with admission charge	\$11/Court Per Hour	comparison not available	\$70.00	comparison not available	comparison not available	comparison not available
	Non-Commercial	\$18/Court Per Hour					
	Commercial	\$27/Court Per Hour	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
Hourly Court Rental - Non-Athletic Use							
	Non-Profit with no admission charge	\$101/Court Per Hour	\$100.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit with admission charge	\$151/Court Per Hour	\$100.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Commercial	\$202/Court Per Hour					
	Commercial	\$303/Court Per Hour	\$100.00	comparison not available	comparison not available	comparison not available	comparison not available
BANQUET OR THEATER SET-UP ROOMS/AREAS: Includes: Balboa Park Club, Casa Del Prado, Recital Hall, War Memorial Building and Auditorium							
Small (Capacity up to 100 banquet/150 Theatre) (per hour)							
	Non Profit: No admission Charge	Hourly, first 3 hours:\$18-\$37 Each add'l hour: \$13.50-\$27	\$50-\$75	*Trocadero (weddings): \$110-\$115	*\$20-\$60	comparison not available	comparison not available
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$27-\$55 Each add'l hour: \$20.50-\$41	\$50-\$75	*Trocadero (weddings): \$110-\$115	*\$20-\$60	comparison not available	comparison not available
	Resident/Non-Commercial	Hourly, first 3 hours \$36-\$73 Each add'l hour: \$27-\$54	\$50-\$75	*Trocadero (weddings): \$110-\$115	*\$70-\$150	comparison not available	comparison not available
	Commercial	Hourly, first 3 hours \$54-\$109 Each add'l hour: \$41-\$82	\$50-\$75	*Trocadero (weddings): \$110-\$115	*\$70-\$150	comparison not available	comparison not available
Medium (Capacity between 101 and 250 Banquet/151 and 300 Theatre) (per hour)							
	Non Profit: No admission Charge	Hourly, first 3 hours:\$73-\$103 Each add'l hour: \$54-\$103	\$100.00	Lake Merced boathouse: \$60-120	Resident: \$125 Non-Resident: \$150	\$125.00	comparison not available
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$109-\$154 Each add'l hour: \$82-\$154	\$100.00	Lake Merced boathouse: \$60-120	Resident: \$125 Non-Resident: \$150	\$125.00	comparison not available
	Resident/Non-Commercial	Hourly, first 3 hours \$146-\$205 Each add'l hour: \$110-205	\$100.00	Lake Merced boathouse: \$60-120	Resident: \$125 Non-Resident: \$150	\$150.00	comparison not available
	Commercial	Hourly, first 3 hours \$219-\$308 Each add'l hour: \$164-309	\$100.00	Lake Merced boathouse: \$60-120	Resident: \$125 Non-Resident: \$150	\$150.00	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido	La Mesa
Balboa Park Facility Rentals and Misc. Fees							
	<u>Large (Capacity greater than 250 Banquet/300 Theatre) (per hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$68-\$137 Each add'l hour: \$68-\$110	comparison not available	\$75.00	comparison not available	comparison not available	20%-30% off Resident rate.
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$103-\$205 Each add'l hour: \$126-\$164	comparison not available	\$75.00	comparison not available	comparison not available	20%-30% off Resident rate.
	Resident/Non-Commercial	Hourly, first 3 hours \$137-\$273 Each add'l hour: \$137-\$219	comparison not available	Resident: \$250 Non-resident: \$400	comparison not available	comparison not available	\$158-\$175
	Commercial	Hourly, first 3 hours \$205-410 Each add'l hour: \$205-328	comparison not available	\$500.00	comparison not available	comparison not available	comparison not available
	PATIOS / OPEN AREAS: Includes Patio areas in Casa Del Prado						
	<u>Small (Capacity up to 100 banquet/150 Theatre) (per hour)</u>						
	Non Profit	no facilities listed	comparison not available	comparison not available	\$40-\$100 per event	comparison not available	comparison not available
	Resident/Non-Commercial	no facilities listed	comparison not available	comparison not available	\$40-\$100 per event + \$15 per hour	comparison not available	comparison not available
	Commercial	no facilities listed	comparison not available	comparison not available	\$40-\$100 per event + \$25 per hour	comparison not available	comparison not available
	<u>Medium (Capacity between 101 and 250 Banquet/151 and 300 Theatre) (per hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$25 Each add'l hour: \$115	comparison not available	\$50.00	\$240 per event	comparison not available	\$300 per event
	Non Profit: with Admission Charge	Hourly, first 3 hours:\$38 Each add'l hour: \$115	comparison not available	\$50.00	\$240 per event	comparison not available	\$300 per event
	Resident/Non-Commercial	Hourly, first 3 hours:\$51 Each add'l hour: \$38	Resident: \$92 Non-resident: \$152	Resident: \$175 Non-resident: \$250	\$240 per event \$15.00	comparison not available	\$300 per event
	Commercial	Hourly, first 3 hours:\$76 Each add'l hour: \$57	comparison not available	\$313.00	\$240 per event \$25.00	comparison not available	\$300 per event
	<u>Large (Capacity greater than 250 Banquet/300 Theatre) (Per Hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$41 Each add'l hour: \$30	comparison not available	comparison not available	\$200-\$400 per event	comparison not available	\$150.00
	Non Profit: with Admission Charge	Hourly, first 3 hours:\$62 Each add'l hour: \$46	comparison not available	comparison not available	\$200-\$400 per event	comparison not available	\$150.00
	Resident/Non-Commercial	Hourly, first 3 hours:\$82 Each add'l hour: \$61	Resident: \$83 Non-resident: \$149	comparison not available	\$200-\$400 per event + \$15 per hour	comparison not available	\$150.00
	Commercial	Hourly, first 3 hours:\$123 Each add'l hour: \$91	comparison not available	comparison not available	\$200-\$400 per event + \$25 per hour	comparison not available	\$150.00

