

Report on Cost of Services (User Fee) Study

EAST BAY REGIONAL PARKS DISTRICT,
CALIFORNIA

FINAL REPORT

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matrix 
consulting group

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1. Introduction and Executive Summary

The report, which follows, presents the results of the Cost of Services (User Fee) Study conducted by the Matrix Consulting Group for the East Bay Regional Parks District (EBRPD or District) in California.

Project Background and Overview

EBRPD has never conducted a formal comprehensive user fee study. However, the District does annually review and adjust its fees based upon inflationary factors, demand, and concessionaire rates.

The purpose of this study is to evaluate and determine the full cost (direct and indirect) of providing a variety of District services. The Matrix Consulting Group analyzed the cost-of-service relationships that exist between fees for service activities in the following areas: Public Safety; Land Use, Encroachment & Development; Park Use; Reservations; Facility Rentals; and Richard Trudeau Training Center. The results of this Study provide a tool for understanding the current cost associated with these services and activities.

General Project Approach and Methodology

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

- **Department / Division Staff Interviews:** The project team interviewed staff regarding their needs for clarification to the structure of existing fee items, or for addition of new fee items.
- **Data Collection:** Data was collected for each permit / service, including time estimates. In addition, all budgeted costs and staffing levels for Fiscal Year 2023 were entered into the Matrix Consulting Group's analytical software model.
- **Cost Analysis:** The full cost of providing each service was calculated based on salaries, benefits, productive work hours, law enforcement support, acquisition and stewardship supports, direct material costs, and the use of land.
- **Review and Approval of Results with District Staff:** District management has reviewed and approved these documented results.

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

Summary of Results

When comparing FY23 fee-related budgeted expenditures with FY22 fee-related revenue the District is under-recovering its costs by approximately \$10.4 million or recovering 36% of its costs. The following table shows by major service area: annual revenue collected, total annual cost, the resulting difference, and the resulting cost recovery percentage.

Table 1: Annual Cost Recovery Analysis

Service Area	Annual Revenue	Annual Cost	Difference	Cost Recovery %
Public Safety Fees & Fines	\$44,100	\$59,917	(\$15,817)	74%
Land Use, Encroachment & Development	\$143,000	\$329,260	(\$186,260)	43%
Park Use Fees	\$4,153,117	\$13,958,241	(\$9,805,124)	30%
Reservation Fees	\$785,196	\$1,210,034	(\$424,838)	65%
Facility Rentals	\$748,435	\$709,909	\$38,526	105%
Total	\$5,873,848	\$16,267,360	(\$10,393,513)	36%

The largest contributor to the District’s overall fee-related deficit relates to Park Use fees, primarily due to ‘Parking Fees’ and ‘Pool / Beach / Lagoon Access Fees’ at \$5.3 million and \$2.6 million, respectively. Both of these fees are currently set based on the park where the service is offered, as such, the cost being charged and the consistency of charging the fee varies, resulting in a large fee-related deficit.

The only over-recovery at \$39,000 is in relation to Facility Rentals, which is primarily due to weekend rentals of the Brazilian Room at Tilden. However, since rental fees can be set based on market rate these fees are not subject to state regulations which dictate that the fees should be equal to or less than the actual cost of providing the service.

More detailed documentation of this study can be found in the following chapters. The study will show an over-collection for some fees (on a per unit basis), and an undercharge for most others. However, within Park & Recreation services the cost of service varies depending upon number of participants, desirability of the program, and the amenities offered. Therefore, while the project team has calculated District costs based upon certain assumptions, District staff should carefully review that information and set their fees based upon market demand.

Generally, the typical cost recovery for Parks and Recreation services is between 20-50%. The District at 36% is within the typical range of cost recovery. The low-cost recovery for these services is due to the belief that these services primarily benefit the community at large, and as such are providing a benefit to the residents of the jurisdiction.

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

Recommendations

This report provides the District with detailed information regarding cost recovery at both a high categorical level and a more detailed fee level. In order to ensure that the District is able to maximize the information provided in this report, the Matrix Consulting Group has developed the following recommendations:

Table 2: Recommendations for Cost Recovery

The District should continue its practice of annually reviewing and updating fees based on cost factors.

The District should develop a set of guiding principles based upon benefit factors and equity for setting fees and cost recovery targets.

The District should conduct a comprehensive fee update every five to seven years to capture organizational changes and major cost factor shifts.

These measures align with GFOA best practices for *Establishing Government Charges and Fees*, which states that governmental entities should review, and update charges and fees periodically based on factors such as the impact of inflation, other cost increases, adequacy of cost recovery, use of services, and the competitiveness of current rates in order to avoid large infrequent fee increases. Additionally, adopting the practice of conducting comprehensive analyses every five years allows for any changes to organizational structures, processes, or any new service areas to be captured.

Overall, the measures outlined above will help the District document any cost recovery decisions being made and allow future decision makers to better understand the scope of fees being charged and reasonings for any subsidies.

2. Legal Framework

This section of the report is intended to provide an overview regarding overall legal rules and regulations for fees for service.