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Poway	Fresno	Long Beach	Los Angeles	Phoenix
Balboa Park Facility Rentals and Misc. Fees							
	<u>Large (Capacity greater than 250 Banquet/300 Theatre) (per hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$68-\$137 Each add'l hour: \$68-\$110	<i>comparison not available</i>	Memorial Auditorium Theatre: \$125-\$250/hour	\$35-\$60	<i>comparison not available</i>	Memorial Hall: \$250
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$103-\$205 Each add'l hour: \$126-\$164	<i>comparison not available</i>	Memorial Auditorium Theatre: \$125-\$250/hour	\$35-\$60	<i>comparison not available</i>	Memorial Hall: \$250
	Resident/Non-Commercial	Hourly, first 3 hours \$137-\$273 Each add'l hour: \$137-\$219	<i>comparison not available</i>	Memorial Auditorium Theatre: \$125-\$250/hour	\$35-\$40	<i>comparison not available</i>	Memorial Hall: \$500
	Commercial	Hourly, first 3 hours \$205-410 Each add'l hour: \$205-328	<i>comparison not available</i>	Memorial Auditorium Theatre:	\$90-\$130	<i>comparison not available</i>	Memorial Hall: \$500
	PATIOS / OPEN AREAS: Includes Patio areas in Casa Del Prado						
	<u>Small (Capacity up to 100 banquet/150 Theatre) (per hour)</u>						
	Non Profit	no facilities listed	\$33.00	Up to 200 people: \$100/day	<i>comparison not available</i>	Griffith Park Courtyard: Mon-Thu: \$100 for 3hrs, \$25 add'l hours. Fri-Sun: event use of courtyard is \$110/Hour	<i>comparison not available</i>
	Resident/Non-Commercial	no facilities listed	\$44.00	Up to 200 people: \$200/day	<i>comparison not available</i>		<i>comparison not available</i>
	Commercial	no facilities listed	\$77.00	Up to 200 people: \$200/day	<i>comparison not available</i>		<i>comparison not available</i>
	<u>Medium (Capacity between 101 and 250 Banquet/151 and 300 Theatre) (per hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$25 Each add'l hour: \$115	\$71.00	Up to 200 people: \$100/day	<i>comparison not available</i>	\$225.00 \$122.00	<i>comparison not available</i>
	Non Profit: with Admission Charge	Hourly, first 3 hours:\$38 Each add'l hour: \$115	\$71.00	Up to 200 people: \$100/day	<i>comparison not available</i>	\$225.00 \$122.00	<i>comparison not available</i>
	Resident/Non-Commercial	Hourly, first 3 hours:\$51 Each add'l hour: \$38	\$95.00	Up to 200 people: \$200/day	<i>comparison not available</i>	\$225.00 \$122.00	<i>comparison not available</i>
	Commercial	Hourly, first 3 hours:\$76 Each add'l hour: \$57	\$169.00	Up to 200 people: \$200/day	<i>comparison not available</i>	\$225.00 \$122.00	<i>comparison not available</i>
	<u>Large (Capacity greater than 250 Banquet/300 Theatre) (Per Hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$41 Each add'l hour: \$30	<i>comparison not available</i>	201-500 People: \$175 /day	<i>comparison not available</i>	\$750.00	<i>comparison not available</i>
	Non Profit: with Admission Charge	Hourly, first 3 hours:\$62 Each add'l hour: \$46	<i>comparison not available</i>	201-500 People: \$175 /day	<i>comparison not available</i>	\$750.00	<i>comparison not available</i>
	Resident/Non-Commercial	Hourly, first 3 hours:\$82 Each add'l hour: \$61	<i>comparison not available</i>	201-500 People: \$350/day	<i>comparison not available</i>	\$750.00	<i>comparison not available</i>
	Commercial	Hourly, first 3 hours:\$123 Each add'l hour: \$91	<i>comparison not available</i>	201-500 People: \$350/day	<i>comparison not available</i>	\$750.00	<i>comparison not available</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County
Balboa Park Facility Rentals and Misc. Fees							
	<u>Large (Capacity greater than 250 Banquet/300 Theatre) (per hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$68-\$137 Each add'l hour: \$68-\$110	\$100.00	comparison not available	Resident: \$300-\$450 Non-Resident: \$337-\$500	comparison not available	comparison not available
	Non Profit: with Admission Charge	Hourly, first 3 hours: \$103-\$205 Each add'l hour: \$126-\$164	\$100.00	comparison not available	Resident: \$300-\$450 Non-Resident: \$337-\$500	comparison not available	comparison not available
	Resident/Non-Commercial	Hourly, first 3 hours \$137-\$273 Each add'l hour: \$137-\$219	\$100.00	comparison not available	Resident: \$300-\$450 Non-Resident: \$337-\$500	comparison not available	comparison not available
	Commercial	Hourly, first 3 hours \$205-410 Each add'l hour: \$205-328	\$100.00	comparison not available	Resident: \$300-\$450 Non-Resident: \$337-	comparison not available	comparison not available
	PATIOS / OPEN AREAS: Includes Patio areas in Casa Del Prado						
	<u>Small (Capacity up to 100 banquet/150 Theatre) (per hour)</u>						
	Non Profit	no facilities listed	\$140 for 3hrs + \$100 deposit	\$16-\$32, 2hr min.	**Overfelt Gardens: \$250 for every 2hrs, Resident \$300 for every 2hrs, Non-resident	Lakeside Lindo Lake: Pavilion - \$100- \$175/Day Boat House - \$75/hour, \$300/Day	comparison not available
	Resident/Non-Commercial	no facilities listed	\$140 for 3hrs + \$100 deposit	\$16-\$32, 2hr min.			comparison not available
	Commercial	no facilities listed	\$140 for 3hrs + \$100 deposit	\$32-\$97, 2hr min.			comparison not available
	<u>Medium (Capacity between 101 and 250 Banquet/151 and 300 Theatre) (per hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$25 Each add'l hour: \$115	comparison not available	\$16-\$32	Resident: \$125 Non-Resident: \$150	\$25.00	comparison not available
	Non Profit: with Admission Charge	Hourly, first 3 hours:\$38 Each add'l hour: \$115	comparison not available	\$16-\$32	Resident: \$125 Non-Resident: \$150	\$25.00	comparison not available
	Resident/Non-Commercial	Hourly, first 3 hours:\$51 Each add'l hour: \$38	comparison not available	\$16-\$32	Resident: \$125 Non-Resident: \$150	\$30.00	comparison not available
	Commercial	Hourly, first 3 hours:\$76 Each add'l hour: \$57	comparison not available	\$32-\$97	Resident: \$125 Non-Resident: \$150	\$30.00	comparison not available
	<u>Large (Capacity greater than 250 Banquet/300 Theatre) (Per Hour)</u>						
	Non Profit: No admission Charge	Hourly, first 3 hours:\$41 Each add'l hour: \$30	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Non Profit: with Admission Charge	Hourly, first 3 hours:\$62 Each add'l hour: \$46	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Resident/Non-Commercial	Hourly, first 3 hours:\$82 Each add'l hour: \$61	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Commercial	Hourly, first 3 hours:\$123 Each add'l hour: \$91	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	
Balboa Park Facility Rentals and Misc. Fees								
ADDITIONAL / ANCILLARY FEES								
	Overtime (Per hour)	\$56 per hour	comparison not available	comparison not available	comparison not available	comparison not available	Full Cost Recovery	
	Kitchen Fee (Per hour)	<ul style="list-style-type: none"> •Free if rented w/Balboa Park Club Room. •Non Profit, No Admission Charge: \$20 per hour •Non Profit, with Admission Charge: \$30 per hour •Non-Commercial: \$40 per hour •Commercial: \$60 per hour 	comparison not available	Flat Fee: \$50	Flat Fee: \$60 per use.	\$15-\$25/hour	Included in rental fee.	
	Facility Attendant	not listed	comparison not available	comparison not available	\$17/hour	comparison not available	Full Cost Recovery	
	Refundable Deposit	not listed	comparison not available	comparison not available	\$100-\$500	comparison not available	comparison not available	
	Insurance Fee	not listed	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
SRECKLES ORGAN PAVILION								
Non-Profit with no admission charge								
	3 Hour Rate	\$381.00	comparison not available	comparison not available	\$40-\$800 per day, depending on event type	comparison not available	comparison not available	
	Additional Hour after 3 Hour Minimum	\$95.00	comparison not available	comparison not available		comparison not available	comparison not available	
	Overtime	\$56.00	comparison not available	comparison not available		comparison not available	comparison not available	
Non-Profit with admission charge								
	3 Hour Rate	\$571.00	comparison not available	comparison not available		comparison not available	comparison not available	
	Additional Hour after 3 Hour Minimum	\$143.00	comparison not available	comparison not available		comparison not available	comparison not available	
	Overtime	\$56.00	comparison not available	comparison not available		comparison not available	comparison not available	
Non-Commercial								
	3 Hour Rate	\$762.00	comparison not available	comparison not available		comparison not available	comparison not available	
	Additional Hour after 3 Hour Minimum	\$190.00	comparison not available	comparison not available		comparison not available	comparison not available	
	Overtime	\$56.00	comparison not available	comparison not available	comparison not available	comparison not available		
Commercial								
	3 Hour Rate	\$1,142.00	comparison not available	comparison not available	comparison not available	comparison not available		
	Additional Hour after 3 Hour Minimum	\$286.00	comparison not available	comparison not available	comparison not available	comparison not available		
	Overtime	\$56.00	comparison not available	comparison not available	comparison not available	comparison not available		
OTHER FEES								
	Art Mart	\$34 per year, per exhibitor	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
	Unattended, Exhibit Displays (per day)	\$39.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
	Pedi-Cab Permit	Monthly - \$53 Special Event - \$26.50	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
	Notes:	Non-residents must pay twice the resident rate except at Santa Clara and Robb Field Recreation Centers).	*No Capacity information available. **Kitchen rental is inclusive of the rental fee of some facilities.	Fundraising Activity Flat Fee (+rental fee): Non-profit: \$150 Resident: \$200 Non-resident: \$300 Commercial: \$500	*No capacity data available. ** Weekend events + \$35/hour			

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Poway	Fresno	Long Beach	Los Angeles	Phoenix
Balboa Park Facility Rentals and Misc. Fees							
ADDITIONAL / ANCILLARY FEES							
	Overtime (Per hour)	\$56 per hour	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Kitchen Fee (Per hour)	<ul style="list-style-type: none"> •Free if rented w/Balboa Park Club Room. •Non Profit, No Admission Charge: \$20 per hour •Non Profit, with Admission Charge: \$30 per hour •Non-Commercial: \$40 per hour •Commercial: \$60 per hour 	\$32-\$76/hour	comparison not available	comparison not available	comparison not available	comparison not available
	Facility Attendant	not listed	\$30-\$43	comparison not available	\$25/Hour \$50/Hour if after 6pm	\$35/Hour	\$40-\$59/Hour
	Refundable Deposit	not listed	\$25-\$300	*Cleaning Deposit: Up to 200 people: \$250 201 to 500 people: \$500 Over 500 people: \$1,000 Over 1,000 people: \$2,000	\$375.00	comparison not available	50% of fee OR \$5-\$10 per person, depending on facility & event type
	Insurance Fee	not listed	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
SRECKLES ORGAN PAVILION							
Non-Profit with no admission charge							
	3 Hour Rate	\$381.00	comparison not available	\$1,500/day flat fee	comparison not available	comparison not available	comparison not available
	Additional Hour after 3 Hour Minimum	\$95.00	comparison not available		comparison not available	comparison not available	comparison not available
	Overtime	\$56.00	comparison not available		comparison not available	comparison not available	comparison not available
Non-Profit with admission charge							
	3 Hour Rate	\$571.00	comparison not available	\$1,500/day or 10% of ticket sales	comparison not available	comparison not available	comparison not available
	Additional Hour after 3 Hour Minimum	\$143.00	comparison not available		comparison not available	comparison not available	comparison not available
	Overtime	\$56.00	comparison not available		comparison not available	comparison not available	comparison not available
Non-Commercial							
	3 Hour Rate	\$762.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Additional Hour after 3 Hour Minimum	\$190.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Overtime	\$56.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
Commercial							
	3 Hour Rate	\$1,142.00	comparison not available	\$1,500/day or 10% of ticket sales	comparison not available	comparison not available	comparison not available
	Additional Hour after 3 Hour Minimum	\$286.00	comparison not available		comparison not available	comparison not available	comparison not available
	Overtime	\$56.00	comparison not available		comparison not available	comparison not available	comparison not available
OTHER FEES							
	Art Mart	\$34 per year, per exhibitor	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Unattended, Exhibit Displays (per day)	\$39.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Pedi-Cab Permit	Monthly - \$53 Special Event - \$26.50	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Notes:	Non-residents must pay twice the resident rate except at Santa Clara and Robb Field Recreation Centers).		*Refundable up to 80% depending on condition of facility after event.			Non-resident rates are 50% higher

City of San Diego
Parks and Recreation Fees
Fee Comparison - Balboa Park Facility Rentals & Fees