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

However, in the case of Parks and Recreation fees Proposition 26 allows for fee amount(s) to be based upon the rates that the market can bear. There are specific rules and regulations within the State Law that impact Parks and Recreation related activities directly. These can be separated into two categories – rental rates and recreation programs. The following points provide further information regarding these items:

- 1. Rental Rates:** One of the exceptions to the tax category under proposition 26 is a charge imposed for entrance to or use of local government property, or the purchase, or rental, or lease of local government property¹. There is no requirement that these rates must be limited to the cost of service, as they can be dependent upon a variety of features of the facility or park being rented.
- 2. Recreation Programs:** Under Proposition 26, the exception to the tax category is a charge that is “imposed”. Based upon the League of California Cities implementation guide for Proposition 26, as well as other legal opinions, recreation classes, youth sports, and adult sports are not a charge that is “imposed upon residents”. Rather residents have the option to voluntarily participate in those programs and utilize a private entity (non-governmental entity) for those activities. Therefore, these rates are allowed to be set based upon the market options within the area rather than being restricted to the cost of service being provided.

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

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

can bear. The following table provides examples of “user fees” subject to Prop 26 and “market based” fees which are exempt from Prop 26:

Table 3: Types of Fees

Fee Type	Example
User Fee	Encroachments, Easements, Drone Permits
Market Based	Facility Rentals, Camping Reservations, Day Camps, Picnic Rentals, Parking Fees

As the table indicates, the majority of the District’s fees are considered “market-based” and as such any over-recoveries are based upon utilization of services and do not need to be reduced. There are a handful of fees that are “user fees” in the Land Department and should be set based upon the cost of providing services.

3. User Fee Study Methodology

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



The four identified components were used as the basis for calculating the full cost to the District for providing various services. The following sections detail each component.

Staff Costs

This cost component reflects the cost associated with staff time and effort associated with administering and providing these services. The cost is based upon two factors:

1. **Time Assumptions:** This reflects the time associated with processing, reviewing, intaking, answering questions, set up / clean up, and other support activities.
2. **Fully Burdened Hourly Rates (FBHR):** This represents the full cost to the District of an employee existing and providing services. It consists of direct cost components such as salaries, benefits, and productive hours². It also includes costs associated with internal divisional overhead³ and Districtwide overhead⁴.

The time assumption is multiplied by the FBHR to arrive at the total staff cost associated with providing or administering a particular fee-related activity.

Park Use Overhead

Various departments and units within the District do not have direct time on fees, however, they do support the daily activities and services provided at the District’s parks

² Productive hours refer to 2,080 hours of a full-time position reduced by sick, vacation, and holidays.

³ Divisional overhead is associated with support from supervisors as well as any operating expenses associated with administering the program.

⁴ Districtwide overhead comes from the Cost Allocation Plan (provided under separate cover) and accounts for costs associated with internal support functions such as General Manager, Finance, HR, IT, etc.

and open space. The following points outline which departments were considered overhead:

- **Maintenance/Skilled Trades Dept Administration:** This department consists of administrative staff who oversee and manage the maintenance staff, which are critical to the parks / centers.
- **Water / Utilities:** This unit repairs and maintains water and utility infrastructure Districtwide, which is critical to parks and trails being able to service the public.
- **Small Trails Crew:** This unit maintains and preforms upgrades to the Districts trails.
- **Sanitation:** This unit oversees and services all holding tanks, septic systems, and toilets Districtwide, along with managing the District's recycle and waste reduction program.
- **Roads & Trails:** This unit manages and contributes to the daily upkeep of the vast network of roads and trails Districtwide.
- **Planning / Trails / GIS Department:** This department facilitates acquisition, management, and restoration of park lands and trails through the District's Master Plan, which helps ensure that more parks are available for use by the public.
- **Trail Programs Unit:** This unit supports acquisition, management, and restoration of trails throughout the District.
- **Design & Construction Department:** This department works with various other departments to acquire right-of-way, develop, and track project scopes and funding, and monitor implementation of permit and contract conditions.
- **Design Unit:** This unit works to prepare capital project and maintenance project plans Districtwide, which help support development of new parks.
- **Stewardship Department:** This department develops restoration, resource management, and enhancement plans for District park lands, which helps ensure parks are being set up appropriately to meet the public's needs.
- **Wildlife Management Unit:** This unit oversees and implements conservation and protection measures for all wildlife within the District's parks.
- **Police Field Unit:** This department patrols and engages in enforcement activities Districtwide to ensure safety and compliance with rules and regulations.

- **Public Safety Helicopter:** This unit provides aerial support to public safety efforts Districtwide.
- **Fire Department:** This department responds to, mitigates, and minimizes the impacts of fires and other emergencies on District park land and to visitors within the parks.

The budget for each department / unit, along with the Districtwide overhead specific to the department / unit was added together. The resulting \$32.9 million was divided by the total number of annual visits to all parks within the District to calculate the park use overhead. The following table shows this calculation:

Table 4: Park Use Overhead Calculation

Name	FY23 Budget	District-Wide OH	Total Cost
Maintenance/Skilled Trades Dept Administration	\$1,405,818	\$406,125	\$1,811,943
Water/utilities	\$972,219	\$156,630	\$1,128,849
Small Trails Crew	\$1,100,930	\$223,909	\$1,324,839
Sanitation	\$1,332,944	\$274,224	\$1,607,168
Roads & Trails	\$2,087,845	\$460,339	\$2,548,184
Planning/Trail/GIS Department	\$716,659	\$124,835	\$841,494
Trail Programs Unit	\$594,928	\$105,711	\$700,639
Design & Construction Department	\$379,140	\$37,704	\$416,844
Design Unit	\$14,980	\$49,835	\$64,815
Stewardship Department	\$862,049	\$191,508	\$1,053,557
Wildlife Management Unit	\$1,057,707	\$134,811	\$1,192,518
Police Field Unit	\$10,351,093	\$1,071,709	\$11,422,802
P/S Helicopter	\$2,555,214	\$202,195	\$2,757,409
Fire Department	\$5,252,076	\$746,500	\$5,998,576
Total Costs	\$28,603,682	\$4,186,035	\$32,869,637
Estimated # of Park Visits			25,000,000
Park Use OH Cost / Visit			\$1.31

The \$1.31 cost per visit then had a weight factor applied to account for those fees which require more support from departments than others. For example, the park use impact of an individual walking their dog is very different than a group camping impact. These weighting factors were reviewed by District staff and incorporated into the full cost analysis.