#	Service	San Diego Current Fee	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County	
Balboa Park Facility Rentals and Misc. Fees								
ADDITIONAL / ANCILLARY FEES								
	Overtime (Per hour)	\$56 per hour	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
	Kitchen Fee (Per hour)	<ul style="list-style-type: none"> •Free if rented w/Balboa Park Club Room. •Non Profit, No Admission Charge: \$20 per hour •Non Profit, with Admission Charge: \$30 per hour •Non-Commercial: \$40 per hour •Commercial: \$60 per hour 	Flat Fee: \$25-\$200	\$16-\$32/hour, 2hr min.	\$100 flat fee	Flat Fee: \$85 Non-profit \$105 Others	comparison not available	
	Facility Attendant	not listed	comparison not available	\$20/Hour, 3hr min.	\$20/Hour	comparison not available	comparison not available	
	Refundable Deposit	not listed	\$100-\$350	\$25-\$850, depending on facility	\$50-\$500, depending on facility size	\$100-\$300, depending on facility	comparison not available	
	Insurance Fee	not listed	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
SRECKLES ORGAN PAVILION								
Non-Profit with no admission charge								
	3 Hour Rate	\$381.00	comparison not available	\$1,400/day	comparison not available	comparison not available	comparison not available	
	Additional Hour after 3 Hour Minimum	\$95.00	comparison not available		comparison not available	comparison not available	comparison not available	
	Overtime	\$56.00	comparison not available		comparison not available	comparison not available	comparison not available	
Non-Profit with admission charge								
	3 Hour Rate	\$571.00	comparison not available		comparison not available	comparison not available	comparison not available	
	Additional Hour after 3 Hour Minimum	\$143.00	comparison not available		comparison not available	comparison not available	comparison not available	
	Overtime	\$56.00	comparison not available		comparison not available	comparison not available	comparison not available	
Non-Commercial								
	3 Hour Rate	\$762.00	comparison not available		comparison not available	comparison not available	comparison not available	
	Additional Hour after 3 Hour Minimum	\$190.00	comparison not available		comparison not available	comparison not available	comparison not available	
	Overtime	\$56.00	comparison not available	comparison not available	comparison not available	comparison not available		
Commercial								
	3 Hour Rate	\$1,142.00	comparison not available	comparison not available	comparison not available	comparison not available		
	Additional Hour after 3 Hour Minimum	\$286.00	comparison not available	comparison not available	comparison not available	comparison not available		
	Overtime	\$56.00	comparison not available	comparison not available	comparison not available	comparison not available		
OTHER FEES								
	Art Mart	\$34 per year, per exhibitor	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
	Unattended, Exhibit Displays (per day)	\$39.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
	Pedi-Cab Permit	Monthly - \$53 Special Event - \$26.50	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	
	Notes:	Non-residents must pay twice the resident rate except at Santa Clara and Robb Field Recreation Centers).		*Wedding facility requires a Reservation Fee of \$40-\$150 in addition to the rental fee	*Rental rates do not include application fee of \$40-\$60 **Photo permit of \$100 not included in rental rate			

RECREATION CENTER BUILDING USE

Comparison of City of San Diego Recreation Center rentals to like agencies.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido	La Mesa
Building Use Fees-Recreation Centers							
MEETING, ACTIVITY, OR MULTI-PURPOSE ROOM							
<u>Small (Capacity up to 50 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	<i>comparison not available</i>	<i>comparison not available</i>	\$8, \$24 min.*	\$ 15.00	\$42, 2hr min.
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	<i>comparison not available</i>	<i>comparison not available</i>	\$15.50/hour + \$105 per event for Wedding receptions, rummage sales, dances, private parties, community events, exhibitions.	Resident: \$20 Non-Resident: \$25-\$40	\$42, 2hr min.
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	<i>comparison not available</i>	<i>comparison not available</i>	\$33/hour, \$100 min. + \$105 per event for Wedding receptions, rummage sales, dances, private parties, community events, exhibitions.	\$55-\$65	\$42, 2hr min.
<u>Medium (Capacity between 51 and 100 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	<i>comparison not available</i>	\$ 10.00	<i>comparison not available</i>	\$5-\$40	<i>comparison not available</i>
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	Resident: \$28-\$49 Non-resident: \$56-\$83	\$ 16.00	<i>comparison not available</i>	Resident: \$20 Non-Resident: \$40	<i>comparison not available</i>
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	<i>comparison not available</i>	\$ 25.00	<i>comparison not available</i>	\$ 65.00	<i>comparison not available</i>
<u>Large (Capacity greater than 100 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$20**	<i>comparison not available</i>
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	Resident: \$28 Non-resident: \$56	<i>comparison not available</i>	<i>comparison not available</i>	Resident: \$25 Non-Resident: \$40	<i>comparison not available</i>
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$ 70.00	<i>comparison not available</i>
AUDITORIUM/GYMNASIUM (NON-ATHLETIC USE)							
<u>Small (Capacity up to 250 people) (Per Hour)</u>							

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Poway	Fresno	Long Beach	Los Angeles	Phoenix
Building Use Fees-Recreation Centers							
MEETING, ACTIVITY, OR MULTI-PURPOSE ROOM							
<u>Small (Capacity up to 50 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	\$21-\$30	\$25, 2hr min.	\$23-\$43, 4hr min.	\$200-\$250 for 4hrs.	\$25 for 2hrs, \$12.50 add'l hours.
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	\$28-\$41	\$50, 2hr min.	\$23-\$30, 4hr min.	\$200-\$250 for 4hrs.	\$50 for 2hrs, \$25 add'l hours.
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	\$49-\$71	\$50, 2hr min.	\$56-\$79, 4hr min.	\$200-\$250 for 4hrs.	\$100 for 2hrs, \$50 add'l hours.
<u>Medium (Capacity between 51 and 100 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	\$ 21.00	\$25, 2hr min.	\$35-\$60, 4hr min.	\$200-\$250 for 4hrs.	\$50 for 2hrs, \$25 add'l hours.
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	\$ 28.00	\$50, 2hr min.	\$35-\$40, 4hr min.	\$200-\$250 for 4hrs.	\$100 for 2hrs, \$50 add'l hours.
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	\$ 49.00	\$50, 2hr min.	\$90-\$130, 4hr min.	\$200-\$250 for 4hrs.	\$200 for 2hrs, \$100 add'l hours.
<u>Large (Capacity greater than 100 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	<i>comparison not available</i>	\$25, 2hr min.	\$35-\$60, 4hr min.	Brand Park Comm. Cntr: Mon-Thu: \$718 for 3hrs, \$1,094 for 6hrs, \$92 add'l hours. Fri-Sun: \$1,594 for 6hrs, \$117 add'l hours.	\$75 for 2hrs, \$37.5 add'l hours.
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	<i>comparison not available</i>	\$50, 2hr min.	\$35-\$40, 4hr min.		\$150 for 2hrs, \$75 add'l hours.
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	<i>comparison not available</i>	\$50, 2hr min.	\$90-\$130, 4hr min.		\$300 for 2hrs, \$150 add'l hours.
AUDITORIUM/GYMNASIUM (NON-ATHLETIC USE)							
<u>Small (Capacity up to 250 people) (Per Hour)</u>							

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County
Building Use Fees-Recreation Centers							
MEETING, ACTIVITY, OR MULTI-PURPOSE ROOM							
<u>Small (Capacity up to 50 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	\$ 35.00	\$25-\$90	*\$10-\$30	\$15-\$20/Hour	\$ 35.00
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	\$ 35.00	\$25-\$90	*\$40-\$60	\$23-\$27/Hour	\$ 35.00
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	\$ 35.00	\$25-\$90	*\$40-\$60	\$23-\$27/Hour	\$ 35.00
<u>Medium (Capacity between 51 and 100 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	\$ 50.00	\$65-\$90	*\$20-\$50	Fallbrook Comm Cntr. North Room: \$160 for 4hrs, \$40 add'l hours Lakeside Moreno Room: \$60/Hour	\$ 35.00
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	\$ 50.00	\$65-\$90	*\$70-\$130	Fallbrook Comm Cntr. North Room: \$220 for 4hrs, \$55 add'l hours	\$ 35.00
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	\$ 50.00	\$65-\$90	*\$70-\$130	Lakeside Moreno Room: \$95/Hour	\$ 35.00
<u>Large (Capacity greater than 100 people) (Per Hour)</u>							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$2.5 •With No admission Charge: \$5 •With Admission Charge: \$7.5 	\$50-\$75	<i>comparison not available</i>	*\$20-\$60	Spring Valley Kettel Hall: \$400 for 4hrs, \$80 add'l hours.	\$35-\$65
	Resident/Non-Commercial	<ul style="list-style-type: none"> •Athletic Use: \$22 •Non-Athletic Use: \$43.75 	\$50-\$75	<i>comparison not available</i>	*\$70-\$150	Spring Valley Kettel Hall: \$500 for 4hrs, \$90 add'l hours.	\$35-\$65
	Commercial	<ul style="list-style-type: none"> •Athletic Use: \$32.5 •Non-Athletic Use: \$130.5 	\$50-\$75	<i>comparison not available</i>	*\$70-\$150		\$35-\$65
AUDITORIUM/GYMNASIUM (NON-ATHLETIC USE)							
<u>Small (Capacity up to 250 people) (Per Hour)</u>							

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido	La Mesa
Building Use Fees-Recreation Centers							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30 	<i>comparison not available</i>	<i>comparison not available</i>	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
	Resident/Non-Commercial	\$ 87.50	<i>comparison not available</i>	<i>comparison not available</i>	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
	Commercial	\$ 130.50	<i>comparison not available</i>	<i>comparison not available</i>	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
	<u>Medium (Capacity between 251 and 600 people) (Per Hour)</u>						
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30 	<i>comparison not available</i>	\$ 40.00	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
	Resident/Non-Commercial	\$ 87.50	Resident: \$28 Non-resident: \$56	Resident: \$60 Non-resident: \$100	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
	Commercial	\$ 130.50	<i>comparison not available</i>	\$ 200.00	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
	<u>Large (Capacity greater than 600 people) (Per Hour)</u>						
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30 	<i>comparison not available</i>	<i>comparison not available</i>	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
	Resident/Non-Commercial	\$ 87.50	Resident: \$56 Non-resident: \$111	<i>comparison not available</i>	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
	Commercial	\$ 130.50	<i>comparison not available</i>	<i>comparison not available</i>	Only Athletic Use	Only Athletic Use	<i>comparison not available</i>
ADDITIONAL / ANCILLARY FEES							
	Overtime (Per Hour)			<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	Full Cost Recovery
	Kitchen Fee	<ul style="list-style-type: none"> •Non Profit Youth: \$2.5 •Non Profit, No Admission Charge: \$5 •Non Profit, with Admission Charge: \$7.5 •Non-Commercial: \$21.75 •Commercial: \$66.25 	Resident: \$25** Non-resident: \$36**	Flat Fee (per hour): \$10	\$7-\$20 per use	\$15-\$30 per use	<i>comparison not available</i>
	Facility Attendant		<i>comparison not available</i>	<i>comparison not available</i>	\$17/Hour	<i>comparison not available</i>	Full Cost Recovery