Material Costs

Certain fees include costs beyond staff and park use overhead. This includes costs associated directly with materials that might be necessary to provide the service. These material costs generally included items such as the cost of a CD or fish for fishing

permits; however, for rental facilities, it also included the market rate associated with the use of the facilities.

Land Use Costs

Recreation and park fees are unique in that they allow the public to utilize government-owned space. There is a cost associated with this space. In order to capture the cost of land use, the project team utilized the per acre property value for parkland in the Bay Area and converted it into a land use cost per hour. The following table outlines this calculation.

Table 5: Land Use Overhead Calculation

Cost Category	Cost
Total Property Value Per Acre	\$5,526,667
Lifetime - Years	100
Annualized Value	\$55,267
Days Per Year	365
Value per Year	\$151
Hours Per Day	12
Value / Hr	\$12.62

The \$12.62 per hour was then multiplied by the number of acres used and the estimated amount of use time associated with that service to capture the land cost incurred for that activity.

Summary of Cost Components

Together these four cost components ensure that all costs involved in operating and providing services to the public have been accounted for in the calculation of the full cost of the fees.

4. Modifications

The first step undertaken during the fee study was to evaluate the District's current fee schedule. The project team met with various District staff members from the departments which administer fees to address modifications.

It is important to note that not all fees on the District's schedule are set by EBRPD. Fees which are set by state agencies, concessionaries, or specific District divisions were not looked at within the scope of this study, as such, they are omitted from this report. Additionally, penalties, fines, and violations were not addressed as these are not considered user fees under state law and are outside the scope of a user fee study.

The biggest modification proposed was the consolidation of fees into a structure based on service type rather than based on the park where services are offered. This streamlines the fee schedule and results in faster processing and consistent pricing. Additionally, as previously mentioned, the District intends to use the results of this fee study to focus on equitable access and subsidization. Having consolidated fee categories based on service area would more aptly facilitate these discussions. The following points provide specific modifications which were proposed based on discussions with District staff.

- **Eliminated Fees:** The following fees are being recommended for removal from the District's fee schedule, as these services are no longer offered or provided.
 - A. Board & Committee Material Fees:** All of these fees are being proposed to be removed as they are now available for free online or through email.
 - B. General Documents / Miscellaneous Material Fees:** All of these fees were proposed to be removed as they are now available for free online or through email:
 - C. Public Safety Fees & Fines:** The printed photograph fees were removed as the District no longer provides printed photos.
 - D. Park Use Fees:** Shuttle Ride and EV Charging fees were removed as the District does not have these services.
 - E. Reservation Fees:** 'Amphitheater Reservation' and 'Low-Impact Athletic Event Permit' were removed as these would be covered under the modified special events fee schedule.

- F. Facility Rental Fees:** The fee for 'Nike Classroom Rental' was removed as this is no longer a publicly rented room.
- G. Miscellaneous Fees:** Private pool rental fees were proposed to be removed as those pools are not available for private rentals other than through special use agreements.
- New Fees:** An 'Additional Processing Fee' was added to the 'Evidence Reproduction Administrative Fee' to capture additional staff time spent providing this service. Additionally, two new fee categories, 'Recurring / Repeat Events (with no changes' and 'Complex Events (Large, Multi-Day, Exclusive Use, Multiple Parks, etc.)', were added under Special Events. Each fee category is parsed out by number of persons attending the event.
- Unit Change:** Staff proposed changing 'Development Site' camping, which is currently charged on a per night basis, to align with how 'Primitive Site' camping is charged, based on person capacity of site per night.
- Consolidated Fees:** 'Boat Inspections' and 'Boat Launching' are currently parsed out by boat type. Staff proposed consolidating these fees into a singular inspection and launching fee as boat type does not matter when providing this service.
- Name Changes:** The following fee name changes were proposed as a means to more accurately identify the services offered:

 - 'Family Camping' changes to 'Camping'
 - 'Pool Access' changes to 'Pool / Beach / Lagoon Access Fee'
 - 'Interactive Play Equipment rental' changes to 'Bounce House Rental'

All of the proposed modifications ensure that the proposed fee schedule more accurately reflects the services currently being provided by EBRPD.

5. Detailed Per Unit Results

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

It should be noted that the results presented in this report are not a precise measurement. In general, a cost-of-service analysis takes a “snapshot in time”, where a fiscal year of financial and operational information is utilized. Changes to the structure of fee names, along with the use of time estimates allow only for a reasonable projection of subsidies and revenue. Discussion of results in the following sections is intended as a summary of extensive and voluminous cost allocation documentation produced during the Study.

As stated previously, the total cost calculated for each service includes direct staff, material, and land use costs, along with park use, departmental / division, and Districtwide overhead. The following sections provide by service area a comparison of the full cost of providing services to the current fee for service.

Public Safety Fees

Public Safety provides police, fire, and lifeguard services across all parks. While most of their services are non-fee related the fees, they do administer include evidence reproduction, vehicle impound, and annual dog permits. The following table shows the fee name, current fee, total cost, and difference associated with each service offered.

Table 6: Total Cost Per Unit Results – Public Safety

Fee Name	Current Fee	Total Cost	Difference
Evidence Reproduction Administrative Fee			
Base	\$25	\$53	(\$28)
Additional Processing Fee	New	\$160	N/A
Copy of Police Report ⁵	\$0.25	\$0.25	\$0
Audio CD - material cost	\$15	\$0.29	\$14.71
Video DVD - material cost	\$25	\$3.24	\$21.76
Impounded / Stored Vehicle Release Fee	\$125	\$181	(\$56)
Annual Dog Permits			
Private or Non-Profit Dog Walker			
Individual Permit	\$25	\$131	(\$106)
Household Permit	\$40	\$131	(\$91)
Professional Dog Walker			
Permit	\$350	\$473	(\$123)
Supplemental Permit	\$200	\$440	(\$240)
Duplicate Permit	\$15	\$29	(\$14)

⁵ GOV § 6253(b)

Public Safety under-recovers on all but two of their fees, ranging from a high of \$240 for 'Professional Dog Walker – Supplemental Permit' to a low of \$14 for 'Annual Dog Permit - Duplicate Permit'. The over-recoveries associated with 'Audio CD – material cost' and 'Video DVD – material cost' are due to the actual material cost of CDs and DVDs becoming more cost effective as well as being set based upon material cost rather than staff support which is captured separately.

While the 'Copy of Police Report' is set by the state of California and the Annual Dog Permit fees are set based upon market rates, all other remaining Public Safety fees are regulated by Prop 218 and 26. As such, the fee for service cannot exceed the actual cost of providing the service if so, the fee must be reduced to remain compliant.

Land Use, Encroachment & Development Fees

Maintenance and Skilled Trades (MAST) oversees the use and development of land owned or operated by EBRPD. The fees they are responsible for include access permits, reviews, inspections, easements, and telecommunication leases. The following table shows the fee name, current fee, total cost, and difference associated with each service offered.

Table 7: Total Cost Per Unit Results – Land Use, Encroachment & Development

Fee Name	Current Fee	Total Cost	Difference
Gate Access Permit	\$40	\$48	(\$8)
Good Neighbor Access Permit	\$50	\$48	\$2
Temporary Park Access Permit			
Minor	\$350	\$1,174	(\$824)
Major	\$975	\$1,716	(\$741)
Administrative Review	\$100	\$178	(\$78)
Professional Review	\$125	\$217	(\$92)
Coordination & Inspection Fee	\$400	\$541	(\$141)
Temporary Park Use Fee	\$300	\$304	(\$4)
Helicopter Landing Zone	\$1,500	\$1,315	\$185
Large-Scale Project Fees		Actual Cost	
Permit Extensions or Amendments	\$100	\$177	(\$77)
Temporary Construction Easement	\$200	\$914	(\$714)
Permanent Easement	\$200	\$607	(\$407)
License for Property Rights	\$200	\$914	(\$714)
Telecommunications Lease			
New Site	\$2,000	\$1,338	\$662
Renewal	\$500	\$669	(\$169)

MAST under-recovers on a majority of Land Use, Encroachment & Development fees; with the highest under-recoveries in relation to 'Temporary Park Access Permit' ranging from

\$824 for a 'Minor' permit and \$741 for a 'Major' permit. The highest over-recovery is in relation to 'Telecommunications Lease – New Site' at \$662, however, this fee is currently not being used as the policy to support the facilitation of this service is still being developed.

All of Land Use, Encroachment & Development fees are user fees, as such, the fee for service cannot exceed the actual cost of providing the service; if it does the fee must be reduced to remain compliant.

Park Use Fees

Business Services manages the payment of fees and reservations for use of park spaces within the District. The fees they oversee encompass all camping reservations, parking fees, photography fees, trail fees, and beach / pool / lagoon access. The following table shows the fee name, current fee, total cost, and difference associated with each service offered.

Table 8: Total Cost Per Unit Results – Park Use

Fee Name	Current Fee	Total Cost	Difference
Dog Fees			
Day Use	\$2	\$4	(\$2)
Overnight	\$2	\$7	(\$5)
Camping Fees (Parking Included)			
Reservation Fee	\$8	\$24	(\$16)
Hike-In Site	\$25	\$74	(\$49)
Drive-In Tent Site (no hookup)	\$35	\$86	(\$51)
Cabin Camping	\$100	\$79	\$21
Backpacking	\$5	\$99	(\$94)
Primitive Site			
50-person capacity	\$75	\$123	(\$48)
75-person capacity	\$100	\$146	(\$46)
100-person capacity	\$125	\$208	(\$83)
150-person capacity	\$175	\$255	(\$80)
300-person capacity	\$200	\$366	(\$166)
Developed Site			
50-person capacity	\$117	\$171	(\$54)
75-person capacity	\$117	\$217	(\$101)
100-person capacity	\$117	\$302	(\$185)
150-person capacity	\$117	\$395	(\$279)
300-person capacity	\$117	\$541	(\$424)
Equestrian			
Equestrian Group Camping	\$110	\$438	(\$328)
Del Valle Equestrian Camping	\$15	\$333	(\$318)
Ohlone Wilderness Horse Camping	\$7	\$333	(\$326)
RV Camping			
RV Site (sewer, water, electric up to 30 amps)	\$53	\$57	(\$3)
Sewage Disposal Station Use	\$20	\$46	(\$26)