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Poway	Fresno	Long Beach	Los Angeles	Phoenix
Building Use Fees-Recreation Centers							
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30 	\$37-\$52	\$37.5, 2hr min.	Youth: \$16/Hour Adult: \$16/Hour	Griffith Park Auditorium: Mon-Thu: \$600-852 for 5hrs, \$60-\$102 add'l hours. Fri-Sun: \$750-\$1,002 for 5hrs, \$90-\$132 add'l hours.	\$100 for 2hrs, \$50 add'l hours.
	Resident/Non-Commercial	\$ 87.50	\$49-\$69	\$75, 2hr min.	Youth: \$22/Hour Adult: \$88/Hour		\$200 for 2hrs, \$100 add'l hours.
	Commercial	\$ 130.50	\$86-\$121	\$75, 2hr min.	Youth: \$29/Hour Adult: \$109/Hour		\$400 for 2hrs, \$200 add'l hours.
	<u>Medium (Capacity between 251 and 600 people) (Per Hour)</u>						
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30 	<i>comparison not available</i>	\$37.5, 2hr min.	Youth: \$16/Hour Adult: \$16/Hour	Friendship Auditorium: Mon-Thu: \$1,180 for 3hrs, \$180 add'l hours Fri & Sun: \$1,625 for 3hrs, \$230 add'l hours Sat: \$1,925 for 3hrs, \$280 add'l hours	A.E. England Auditorium: \$200, 2hr min.
	Resident/Non-Commercial	\$ 87.50	<i>comparison not available</i>	\$75, 2hr min.	Youth: \$22/Hour Adult: \$88/Hour		A.E. England Auditorium: \$500, 2hr min.
	Commercial	\$ 130.50	<i>comparison not available</i>	\$75, 2hr min.	Youth: \$29/Hour Adult: \$109/Hour		A.E. England Auditorium: \$700, 2hr min.
	<u>Large (Capacity greater than 600 people) (Per Hour)</u>						
	Non Profit	<ul style="list-style-type: none"> •Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30 	<i>comparison not available</i>	\$37.5, 2hr min.	Youth: \$16/Hour Adult: \$16/Hour	<i>comparison not available</i>	<i>comparison not available</i>
	Resident/Non-Commercial	\$ 87.50	<i>comparison not available</i>	\$75, 2hr min.	Youth: \$22/Hour Adult: \$88/Hour	<i>comparison not available</i>	<i>comparison not available</i>
	Commercial	\$ 130.50	<i>comparison not available</i>	\$75, 2hr min.	Youth: \$29/Hour Adult: \$109/Hour	<i>comparison not available</i>	<i>comparison not available</i>
ADDITIONAL / ANCILLARY FEES							
	Overtime (Per Hour)		<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Kitchen Fee	<ul style="list-style-type: none"> •Non Profit Youth: \$2.5 •Non Profit, No Admission Charge: \$5 •Non Profit, with Admission Charge: \$7.5 •Non-Commercial: \$21.75 •Commercial: \$66.25 	\$21-\$52/hour	\$60/Hour	<i>comparison not available</i>	Included in rental rate	<i>comparison not available</i>
	Facility Attendant		\$30-\$43/hour	\$13/Hour	\$25/Hour \$50/Hour if after 6pm	Security guard fee included in rental rate	\$40-\$59/Hour

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County
Building Use Fees-Recreation Centers							
	Non Profit	•Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30	\$ 100.00	\$50-\$100, 3hr min.	*\$35-45	Spring Valley Gym: Half Gym - \$50/Hour Half Day - \$400 Full Day - \$550	\$ 55.00
	Resident/Non-Commercial	\$ 87.50	\$ 100.00	\$50-\$100, 3hr min.	*\$70-\$90	Spring Valley Gym: Half Gym - \$50/Hour Half Day - \$400 Full Day - \$550	\$ 55.00
	Commercial	\$ 130.50	\$ 100.00	\$50-\$100, 3hr min.	*\$70-\$90	Spring Valley Gym: Half Gym - \$50/Hour Half Day - \$400 Full Day - \$550	\$ 55.00
	<u>Medium (Capacity between 251 and 600 people) (Per Hour)</u>						
	Non Profit	•Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30	\$ 100.00	County Fair Bldg Auditorium: \$97, 2hr min.	<i>comparison not available</i>	Fallbrook Comm Cntr. Auditorium: \$75/Hour \$405/Day	\$ 55.00
	Resident/Non-Commercial	\$ 87.50	\$ 100.00	County Fair Bldg Auditorium: \$97, 2hr min.	<i>comparison not available</i>	Fallbrook Comm Cntr. Auditorium: \$100/Hour \$540/Day	\$ 55.00
	Commercial	\$ 130.50	\$ 100.00	County Fair Bldg Auditorium: \$258, 2hr min.	<i>comparison not available</i>		\$ 55.00
	<u>Large (Capacity greater than 600 people) (Per Hour)</u>						
	Non Profit	•Youth Groups: \$10 •With No admission Charge: \$20 •With Admission Charge: \$30	<i>comparison not available</i>	County Fair Bldg Gallery: \$134, 2hr min.	<i>comparison not available</i>	<i>comparison not available</i>	\$ 55.00
	Resident/Non-Commercial	\$ 87.50	<i>comparison not available</i>	County Fair Bldg Gallery: \$134, 2hr min.	<i>comparison not available</i>	<i>comparison not available</i>	\$ 55.00
	Commercial	\$ 130.50	<i>comparison not available</i>	County Fair Bldg Gallery: \$354, 2hr min.	<i>comparison not available</i>	<i>comparison not available</i>	\$ 55.00
	ADDITIONAL / ANCILLARY FEES						
	Overtime (Per Hour)		<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Kitchen Fee	•Non Profit Youth: \$2.5 •Non Profit, No Admission Charge: \$5 •Non Profit, with Admission Charge: \$7.5 •Non-Commercial: \$21.75 •Commercial: \$66.25	\$25-\$200	\$16-\$32, 2hr min.	\$100 flat fee	\$85 Non-profit \$105 Others	<i>comparison not available</i>
	Facility Attendant		<i>comparison not available</i>	\$20/Hour, 3hr min.	\$20/Hour	<i>comparison not available</i>	\$15.34/Hour

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido	La Mesa
Building Use Fees-Recreation Centers							
	Refundable Deposit		\$200.00	\$100-\$200	\$65 min.	<i>comparison not available</i>	<i>comparison not available</i>
	Insurance Fee		<i>comparison not available</i>	Certificate of \$1,000,000 coverage required	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Additional Operating Hours for Recreation Centers	\$ 45.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Notes:	Non-residents must pay twice the resident rate except at Santa Clara and Robb Field Recreation Centers).	*No Capacity information available. **Kitchen rental is inclusive of the rental fee of some facilities.	<i>Fundraising Activity Flat Fee (+rental fee): Non-profit: \$150 Resident: \$200 Non-resident: \$300 Commercial: \$500</i>	*No capacity data available. ** Weekend events + \$35/hour		

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Poway	Fresno	Long Beach	Los Angeles	Phoenix
Building Use Fees-Recreation Centers							
	Refundable Deposit		\$25-\$300	\$100-\$500, 80% refundable	\$ 375	\$ 500.00	50% of fee OR \$5-\$10 per person, depending on facility & event type
	Insurance Fee		<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Additional Operating Hours for Recreation Centers	\$ 45.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Notes:	Non-residents must pay twice the resident rate except at Santa Clara and Robb Field Recreation Centers).		<i>*Refundable up to 80% depending on condition of facility after event.</i>			<i>Non-resident rates are 50% higher</i>

City of San Diego
Parks and Recreation Fees
Fee Comparison - Recreation Center Facility Rental

#	Service	San Diego Current Fee	Sacramento	San Francisco	San Jose	San Diego County	Los Angeles County
Building Use Fees-Recreation Centers							
	Refundable Deposit		\$100-\$350	\$25-\$850, depending on facility	\$50-\$500, depending on facility size	\$100-\$300, depending on facility	\$ 100.00
	Insurance Fee		<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Additional Operating Hours for Recreation Centers	\$ 45.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Notes:	Non-residents must pay twice the resident rate except at Santa Clara and Robb Field Recreation Centers).		*Wedding facility requires a Reservation Fee of \$40-\$150 in addition to the rental fee	*Rental rates do not include application fee of \$40-\$60 **Photo permit of \$100 not included in rental rate		

BEACHES AND BAY

Comparison of City of San Diego Beaches and Bay facility rentals and fees to like agencies.

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido
Beaches and Bay						
	BEACH BARS (LONG-TERM BOAT BEACHING)					
	Annual Permit Resident (per year)	\$ 136.00	comparison not available	comparison not available (1)	comparison not available	comparison not available
	INSTRUCTIONAL CAMPS ON PARK Land IN BEACHES AND BAY AREAS					
	Permit Application (Per Quarter)	\$ 93.00	\$50 residents non-residents; per permit, per day	\$25 per application	comparison not available	Variable
	MOORING PERMITS					
	Annual Permit (Per Permit Per Year)	\$ 678.00	comparison not available	comparison not available (1)	comparison not available	comparison not available
	Installation or Relocation Fee (Per Permit Per Year)	\$ 243.00	comparison not available	comparison not available	comparison not available	comparison not available
	PARKING LOT USE FOR EVENT VENUES					
	Daily Rate (Per Space/Per Day)	\$ 2.75	comparison not available	comparison not available	comparison not available	\$5 per day, per space
	VOLLEYBALL LEAGUES, OUTDOOR - SEASON RESERVATIONS					
	Team Fee (Per Team Per Season)	\$ 33.00	comparison not available	\$10 per player, per season (indoor)	\$275 Residents \$325 Non-Residents (per team, per league) (outdoor)	comparison not available
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.				

(1) The docking services, in the City of Coronado, are provided by Seaforth Boat Rentals.

(2) Director is authorized to negotiate parking packages to accommodate special events within the park.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Beaches and Bay Fees

#	Service	San Diego Current Fee	La Mesa	Poway	Fresno	Long Beach	Los Angeles	Phoenix
Beaches and Bay								
	BEACH BARS (LONG-TERM BOAT BEACHING)							
	Annual Permit Resident (per year)	\$ 136.00	comparison not available	Not allowed	comparison not available	\$175 Annual Fee for Bay Rack, \$255 Sandstake	comparison not available	comparison not available
	INSTRUCTIONAL CAMPS ON PARK Land IN BEACHES AND BAY AREAS							
	Permit Application (Per Quarter)	\$ 93.00	comparison not available	comparison not available	\$50 per camp	comparison not available	comparison not available	comparison not available
	MOORING PERMITS							
	Annual Permit (Per Permit Per Year)	\$ 678.00	comparison not available	comparison not available	comparison not available	Shore Mooring Permit \$87.50/year, Shore Mooring Permit Fee \$29.35 per application Seawall Mooring Permit \$10.10/l.f. per year (Approx. \$252.50)	comparison not available	comparison not available
	Installation or Relocation Fee (Per Permit Per Year)	\$ 243.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	PARKING LOT USE FOR EVENT VENUES							
	Daily Rate (Per Space/Per Day)	\$ 2.75	comparison not available	comparison not available	To be negotiated (2)	\$12/hour; Non-Profit, half lot use. \$22/hour; Non-Profit, full lot use. \$27/hour; Profit, half lot use. \$52/hour; Profit, half lot use.	\$3-\$4 per day, per space, depending on facility	comparison not available
	VOLLEYBALL LEAGUES, OUTDOOR - SEASON RESERVATIONS							
	Team Fee (Per Team Per Season)	\$ 33.00	comparison not available	\$65 Residents \$75 Non-Residents (per player, per league) (indoor)	\$200 per team, per league (indoor)	\$330 per team, per league (indoor)	\$305 per team, per league (indoor)	\$130 per team, per league (indoor)
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.						

(1) The docking services, in the City of Coronado, are provided by Seaforth Boat Rentals.

(2) Director is authorized to negotiate parking packages to accommodate special events within the park.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Beaches and Bay Fees

#	Service	San Diego Current Fee	Sacramento	San Francisco	Santa Barbara	San Jose	San Diego County	Los Angeles County
Beaches and Bay								
	BEACH BARS (LONG-TERM BOAT BEACHING)							
	Annual Permit Resident (per year)	\$ 136.00	comparison not available	\$26 per month (\$312 per year)	\$8.26 per foot, per month (\$1,387 per year)	comparison not available	Mission Bay: \$131/year	comparison not available
	INSTRUCTIONAL CAMPS ON PARK Land IN BEACHES AND BAY AREAS							
	Permit Application (Per Quarter)	\$ 93.00	comparison not available	comparison not available	comparison not available	comparison not available	\$250 per camp	\$200 per application, for the summer season
	MOORING PERMITS							
	Annual Permit (Per Permit Per Year)	\$ 678.00	comparison not available	Guest Mooring: \$2 per foot, per night (\$17,520 per year)	\$0.50 per foot, per day (\$4,380 per year)	comparison not available	SD Bay.: \$1538.04-\$1884.84/ year Depending on Area Mission Bay: Limited to 25': \$610/year (\$24.40/foot/year for 25' max vessel)	Guest Mooring: \$1.15 per foot, per night (\$10,074 per year)
	Installation or Relocation Fee (Per Permit Per Year)	\$ 243.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	PARKING LOT USE FOR EVENT VENUES							
	Daily Rate (Per Space/Per Day)	\$ 2.75	comparison not available	\$8 per day, per space	Free	comparison not available	Free	comparison not available
	VOLLEYBALL LEAGUES, OUTDOOR - SEASON RESERVATIONS							
	Team Fee (Per Team Per Season)	\$ 33.00	comparison not available	\$200 per team, per league (outdoor)	\$310 per team, per league (indoor)	comparison not available	\$225-\$325 per team, per league, depending on the facility (only offers indoor)	comparison not available
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.						

(1) The docking services, in the City of Coronado, are provided by Seaforth Boat Rentals.

(2) Director is authorized to negotiate parking packages to accommodate special events within the park.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Beaches and Bay Fees

#	Service	San Diego Current Fee	Unified Port of SD	Dana Point	Newport Beach	Catalina Island
Beaches and Bay						
BEACH BARS (LONG-TERM BOAT BEACHING)						
	Annual Permit Resident (per year)	\$ 136.00	comparison not available	comparison not available	comparison not available	comparison not available
INSTRUCTIONAL CAMPS ON PARK Land IN BEACHES AND BAY AREAS						
	Permit Application (Per Quarter)	\$ 93.00	comparison not available	comparison not available	comparison not available	comparison not available
MOORING PERMITS						
	Annual Permit (Per Permit Per Year)	\$ 678.00	Guest Dock: \$1.00 per foot, per night (\$23,725 per year max for 65' vessel)	Slip Rates: \$268-\$1271/month up to 63'vessel (\$15,252 per year) \$21.40/ft per month for 65'- 85' vessel (\$21,828 per year)	Guest Mooring: \$400-\$1200 per year (20'- 60' vessel)	Avalon Mooring Fees: \$122.64-\$876.00/year (or \$8.76/ foot/ year) for a 14'- 100' vessel
	Installation or Relocation Fee (Per Permit Per Year)	\$ 243.00	comparison not available	comparison not available	comparison not available	comparison not available
PARKING LOT USE FOR EVENT VENUES						
	Daily Rate (Per Space/Per Day)	\$ 2.75	comparison not available	comparison not available	comparison not available	comparison not available
VOLLEYBALL LEAGUES, OUTDOOR - SEASON RESERVATIONS						
	Team Fee (Per Team Per Season)	\$ 33.00	comparison not available	comparison not available	comparison not available	comparison not available
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.				

(1) The docking services, in the City of Coronado, are provided by Seaforth Boat Rentals.

(2) Director is authorized to negotiate parking packages to accommodate special events within the park.

CAMPS

Comparison of City of San Diego Camp facilities and fees to like agencies.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Camp Fees

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido	La Mesa
Camp Fees							
CHOLLAS LAKE OVERNIGHT YOUTH CAMP							
	Fee per night	\$61.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
FIESTA ISLAND YOUTH CAMP							
	3 Day (72 hour) Use. (per campsite cluster)	\$61.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
KUMEYAAY CAMPGROUND							
	Overnight per site (per night)	\$20.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Dog (per night)	\$3.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Extra Vehicle (per night)	\$4.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Dumping Fee for Non-registered Campers (per dump)	\$5.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
INDOOR AND OUTDOOR DAY CAMPS							
	All programs	\$8.25 - City Staff or Rec Council run \$13.50 - Independent Contractor per session/per child. Session is up to approximately 1 week	My Village Day Camp \$225/week (res/non-res)	comparison not available	comparison not available	Great Outdoor Summer Camps: \$65 for 3 weeks (approx. \$21.70 per week)	comparison not available
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.					

City of San Diego
Parks and Recreation Fees
Fee Comparison - Camp Fees

#	Service	San Diego Current Fee	Poway	Fresno	Long Beach	Los Angeles	Phoenix
Camp Fees							
CHOLLAS LAKE OVERNIGHT YOUTH CAMP							
	Fee per night	\$61.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
FIESTA ISLAND YOUTH CAMP							
	3 Day (72 hour) Use. (per campsite cluster)	\$61.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
KUMEYAAY CAMPGROUND							
	Overnight per site (per night)	\$20.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Dog (per night)	\$3.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Extra Vehicle (per night)	\$4.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Dumping Fee for Non-registered Campers (per dump)	\$5.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
INDOOR AND OUTDOOR DAY CAMPS							
	All programs	\$8.25 - City Staff or Rec Council run \$13.50 - Independent Contractor per session/per child. Session is up to approximately 1 week	comparison not available	Day Camp Fees: \$35-\$300	Specialty Camps: For various activities geared towards various ages \$85-\$194/week	comparison not available	comparison not available
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.					

City of San Diego
Parks and Recreation Fees
Fee Comparison - Camp Fees

#	Service	San Diego Current Fee	Sacramento	San Francisco	Santa Barbara	San Jose	San Diego County
Camp Fees							
CHOLLAS LAKE OVERNIGHT YOUTH CAMP							
	Fee per night	\$61.00	comparison not available	comparison not available	comparison not available	comparison not available	William Heise Youth Group Area: \$55/night
FIESTA ISLAND YOUTH CAMP							
	3 Day (72 hour) Use. (per campsite cluster)	\$61.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
KUMEYAAY CAMPGROUND							
	Overnight per site (per night)	\$20.00	comparison not available	Camp Mather: RES Tents Fees are \$35-\$236/ wk or day NON RES Tent Fees are \$46-\$318/wk or day	comparison not available	comparison not available	Lake Moreno: Tent \$27/night Agua Caliente: Tent \$29/night William Heise: Tent \$29/night Cuyamaca Rancho State Park: Tent \$30/night Burnt Rancheria: Tent \$22/night
	Dog (per night)	\$3.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Extra Vehicle (per night)	\$4.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Dumping Fee for Non-registered Campers (per dump)	\$5.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
INDOOR AND OUTDOOR DAY CAMPS							
	All programs	\$8.25 - City Staff or Rec Council run \$13.50 - Independent Contractor per session/per child. Session is up to approximately 1 week	comparison not available	Summer Day Camp: RES \$48-\$110/week and \$193/2 wks NON-RES \$70-\$140/week various activity programs and \$279/2 wks	comparison not available	comparison not available	comparison not available
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.					

City of San Diego
Parks and Recreation Fees
Fee Comparison - Camp Fees

#	Service	San Diego Current Fee	Los Angeles County	CA State Campgrounds
Camp Fees				
CHOLLAS LAKE OVERNIGHT YOUTH CAMP				
	Fee per night	\$61.00	<i>comparison not available</i>	Cuyamaca Rancho SP Arroyo Seco (9-16 People): \$40/night Peak and Non-Peak Season
FIESTA ISLAND YOUTH CAMP				
	3 Day (72 hour) Use. (per campsite cluster)	\$61.00	<i>comparison not available</i>	Cuyamaca Rancho SP Granite Springs (9-16 People): \$40/night Peak and Non-Peak Season
KUMEYAAY CAMPGROUND				
	Overnight per site (per night)	\$20.00	<i>comparison not available</i>	Cuyamaca Rancho SP Arroyo Seco: \$5/person Hike-In Granite Springs: \$5/person Hike-In
	Dog (per night)	\$3.00	<i>comparison not available</i>	<i>comparison not available</i>
	Extra Vehicle (per night)	\$4.00	<i>comparison not available</i>	<i>comparison not available</i>
	Dumping Fee for Non-registered Campers (per dump)	\$5.00	<i>comparison not available</i>	<i>comparison not available</i>
INDOOR AND OUTDOOR DAY CAMPS				
	All programs	\$8.25 - City Staff or Rec Council run \$13.50 - Independent Contractor per session/per child. Session is up to approximately 1 week	<i>comparison not available</i>	<i>comparison not available</i>
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.		