Fee Name	Current Fee	Total Cost	Difference
Parking Fees (Day Use Only)			
Single Vehicle	\$5	\$20	(\$15)
Trailer	\$4	\$10	(\$6)
Bus Load Entry / Parking Fee	\$25	\$39	(\$14)
Overflow Parking	\$8	\$20	(\$12)
Boat Fees			
Boat Inspection	\$7	\$23	(\$16)
Boat Launching	\$5	\$6	(\$1)
Commercial Photograph Permit			
Production Photography			
Per Hour	\$165	\$184	(\$19)
Per Half Day	\$750	\$471	\$279
Per Day	\$1,250	\$1,161	\$89
Individual Photography	\$100	\$233	(\$133)
Set Construction	\$30	\$43	(\$13)
Vehicles	\$9	\$14	(\$5)
Animals	\$9	\$15	(\$6)
Misc. Permits & Fees			
After Hours Bicycle Permit	\$10	\$12	(\$2)
Fishing Permit	\$5	\$7	(\$2)
Commemorative Bench and Plaque	\$2,500	\$4,840	(\$2,340)
Pool / Beach / Lagoon Access Fee			
Ages 16 -61	\$3	\$28	(\$25)
Senior (62+) & Disabled	\$2	\$28	(\$26)
Ages 1 - 15	\$2	\$28	(\$26)
Under 1 year	\$0	\$28	(\$28)
Ohlone Wilderness Regional Trail Permit			
Purchased at park or Reservations Dept.	\$2	\$18	(\$16)
Purchased by mail, phone or online			
5 or Fewer Permits	\$4	\$21	(\$17)
6 or More Permits	\$3	\$23	(\$20)

A majority of Park Use fees under-recover. The largest under-recovery is in relation to 'Commemorative Bench and Plaque' at \$2,340, most of this under-recovery is due to the increased material cost associated with the purchase of the bench and plaque. The next largest under-recoveries are in relation to 'Equestrian Camping' ranging from \$328 to \$318 per night per horse. These deficits are due to the large amount of park space impacted when camping with horses. Over-recoveries are mainly in relation to 'Commercial Photography'. The 'Per Half Day' permit shows a \$279 excess and the 'Per Day' permit shows an overage of \$89.

Park Use fees are voluntary and relate to the reservation of community spaces and are exempt from Prop 218 and 26. Rather than these fees being subject the actual cost of providing the service, they can be set based on what the market can bear.

Reservation Fees

Business Services oversees the reservations associated with day camps and picnic shelters and organization of special events for all parks within the District. The fees encompassed within reservations are in support of this function and include: day camp and picnic shelter reservations, special event permits, and pool rentals. The following table shows the fee name, current fee, total cost, and difference associated with each service offered.

Table 9: Total Cost Per Unit Results – Reservation

Fee Name	Current Fee	Total Cost	Difference
Day Camps			
Processing	\$8	\$220	(\$212)
Day Camp Operator Permit	\$100	\$3,455	(\$3,355)
Day Camp - Picnic Site or Day-Use Camping			
35 Person			
Non-Profit	\$30	\$103	(\$73)
For-Profit	\$39	\$103	(\$64)
Public Agency	\$24	\$103	(\$79)
50 Person			
Non-Profit	\$40	\$104	(\$64)
For-Profit	\$52	\$104	(\$52)
Public Agency	\$32	\$104	(\$72)
75 Person			
Non-Profit	\$60	\$130	(\$70)
For-Profit	\$78	\$130	(\$52)
Public Agency	\$48	\$130	(\$82)
100 Person			
Non-Profit	\$80	\$184	(\$104)
For-Profit	\$104	\$184	(\$80)
Public Agency	\$64	\$184	(\$120)
150 Person			
Non-Profit	\$120	\$186	(\$66)
For-Profit	\$156	\$186	(\$30)
Public Agency	\$96	\$186	(\$90)
200 Person			
Non-Profit	\$158	\$250	(\$92)
For-Profit	\$205	\$250	(\$45)
Public Agency	\$126	\$250	(\$124)
300 Person			
Non-Profit	\$235	\$316	(\$81)
For-Profit	\$306	\$316	(\$10)
Public Agency	\$188	\$316	(\$128)
350 Person			
Non-Profit	\$273	\$319	(\$46)
For-Profit	\$354	\$319	\$35
Public Agency	\$218	\$319	(\$101)
500 Person			
Non-Profit	\$388	\$452	(\$64)

Fee Name	Current Fee	Total Cost	Difference
For-Profit	\$504	\$452	\$52
Public Agency	\$310	\$452	(\$142)
Picnic Reservations			
Reservation Fee	\$8	\$24	(\$16)
Picnic Site Capacity			
35 Person			
Alameda / Contra Costa County Residents	\$60	\$30	\$30
Non-Resident	\$84	\$30	\$54
50 Person			
Alameda / Contra Costa County Residents	\$80	\$33	\$47
Non-Resident	\$112	\$33	\$79
75 Person			
Alameda / Contra Costa County Residents	\$120	\$38	\$82
Non-Resident	\$168	\$38	\$130
100 Person			
Alameda / Contra Costa County Residents	\$160	\$57	\$103
Non-Resident	\$224	\$57	\$167
150 Person			
Alameda / Contra Costa County Residents	\$240	\$69	\$171
Non-Resident	\$336	\$69	\$267
200 Person			
Alameda / Contra Costa County Residents	\$315	\$89	\$226
Non-Resident	\$441	\$89	\$352
300 Person			
Alameda / Contra Costa County Residents	\$470	\$121	\$349
Non-Resident	\$658	\$121	\$537
350 Person			
Alameda / Contra Costa County Residents	\$545	\$121	\$424
Non-Resident	\$763	\$121	\$642
500 Person			
Alameda / Contra Costa County Residents	\$775	\$158	\$617
Non-Resident	\$1,085	\$158	\$927
Sheltered Pavilion			
Sheltered Pavilion			
Alameda / Contra Costa County Residents	\$420	\$162	\$258
Non-Resident	\$588	\$162	\$426
Beach Access			
35 Person	\$165	\$112	\$53
50 Person	\$230	\$151	\$79
Misc. Permits & Fees			
Beer & Wine Permit	\$25	\$36	(\$11)
Special Event Permit Fee			
Administrative Fee	\$50	\$72	(\$22)
Electrical Service Use Fee	\$50	\$36	\$14
New Event			
Less than 50 Persons	\$50	\$1,233	(\$1,183)
51 - 100 Persons	\$100	\$1,368	(\$1,268)
101 - 500 Persons	\$250	\$1,675	(\$1,425)
501 - 1,000 Persons	\$400	\$2,356	(\$1,956)
1,001 + Persons	\$500	\$4,044	(\$3,544)
Recurring / Repeat Events (with no changes)			
Less than 50 Persons	New	\$811	N/A

Fee Name	Current Fee	Total Cost	Difference
51 - 100 Persons	New	\$946	N/A
101 - 500 Persons	New	\$1,059	N/A
501 - 1,000 Persons	New	\$1,419	N/A
1,001 + Persons	New	\$2,776	N/A
Complex Events (Large, Multi-Day, Exclusive Use, Multiple Parks, etc.)			
Less than 50 Persons	New	\$8,431	N/A
51 - 100 Persons	New	\$11,178	N/A
101 - 500 Persons	New	\$14,101	N/A
501 - 1,000 Persons	New	\$18,106	N/A
1,001 + Persons	New	\$29,144	N/A
Weekday School Cross-Country Meet			
300 Persons or Less	\$50	\$1,000	(\$950)
301 - 600 Persons	\$75	\$1,334	(\$1,259)
601 Persons or more	\$100	\$1,541	(\$1,441)
Outdoor Permits			
Outdoor Fitness Permit	\$250	\$1,439	(\$1,189)
Outdoor Program Operator Permit	\$400	\$3,250	(\$2,850)
Outdoor Program - Picnic Site or Day-Use Camping			
35 Person			
Non-Profit	\$30	\$77	(\$47)
For-Profit	\$39	\$77	(\$38)
Public Agency	\$24	\$77	(\$53)
50 Person			
Non-Profit	\$40	\$77	(\$37)
For-Profit	\$52	\$77	(\$25)
Public Agency	\$32	\$77	(\$45)
75 Person			
Non-Profit	\$60	\$77	(\$17)
For-Profit	\$78	\$77	\$1
Public Agency	\$48	\$77	(\$29)
100 Person			
Non-Profit	\$80	\$119	(\$39)
For-Profit	\$104	\$119	(\$15)
Public Agency	\$64	\$119	(\$55)
150 Person			
Non-Profit	\$120	\$120	\$0
For-Profit	\$156	\$120	\$36
Public Agency	\$96	\$120	(\$24)
200 Person			
Non-Profit	\$158	\$145	\$13
For-Profit	\$205	\$145	\$60
Public Agency	\$126	\$145	(\$19)
300 Person			
Non-Profit	\$235	\$184	\$51
For-Profit	\$306	\$184	\$122
Public Agency	\$188	\$184	\$4
350 Person			
Non-Profit	\$273	\$186	\$87
For-Profit	\$354	\$186	\$168
Public Agency	\$218	\$186	\$32
500 Person			
Non-Profit	\$388	\$241	\$147

Fee Name	Current Fee	Total Cost	Difference
For-Profit	\$504	\$241	\$263
Public Agency	\$310	\$241	\$69
Sanitation Trailer Rentals			
Sanitation Trailer			
Weekday	\$230	\$136	\$94
Weekend	\$295	\$136	\$159
Deluxe Sanitation Trailer			
Weekday	\$325	\$186	\$139
Weekend	\$420	\$186	\$234
Extra Pump Out	\$165	\$36	\$129
Interactive Play Equipment Permit			
Bounce House Permits			
First Permit	\$75	\$174	(\$99)
Each Additional Permit	\$25	\$174	(\$149)
Electricity Charge	\$45	\$29	\$16
Misc. Fee & Permits			
Drone Permits	\$0	\$1,828	(\$1,828)
Apiary Permit	\$150	\$1,413	(\$1,263)
Scattered Cremated Remains Permit	\$50	\$385	(\$335)
Metal Detector Permit	\$20	\$18	\$2
Vehicle Access Permits			
Daily Permit	\$75	\$24	\$51
Annual Permit	\$150	\$24	\$126

A majority of Reservation fees show an under-recovery. The largest under-recoveries are in relation to ‘Day Camps’ and ‘Special Events’. The under-recoveries in these areas are mostly driven by staff costs as the time to coordinate and approve these types of permits are not reflected in the current fee amounts. For example, the current cost of a ‘Day Camp Operator Permit’ is \$100 but staff spend on average 25 hours per permit, resulting in a calculated full cost of \$3,500 to provide this service and an under-recovery of \$3,400.

Over-recoveries are in relation to ‘Picnic Reservations’ and ‘Sheltered Pavilions’, however, since these are reservation fees, they are not subject to the actual cost of providing the service, rather they can be set based on what the market can bear.

Facility Rental Fees

Facilities Reservations manages the reservations associated with facilities owned and operated within the District. The following table shows the fee name, current fee, total cost, and difference associated with Facility Rental fees offered.