OTHER MISCELLANEOUS FEE ITEMS

Comparison of City of San Diego Other Miscellaneous fees to like agencies.

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido
Other Miscellaneous Fees						
ADULT OUTDOOR FITNESS CLASSES, PERSONAL TRAINERS ON PARK LAND						
	Permit for Mission Bay/Balboa Park (Per Quarter)	\$93.00	comparison not available	comparison not available	comparison not available	comparison not available
	Permit for Other Park Areas (per Quarter)	\$76.00	comparison not available	comparison not available	comparison not available	comparison not available
DANCE INSTRUCTION						
	Session Fee per Participant	\$48.00	\$45-81 depending on class	\$60 Residents \$70 Non-Residents	\$32 Residents \$42 Non-Residents	comparison not available
GROUND USE FEE						
	Non-Profit Youth Organization with No Admission Charge for Event Daily	\$54.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit Adult Organization with No Admission Charge for Event Daily	\$110.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit with Admission Charge for Event, Youth and Adult, Daily					
	50-150 Persons	\$191.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$273.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$492.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$874.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Commercial, Daily					
	50-150 Persons	\$273.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$410.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$656.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$1,093.00	comparison not available	comparison not available	comparison not available	comparison not available
	Commercial, Daily					
	50-150 Persons	\$383.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$492.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$874.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$1,367.00	comparison not available	comparison not available	comparison not available	comparison not available
MISCELLANEOUS STAFFING FOR EVENT SUPPORT						
	Recreation Leader I - Hourly	\$18.00	\$82.59	\$50.00	\$17.00	\$30/hour Tow Coordinator \$39/hour Public Safety \$37CSO \$58 Officer \$79 Sargent \$88 Lieutenant
	Recreation Leader II - Hourly	\$20.50	\$90.85	\$50.00	comparison not available	
	Park Ranger (Straight-Time)	\$53.00	\$78.65	\$50.00	comparison not available	
	Park Ranger (Overtime)	\$80.00	comparison not available	\$50.00	comparison not available	
	Senior Park Ranger (Straight-Time)	\$85.00	\$119.88	\$50.00	comparison not available	
	Senior Park Ranger (Overtime)	\$127.00	comparison not available	\$50.00	comparison not available	
PARK USE PERMIT FOR OFF LEASH DOG AGILITY TRIAL PRACTICE SESSIONS, OFF LEASH DOG FLYBALL PRACTICE SESSIONS, OFF LEASH DOG FRISBEE PRACTICE SESSIONS, DOG TRAINING CLASSES, AND DOG SHOWS (50 persons or Smaller)						
	Non-profit	\$40.50	comparison not available	comparison not available	\$105.00	comparison not available
	Other	\$81.00	comparison not available	comparison not available	\$105.00	comparison not available
	Lights (in addition to above fees)	\$7.75	comparison not available	comparison not available	comparison not available	comparison not available

#	Service	San Diego Current Fee	Chula Vista	Coronado	El Cajon	Escondido
Other Miscellaneous Fees						
SPECIAL EQUIPMENT SET-UP						
	Set-up (per item)	\$27.00	<i>comparison not available</i>	\$50.00	\$26-65 depending on set-up	Variable
	PICNIC SHELTER RESERVATION FEE	\$20.00	\$50-\$200 depending on size	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
PARKING LOT USE						
	Parking Lot Use for Event Venues (Per Space/Per Day)	\$2.75	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
CANCELLATIONS						
	With a 30 day notice (Percentage of the fee paid)	0% charge				
	With a notice of less than 30 days (Percentage of the fee paid)	25% charge				
	With a notice of less than 10 days (Percentage of the fee paid)	50% charge				
	With a notice of less than 48 hours (Percentage of the fee paid)	100% charge	\$75.00	\$200.00	\$35-\$50 depending on facility	<i>comparison not available</i>
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.				

(1) Any reservation cancellation will result in the City retaining a \$20 processing fee

City of San Diego
Parks and Recreation Fees
Fee Comparison - Other Miscellaneous Fee Items

#	Service	San Diego Current Fee	La Mesa	Poway	Fresno	Long Beach
Other Miscellaneous Fees						
ADULT OUTDOOR FITNESS CLASSES, PERSONAL TRAINERS ON PARK LAND						
	Permit for Mission Bay/Balboa Park (Per Quarter)	\$93.00	comparison not available	comparison not available	comparison not available	comparison not available
	Permit for Other Park Areas (per Quarter)	\$76.00	comparison not available	comparison not available	comparison not available	comparison not available
DANCE INSTRUCTION						
	Session Fee per Participant	\$48.00	\$75 Residents \$85 Non-Residents	\$165 Residents \$175 Non-Residents	\$75 New student \$55 Returning student	\$25-45 depending on class
GROUND USE FEE						
	Non-Profit Youth Organization with No Admission Charge for Event Daily	\$54.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit Adult Organization with No Admission Charge for Event Daily	\$110.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit with Admission Charge for Event, Youth and Adult, Daily					
	50-150 Persons	\$191.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$273.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$492.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$874.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Commercial, Daily					
	50-150 Persons	\$273.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$410.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$656.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$1,093.00	comparison not available	comparison not available	comparison not available	comparison not available
	Commercial, Daily					
	50-150 Persons	\$383.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$492.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$874.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$1,367.00	comparison not available	comparison not available	comparison not available	comparison not available
MISCELLANEOUS STAFFING FOR EVENT SUPPORT						
	Recreation Leader I - Hourly	\$18.00	Full Cost	\$30.00	\$28.48/hour Parks Supervisor \$13/hour Recreation Staff	\$25/hour Recreation staff
	Recreation Leader II - Hourly	\$20.50		comparison not available		
	Park Ranger (Straight-Time)	\$53.00		\$43.00		
	Park Ranger (Overtime)	\$80.00		comparison not available		
	Senior Park Ranger (Straight-Time)	\$85.00		comparison not available		
	Senior Park Ranger (Overtime)	\$127.00		comparison not available		
PARK USE PERMIT FOR OFF LEASH DOG AGILITY TRIAL PRACTICE SESSIONS, OFF LEASH DOG FLYBALL PRACTICE SESSIONS, OFF LEASH DOG FRISBEE PRACTICE SESSIONS, DOG TRAINING CLASSES, AND DOG SHOWS (50 persons or Smaller)						
	Non-profit	\$40.50	comparison not available	comparison not available	comparison not available	comparison not available
	Other	\$81.00	comparison not available	comparison not available	comparison not available	comparison not available
	Lights (in addition to above fees)	\$7.75	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Other Miscellaneous Fee Items

#	Service	San Diego Current Fee	La Mesa	Poway	Fresno	Long Beach
Other Miscellaneous Fees						
SPECIAL EQUIPMENT SET-UP						
	Set-up (per item)	\$27.00	\$57/hour	comparison not available	comparison not available	comparison not available
	PICNIC SHELTER RESERVATION FEE	\$20.00	comparison not available	\$10-\$21 Residents, depending on the shelter \$18-\$37 Non-Residents, depending on shelter	\$25 half a day \$50 full day	comparison not available
PARKING LOT USE						
	Parking Lot Use for Event Venues (Per Space/Per Day)	\$2.75	comparison not available	comparison not available	comparison not available	comparison not available
CANCELLATIONS						
	With a 30 day notice (Percentage of the fee paid)	0% charge	50% charge (with a 90 day notice)	\$25 (with a 14 day notice)	20% of deposit	\$133.00
	With a notice of less than 30 days (Percentage of the fee paid)	25% charge			100% of deposit	
	With a notice of less than 10 days (Percentage of the fee paid)	50% charge			comparison not available	
	With a notice of less than 48 hours (Percentage of the fee paid)	100% charge	100% charge (with a less than 90 day notice)		comparison not available	
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.				

(1) Any reservation cancellation will result in the City retaining a \$20 processing fee

City of San Diego
Parks and Recreation Fees
Fee Comparison - Other Miscellaneous Fee Items

#	Service	San Diego Current Fee	Los Angeles	Phoenix	Sacramento	San Francisco
Other Miscellaneous Fees						
ADULT OUTDOOR FITNESS CLASSES, PERSONAL TRAINERS ON PARK LAND						
	Permit for Mission Bay/Balboa Park (Per Quarter)	\$93.00	comparison not available	comparison not available	comparison not available	comparison not available
	Permit for Other Park Areas (per Quarter)	\$76.00	comparison not available	comparison not available	comparison not available	comparison not available
DANCE INSTRUCTION						
	Session Fee per Participant	\$48.00	\$5/class	comparison not available	\$36.00	\$54.00
GROUND USE FEE						
	Non-Profit Youth Organization with No Admission Charge for Event Daily	\$54.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit Adult Organization with No Admission Charge for Event Daily	\$110.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit with Admission Charge for Event, Youth and Adult, Daily					
	50-150 Persons	\$191.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$273.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$492.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$874.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Commercial, Daily					
	50-150 Persons	\$273.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$410.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$656.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$1,093.00	comparison not available	comparison not available	comparison not available	comparison not available
	Commercial, Daily					
	50-150 Persons	\$383.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$492.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$874.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$1,367.00	comparison not available	comparison not available	comparison not available	comparison not available
MISCELLANEOUS STAFFING FOR EVENT SUPPORT						
	Recreation Leader I - Hourly	\$18.00	comparison not available	\$42/hour staff fee	comparison not available	Full Cost
	Recreation Leader II - Hourly	\$20.50	comparison not available		comparison not available	
	Park Ranger (Straight-Time)	\$53.00	comparison not available		comparison not available	
	Park Ranger (Overtime)	\$80.00	comparison not available		comparison not available	
	Senior Park Ranger (Straight-Time)	\$85.00	comparison not available		comparison not available	
	Senior Park Ranger (Overtime)	\$127.00	comparison not available		comparison not available	
PARK USE PERMIT FOR OFF LEASH DOG AGILITY TRIAL PRACTICE SESSIONS, OFF LEASH DOG FLYBALL PRACTICE SESSIONS, OFF LEASH DOG FRISBEE PRACTICE SESSIONS, DOG TRAINING CLASSES, AND DOG SHOWS (50 persons or Smaller)						
	Non-profit	\$40.50	comparison not available	comparison not available	comparison not available	comparison not available
	Other	\$81.00	comparison not available	comparison not available	comparison not available	comparison not available
	Lights (in addition to above fees)	\$7.75	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Other Miscellaneous Fee Items