Table 10: Total Cost Per Unit Results – Facility Rentals

Fee Name	Current Fee	Total Cost	Difference
Brazilian Room (Tilden) - Time includes set up and clean up Monday, Wednesday, Thursday			

Fee Name	Current Fee	Total Cost	Difference
5pm-12am	\$935	\$1,611	(\$676)
8am-12am	\$1,160	\$2,302	(\$1,142)
8am-4pm (per day)	\$560	\$2,762	(\$2,202)
8am-4pm (per 2 days)	\$1,035	\$3,282	(\$2,247)
8am-4pm (per 3 days)	\$1,510	\$3,801	(\$2,291)
Extra hours (max 2 hrs only)	\$150	\$43	\$107
Friday			
5pm-12am	\$2,187	\$1,611	\$576
8am-4pm	\$820	\$1,842	(\$1,022)
8am-12pm	\$2,890	\$2,302	\$588
Saturday:			
9am-4pm	\$2,660	\$1,611	\$1,049
5pm-12am	\$2,775	\$1,611	\$1,164
9am-12am	\$4,615	\$2,302	\$2,313
Sunday			
9am-4pm or 5pm-12am	\$2,660	\$1,611	\$1,049
9am-12am	\$4,500	\$2,302	\$2,198
Non-Catered Option Surcharge			
If reservation ends by 7pm	\$150	\$551	(\$401)
If reservation ends after 7pm	\$600	\$710	(\$110)
Overtime Hours - Late Load Out	\$500	\$543	(\$43)
Fern Cottage (Kennedy Grove) - Time includes set up and clean up			
Monday - Friday			
8am-12am (5 hr rental)	\$370	\$1,041	(\$671)
Extra hours (5 hr rental only)	\$60	\$23	\$37
8am-5pm - 1st day	\$315	\$1,539	(\$1,224)
8am-5pm - each addl. Day	\$265	\$274	(\$9)
Saturday / Sunday			
9am-12am	\$545	\$1,041	(\$496)
Extra hours (5 hr rental only)	\$90	\$23	\$67
Non-Catered Option Surcharge	\$150	\$551	(\$401)
Overtime Hours - Late Load Out	\$500	\$543	(\$43)
Shoreline Center (Martin Luther King Jr.)			
Monday - Friday			
8am-12am (5 hr rental)	\$370	\$1,021	(\$651)
Extra hours (5 hr rental only)	\$60	\$19	\$41
8am-5pm - 1st day	\$315	\$1,490	(\$1,175)
8am-5pm - each addl. Day	\$265	\$225	\$40
Saturday / Sunday			
9am-12am	\$545	\$1,021	(\$476)
Extra hours (5 hr rental only)	\$90	\$19	\$71
Non-Catered Option Surcharge	\$150	\$551	(\$401)
Overtime Hours - Late Load Out	\$500	\$543	(\$43)
Temescal Beach House (Temescal)			
Monday - Thursday			
8am-12am (8 hr rental)	\$740	\$1,714	(\$974)
Extra hours (8 hr rental only)	\$75	\$51	\$24
8am-5pm - 1st day	\$395	\$2,161	(\$1,766)
8am-5pm - each addl. Day	\$335	\$607	(\$272)
Friday			
8am-12am	\$945	\$405	\$540
Extra hours (max 2 hrs only)	\$185	\$51	\$134

Fee Name	Current Fee	Total Cost	Difference
Saturday			
9am-12am	\$1,775	\$405	\$1,370
Extra hours (max 2 hrs only)	\$185	\$51	\$134
Sunday			
9am-12am	\$1,200	\$405	\$795
Extra hours (max 2 hrs only)	\$185	\$51	\$134
Non-Catered Option Surcharge	\$150	\$535	(\$385)
Overtime Hours - Late Load Out	\$500	\$543	(\$43)

Generally, the under-recoveries are in relation to reservations made during the week and the over-recoveries are in relation to reservations made during the weekend. Due to rental fees being based on the market value of the service this type of split is common, with the surplus of peak hour / day rentals subsidizing the non-peak hour / day rentals. Due to the nature of rental fees, they are not limited to the actual cost of providing the service, rather they can be set based on what the market can bear. As such, fees which over-recover do not need to be reduced to be compliant.

Richard Trudeau Training Center Fees

Office Services manages the reservations associated with the Richard Trudeau Training Center; as such, the fees encompassed within this section are in support of this function. The following table shows the fee name, current fee, total cost, and difference associated with each service offered.

Table 11: Total Cost Per Unit Results – Richard Trudeau Training Center

Fee Name	Current Fee	Total Cost	Difference
Main Conference Room			
Non-Profit or In-District:			
Monday - Friday			
Daytime: 7am-6pm (2 hr min.)	\$80	\$108	(\$28)
Consecutive Days (8 hr block each day)	\$550	\$705	(\$155)
Evening: 6pm-10pm (2 hr min.)	\$100	\$108	(\$8)
Weekends & Holidays (2 hr min)	\$100	\$108	(\$8)
For-Profit or Out-of-District:			
Monday - Friday			
Daytime: 7am-6pm (2 hr min.)	\$100	\$108	(\$8)
Consecutive Days (8 hr block each day)	\$680	\$705	(\$25)
Evening: 6pm-10pm (2 hr min.)	\$120	\$108	\$12
Weekends & Holidays (2 hr min)	\$120	\$108	\$12
Conference Room #1 or #2			
Non-Profit or In-District:			
Monday - Friday			
Daytime: 7am-6pm (2 hr min.)	\$40	\$73	(\$33)
Consecutive Days (8 hr block each day)	\$220	\$422	(\$202)
Evening: 6pm-10pm (2 hr min.)	\$60	\$73	(\$13)
Weekends & Holidays (2 hr min)	\$60	\$73	(\$13)