#	Service	San Diego Current Fee	Los Angeles	Phoenix	Sacramento	San Francisco
Other Miscellaneous Fees						
SPECIAL EQUIPMENT SET-UP						
	Set-up (per item)	\$27.00	comparison not available	comparison not available	comparison not available	comparison not available
	PICNIC SHELTER RESERVATION FEE	\$20.00	\$25.00	comparison not available	\$5.00	\$30-\$906 depending on number of participants
PARKING LOT USE						
	Parking Lot Use for Event Venues (Per Space/Per Day)	\$2.75	comparison not available	comparison not available	comparison not available	comparison not available
CANCELLATIONS						
	With a 30 day notice (Percentage of the fee paid)	0% charge	10% charge with a 91+ day notice 20% with a 61+ day notice 30% with a 31+ day notice 40% with a less than 30 day notice	0% charge with a 14+ day notice 10% with a 48+ hour notice 100% with a notice less than 40 hours	0% charge (1)	\$22 or 20% which ever is greater
	With a notice of less than 30 days (Percentage of the fee paid)	25% charge				
	With a notice of less than 10 days (Percentage of the fee paid)	50% charge				
	With a notice of less than 48 hours (Percentage of the fee paid)	100% charge				
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.				

Any reservation cancellation will result in the City retaining a \$20 processing fee

(1)

City of San Diego
Parks and Recreation Fees
Fee Comparison - Other Miscellaneous Fee Items

#	Service	San Diego Current Fee	Santa Barbara	San Jose	San Diego County	Los Angeles County
Other Miscellaneous Fees						
ADULT OUTDOOR FITNESS CLASSES, PERSONAL TRAINERS ON PARK LAND						
	Permit for Mission Bay/Balboa Park (Per Quarter)	\$93.00	comparison not available	comparison not available	comparison not available	\$200.00
	Permit for Other Park Areas (per Quarter)	\$76.00	comparison not available	comparison not available	comparison not available	
DANCE INSTRUCTION						
	Session Fee per Participant	\$48.00	\$50-\$67 depending on class	comparison not available	\$57-\$77 depending on class	comparison not available
GROUND USE FEE						
	Non-Profit Youth Organization with No Admission Charge for Event Daily	\$54.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit Adult Organization with No Admission Charge for Event Daily	\$110.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Profit with Admission Charge for Event, Youth and Adult, Daily		comparison not available	comparison not available	comparison not available	comparison not available
	50-150 Persons	\$191.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$273.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$492.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$874.00	comparison not available	comparison not available	comparison not available	comparison not available
	Non-Commercial, Daily					
	50-150 Persons	\$273.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$410.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$656.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$1,093.00	comparison not available	comparison not available	comparison not available	comparison not available
	Commercial, Daily					
	50-150 Persons	\$383.00	comparison not available	comparison not available	comparison not available	comparison not available
	151-300 Persons	\$492.00	comparison not available	comparison not available	comparison not available	comparison not available
	301-1,000 Persons	\$874.00	comparison not available	comparison not available	comparison not available	comparison not available
	Over 1,000	\$1,367.00	comparison not available	comparison not available	comparison not available	comparison not available
MISCELLANEOUS STAFFING FOR EVENT SUPPORT						
	Recreation Leader I - Hourly	\$18.00	\$17/hour	\$20-\$65/hour	comparison not available	comparison not available
	Recreation Leader II - Hourly	\$20.50			comparison not available	comparison not available
	Park Ranger (Straight-Time)	\$53.00			comparison not available	comparison not available
	Park Ranger (Overtime)	\$80.00			comparison not available	comparison not available
	Senior Park Ranger (Straight-Time)	\$85.00			comparison not available	comparison not available
	Senior Park Ranger (Overtime)	\$127.00			comparison not available	comparison not available
PARK USE PERMIT FOR OFF LEASH DOG AGILITY TRIAL PRACTICE SESSIONS, OFF LEASH DOG FLYBALL PRACTICE SESSIONS, OFF LEASH DOG FRISBEE PRACTICE SESSIONS, DOG TRAINING CLASSES, AND DOG SHOWS (50 persons or Smaller)						
	Non-profit	\$40.50	comparison not available	comparison not available	comparison not available	comparison not available
	Other	\$81.00	comparison not available	comparison not available	comparison not available	comparison not available
	Lights (in addition to above fees)	\$7.75	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Other Miscellaneous Fee Items

#	Service	San Diego Current Fee	Santa Barbara	San Jose	San Diego County	Los Angeles County
Other Miscellaneous Fees						
SPECIAL EQUIPMENT SET-UP						
	Set-up (per item)	\$27.00	30% of daily reservation fee	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	PICNIC SHELTER RESERVATION FEE	\$20.00	\$65 residents \$78 Non-Residents	\$80-\$1220 depending on area and residency status	\$5.00	<i>comparison not available</i>
PARKING LOT USE						
	Parking Lot Use for Event Venues (Per Space/Per Day)	\$2.75	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	
CANCELLATIONS						
	With a 30 day notice (Percentage of the fee paid)	0% charge	Reservation fee depending on facility	\$0.25	<i>comparison not available</i>	<i>comparison not available</i>
	With a notice of less than 30 days (Percentage of the fee paid)	25% charge		\$0.50		
	With a notice of less than 10 days (Percentage of the fee paid)	50% charge		\$0.50		
	With a notice of less than 48 hours (Percentage of the fee paid)	100% charge		\$1.00		
	Notes:	Non-Residents must pay twice the regular rate except in beach areas or their contiguous parks.				

(1) Any reservation cancellation will result in the City retaining a \$20 processing fee

MOUNT HOPE CEMETERY

Comparison of City of San Diego Mount Hope Cemetery fees to like agencies.

City of San Diego
Parks and Recreation Fees
Fee Comparison - Cemetery Fees

# Service/Product	Mt. Hope, Resident Charge	Mt. Hope, Non-Resident Charge	Greenwood	Holy Cross (Traditional Option)	Singing Hills	Glen Abbey
Cemetery Fees						
CEMETERY LOT						
Adult lot	\$2,264.00	\$3,011.00	\$3495-\$13190: Immediate Burial	\$3875-\$6475: Std Grave & Endowment Care	\$4500: Regular Space	\$3495-\$13190: Immediate Burial
Cremains lot	\$426.00	\$566.00	\$2445-\$8640: Direct Cremation	\$175-\$4275: Urn Grave & Endowment Care	\$2200: Urn Space	\$2445-\$8640: Direct Cremation
Child lot (Division 2 and 3)	\$277.00	\$369.00	comparison not available	comparison not available	comparison not available	comparison not available
Infant lot	\$142.00	\$188.00	comparison not available	comparison not available	comparison not available	comparison not available
OUTER BURIAL CONTAINERS						
Adult Liners	\$270.00	\$359.00	\$545-9695: Adult Casket \$145-\$395 Alternative containers \$1295-1995: Rental Casket	\$785 Non-Protective Burial Box \$1360: Protective Burial Vault (per interment)	comparison not available	\$545-9695: Adult Casket \$145-\$395 Alternative containers \$1295-1995: Rental Casket
Oversize Adult Liner(#6)	\$312.00	\$415.00				
Adult Top-Seal Vault	\$355.00	\$472.00				
Oversize Top-Seal Vault	\$746.00	\$992.00				
Double Depth Crypt	\$539.00	\$717.00				
Muslim Adult Slab	\$114.00	\$151.00				
Infant #1 Box	\$99.00	\$132.00				
Child #2 Box	\$135.00	\$181.00				
Child #3 Box	\$135.00	\$181.00				
Infant Muslim Slab	\$71.00	\$94.00				
Temporary Marker	\$22.00	\$29.00				
URN VAULTS						
Urn Vault (cremains burial)	\$79.00	\$104.00	\$54-\$1295	\$176	comparison not available	\$95-\$1295
Oversized Urn Vault	\$85.00	\$98.00	comparison not available	comparison not available	comparison not available	comparison not available
HANDLING FEES						
Adult Liners	\$206.00	\$275.00	\$795: Transfer for remains from place of death to funeral home \$2795: Forwarding remains to another funeral home \$2295: Receiving remains from another funeral home	\$1225-\$1525: Labor and Recordation (per interment) \$700: Urn Labor and Recordation	comparison not available	\$695: Transfer for remains from place of death to funeral home \$2695: Forwarding remains to another funeral home \$2495: Receiving remains from another funeral home
Oversize Adult Liner(#6)	\$312.00	\$415.00				

City of San Diego
Parks and Recreation Fees
Fee Comparison - Cemetery Fees

# Service/Product	Mt. Hope, Resident Charge	Mt. Hope, Non-Resident Charge	Greenwood	Holy Cross (Traditional Option)	Singing Hills	Glen Abbey
Cemetery Fees						
Adult Top-Seal Vault	\$263.00	\$350.00				
Oversize Top-Seal Vault	\$578.00	\$769.00				
Double Depth Crypt	\$454.00	\$604.00				
Muslim Adult Slab	\$413.00	\$549.00				
Urn Vault	\$85.00	\$114.00				
Infant #1 Box	\$48.00	\$48.00				
Child #2 Box	\$71.00	\$94.00				
Child #3 Box	\$71.00	\$94.00				
Infant Muslim Slab	\$138.00	\$184.00				
Temporary Marker	\$11.00	\$15.00				
OPEN AND CLOSING						
Adult	\$533.00	\$708.00	\$3195: Basic services for funeral director, staff, and overhead	comparison not available	comparison not available	\$3790: Basic services for funeral director, staff, and overhead
Child	\$277.00	\$369.00	comparison not available	comparison not available	comparison not available	comparison not available
Infant	\$178.00	\$237.00	comparison not available	comparison not available	comparison not available	comparison not available
Cremation	\$149.00	\$199.00	comparison not available	comparison not available	comparison not available	comparison not available
FLOWER VASES						
Galvanized Vase	\$14.00	\$19.00	comparison not available	comparison not available	comparison not available	comparison not available
Ground Trion Vase	\$35.00	\$48.00	comparison not available	comparison not available	comparison not available	comparison not available
Monument Trion	\$28.00	\$37.00	comparison not available	comparison not available	comparison not available	comparison not available
Galvanized Vase Insert	\$7.00	\$9.00	comparison not available	comparison not available	comparison not available	comparison not available
Trion Vase Insert	\$21.00	\$28.00	comparison not available	comparison not available	comparison not available	comparison not available
MARKERS						
Granite Installation	\$178.00	\$237.00	comparison not available	comparison not available	comparison not available	comparison not available
Bronze	\$192.00	\$255.00	comparison not available	comparison not available	comparison not available	comparison not available
Child/infant	\$114.00	\$151.00	comparison not available	comparison not available	comparison not available	comparison not available
Re-Set (like size)	\$36.00	\$48.00	comparison not available	comparison not available	comparison not available	comparison not available
Re-Set (unlike size)	\$71.00	\$94.00	comparison not available	comparison not available	comparison not available	comparison not available
MONUMENTS						
Per sq inch	\$0.33	\$0.43	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Cemetery Fees

# Service/Product	Mt. Hope, Resident Charge	Mt. Hope, Non-Resident Charge	Greenwood	Holy Cross (Traditional Option)	Singing Hills	Glen Abbey
Cemetery Fees						
OVERTIME						
Weekend Fee (adult/child burial) Weekend Fee (ash burial) Weekend Fee (Infant burial)	\$851.00 \$298.00 \$355.00	\$1,113.00 \$396.00 \$472.00	\$325/instance: Holidays & Wknds	<i>comparison not available</i>	<i>comparison not available</i>	\$195/instance: Evening Service Surcharge \$325/instance: Holidays & Wknds
Late Fee	\$213.00	\$283.00	\$195/instance: Evening Service Surcharge	<i>comparison not available</i>	<i>comparison not available</i>	\$195/instance: Evening Service Surcharge
MISCELLANEOUS FEES						
Disinterment (body) Disinterment (child) Disinterment (infant) Disinterment (cremains)	\$1,419.00 \$993.00 \$568.00 \$497.00	\$1,887.00 \$1,321.00 \$755.00 \$660.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
Recording Fee	\$65.00	\$85.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
Canopy	\$65.00	\$85.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
Quitclaim deed	\$65.00	\$85.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
Notes:				Endowment Care Fee Included in the Lot Price		

City of San Diego
Parks and Recreation Fees
Fee Comparison - Cemetery Fees

#	Service/Product	Mt. Hope, Resident Charge	Mt. Hope, Non-Resident Charge	El Camino	Claremont- Oak Park	Woodlawn	El Toro_OC Cemetery District (OCCD)	Anaheim/Santa Ana_OC Cemetery District (OCCD)
Cemetery Fees								
CEMETERY LOT								
	Adult lot	\$2,264.00	\$3,011.00	\$2500: Full Grave	\$1965-\$2341: Full Grave	\$1465: Immediate Burial	\$1900-\$3300: Interment Space	\$1800-\$2000: Interment Space
	Remains lot	\$426.00	\$566.00	comparison not available	\$965-\$1076: Urn Space	\$1175-\$1260: Direct Cremation	\$1300-\$2100: Urn Space	\$1000-1300: Urn Niche \$1200: Urn Space
	Child lot (Division 2 and 3)	\$277.00	\$369.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Infant lot	\$142.00	\$188.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
OUTER BURIAL CONTAINERS								
	Adult Liners	\$270.00	\$359.00	comparison not available	\$284: Liner	\$610-\$9930: Adult Casket \$400-\$2135: Burial Containers \$135-\$575: Shipping Containers	\$140: Liner	\$140: Liner
	Oversize Adult Liner(#6)	\$312.00	\$415.00					
	Adult Top-Seal Vault	\$355.00	\$472.00	\$3295: Adult Top Seal Vault	\$357 & up: Vault		\$500: Vault (Reg)	\$410: Vault (Reg)
	Oversize Top-Seal Vault	\$746.00	\$992.00				\$760: Vault (Lg.)	\$430: Vault (Lg.)
	Double Depth Crypt	\$539.00	\$717.00					
	Muslim Adult Slab	\$114.00	\$151.00					
	Infant #1 Box	\$99.00	\$132.00					
	Child #2 Box	\$135.00	\$181.00					
	Child #3 Box	\$135.00	\$181.00					
	Infant Muslim Slab	\$71.00	\$94.00					
	Temporary Marker	\$22.00	\$29.00					
URN VAULTS								
	Urn Vault (cremains burial)	\$79.00	\$104.00	comparison not available	\$153	\$25-\$100	\$78	\$78
	Oversized Urn Vault	\$85.00	\$98.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
HANDLING FEES								
	Adult Liners	\$206.00	\$275.00	comparison not available	\$275: Perpetual care fee Regular \$170: Urn	comparison not available	\$400: Endowment Care Fee Regular \$300: Endowment Care Fee Urn	\$400: Endowment Care Fee Regular \$300: Endowment Care Fee Urn
	Oversize Adult Liner(#6)	\$312.00	\$415.00					

City of San Diego
Parks and Recreation Fees
Fee Comparison - Cemetery Fees

#	Service/Product	Mt. Hope, Resident Charge	Mt. Hope, Non-Resident Charge	El Camino	Claremont- Oak Park	Woodlawn	El Toro_OC Cemetery District (OCCD)	Anaheim/Santa Ana_OC Cemetery District (OCCD)
Cemetery Fees								
	Adult Top-Seal Vault	\$263.00	\$350.00					
	Oversize Top-Seal Vault	\$578.00	\$769.00					
	Double Depth Crypt	\$454.00	\$604.00					
	Muslim Adult Slab	\$413.00	\$549.00					
	Urn Vault	\$85.00	\$114.00					
	Infant #1 Box	\$48.00	\$48.00					
	Child #2 Box	\$71.00	\$94.00					
	Child #3 Box	\$71.00	\$94.00					
	Infant Muslim Slab	\$138.00	\$184.00					
	Temporary Marker	\$11.00	\$15.00					
OPEN AND CLOSING								
	Adult	\$533.00	\$708.00	\$795	\$1059: Internment & recording fee Regular \$523: Urn	\$1360.53	\$640: Regular \$430: Urn \$300: Urn Niche	\$640: Regular \$430: Urn \$300: Urn Niche
	Child	\$277.00	\$369.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Infant	\$178.00	\$237.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Cremation	\$149.00	\$199.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
FLOWER VASES								
	Galvanized Vase	\$14.00	\$19.00	comparison not available	comparison not available	comparison not available	\$22- additional ground vase \$50- Setting Fee \$12- Niche Vase	\$22- additional ground vase \$50- Setting Fee \$12- Niche Vase
	Ground Trion Vase	\$35.00	\$48.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Monument Trion	\$28.00	\$37.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Galvanized Vase Insert	\$7.00	\$9.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Trion Vase Insert	\$21.00	\$28.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
MARKERS								
	Granite Installation	\$178.00	\$237.00	comparison not available	\$186: Marker setting fee	comparison not available	\$162: Installation of Marker (includes flower vase) \$120: Cement Border \$115 Marker Removal	\$162: Installation of Marker (includes flower vase) \$120: Cement Border \$115 Marker Removal
	Bronze	\$192.00	\$255.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Child/infant	\$114.00	\$151.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Re-Set (like size)	\$36.00	\$48.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
	Re-Set (unlike size)	\$71.00	\$94.00	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available
MONUMENTS								
	Per sq inch	\$0.33	\$0.43	comparison not available	comparison not available	comparison not available	comparison not available	comparison not available

City of San Diego
Parks and Recreation Fees
Fee Comparison - Cemetery Fees

#	Service/Product	Mt. Hope, Resident Charge	Mt. Hope, Non-Resident Charge	El Camino	Claremont- Oak Park	Woodlawn	El Toro_OC Cemetery District (OCCD)	Anaheim/Santa Ana_OC Cemetery District (OCCD)
Cemetery Fees								
OVERTIME								
	Weekend Fee (adult/child burial) Weekend Fee (ash burial) Weekend Fee (Infant burial)	\$851.00 \$298.00 \$355.00	\$1,113.00 \$396.00 \$472.00	<i>comparison not available</i>	\$274/instance: Cremation Wknds/Holidays Surcharge \$556/instance: Full Burial Wknds/Holidays Surcharge	\$525.3/instance: Wknd Surcharge	\$420/instance: Wknd/Holiday Surcharge \$355/instance: Memorial Service Set-Up	\$420/instance: Wknd/Holiday Surcharge \$355/instance: Memorial Service Set-Up
	Late Fee	\$213.00	\$283.00	<i>comparison not available</i>	\$68/hour overtime fee	\$367.71/instance: Late Hour Service Charge	\$155/instance: Late Hour Burial Fee \$200/instance: Late Hour Vault Setting Fee	\$155/instance: Late Hour Burial Fee \$200/instance: Late Hour Vault Setting Fee
MISCELLANEOUS FEES								
	Disinterment (body) Disinterment (child) Disinterment (infant) Disinterment (cremains)	\$1,419.00 \$993.00 \$568.00 \$497.00	\$1,887.00 \$1,321.00 \$755.00 \$660.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	\$885: Disinterment \$1095: Disinterment & Re-interment \$75: Vault Disposal \$75: Vault Setting Fee	\$885: Disinterment \$1095: Disinterment & Re-interment \$75: Vault Disposal \$75: Vault Setting Fee
	Recording Fee	\$65.00	\$85.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Canopy	\$65.00	\$85.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Quitclaim deed	\$65.00	\$85.00	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>	<i>comparison not available</i>
	Notes:			Data from FY05-06				