Fee Name	Current Fee	Total Cost	Difference
For-Profit or Out-of-District:			
Monday - Friday			
Daytime: 7am-6pm (2 hr min.)	\$60	\$73	(\$13)
Consecutive Days (8 hr block each day)	\$400	\$422	(\$22)
Evening: 6pm-10pm (2 hr min.)	\$80	\$73	\$7
Weekends & Holidays (2 hr min)	\$80	\$73	\$7
Entire Building (Main Conference Room + Conf Room 1 & 2)			
Non-Profit or In-District:			
Monday - Friday			
Daytime: 7am-6pm (2 hr min.)	\$100	\$177	(\$77)
Consecutive Days (8 hr block each day)	\$680	\$1,208	(\$528)
Evening: 6pm-10pm (2 hr min.)	\$120	\$177	(\$57)
Weekends & Holidays (2 hr min)	\$120	\$177	(\$57)
For-Profit or Out-of-District:			
Monday - Friday			
Daytime: 7am-6pm (2 hr min.)	\$120	\$177	(\$57)
Consecutive Days (8 hr block each day)	\$810	\$1,208	(\$398)
Evening: 6pm-10pm (2 hr min.)	\$140	\$177	(\$37)
Weekends & Holidays (2 hr min)	\$140	\$177	(\$37)

The District under-recovers for a majority of fees associated with the rental of the Richard Trudeau Training Center, with the largest under-recoveries ranging from \$8 to \$528 and in relation to ‘Consecutive Days (8 hr block each day)’ rentals. Rental fees are market-based and can be set based market value, which means any over-recoveries do not need to be reduced to remain compliant.

6. Annual Results

One of the most important components of a cost of services analysis is the revenue impact associated with fees. While the previous chapter provided information on the per unit impacts, it is important to review those impacts based upon the volume of activity. As part of this analysis, the project team analyzed the revenue collected for in the District and compared it against the annual fee-related cost. The fee-related annual cost is calculated based upon the amount of workload (permits issued, rentals, etc.) for each activity type multiplied by the total cost on a per unit basis. The following subsections discuss the revenue impacts based upon service area.

Public Safety

Based on the prior year’s revenue information, fees in related to public safety show an annual under-recovery of roughly \$16,000. The following table shows by major fee category: revenue at current fee, total projected annual cost, the resulting difference, and cost recovery percentage.

Table 12: Annual Results – Public Safety

Fee Category	Current Revenue	Annual Cost	Difference	Cost Recovery %
Impounded / Stored Vehicle Release Fee	\$3,500	\$5,073	(\$1,573)	69%
Annual Dog Permits	\$40,600	\$54,843	(\$14,243)	74%
Total	\$44,100	\$59,917	(\$15,817)	74%

Public safety fees have an overall cost recovery of 74%. Approximately \$14,000 of the \$16,000 fee-related deficit is associated with the ‘Annual Dog Permits’ category. The ‘Professional Dog Walker Permit’ only has a per unit deficit of \$123; however, due to the high volume of these permits, there is a larger corresponding under-recovery.

Land Use, Encroachment & Development

Based on the prior year’s revenue information, fees in relation to Land Use shows an under-recovery of roughly \$186,000. The following table shows by revenue at current fee, total projected annual cost, the resulting difference, and cost recovery percentage.

Table 13: Annual Results – Land Use, Encroachment & Development

Fee Category	Current Revenue	Annual Cost	Difference	Cost Recovery %
Land Use, Encroachment & Development	\$143,000	\$329,260	(\$186,260)	43%

Land Use, Encroachment & Development fees have an overall cost recovery of 43%, which reflects roughly a \$186,000 subsidy. Of the total under-recovery, \$113,000 is due to 'Temporary Construction Easement' (\$62,000) and 'Permit Extensions or Amendments' (\$52,000).

Park Use

Based on the prior year's revenue information, fees in relation to Park Use show a fee-related deficit of roughly \$9.8 million. The following table shows by major fee category: revenue at current fee, total projected annual cost, the difference, and cost recovery percentage.

Table 14: Annual Results – Park Use

Fee Category	Current Revenue	Annual Cost	Difference	Cost Recovery %
Dog Fees	\$61,280	\$111,452	(\$50,172)	55%
Camping Fees (Parking Included)	\$1,644,632	\$3,259,977	(\$1,615,345)	50%
Parking Fees (Day Use Only)	\$1,799,225	\$7,050,430	(\$5,251,205)	26%
Boat Fees	\$76,926	\$202,954	(\$126,028)	38%
Commercial Photograph Permit	\$12,070	\$13,961	(\$1,891)	86%
Fishing Permits	\$291,550	\$410,927	(\$119,377)	71%
Pool / Beach / Lagoon Access Fee	\$263,692	\$2,874,878	(\$2,611,186)	9%
Ohlone Wilderness Regional Trail Permit	\$3,742	\$33,661	(\$29,919)	11%
Total	\$4,153,117	\$13,958,241	(\$9,805,124)	30%

Park Use fees have an overall cost recovery of 30%, which reflects roughly a \$9.8 million subsidy. The largest under-recoveries are in relation to 'Parking Fees (Day Use Only)', 'Pool / Beach / Lagoon Access Fee', and 'Camping Fees (Parking Included)' at \$5.3 million, \$2.6 million, and \$1.6 million respectively.

Currently the District charges between \$3 and \$6 for parking with the average fee being \$5. The project team calculated the full cost for this service to be \$20, resulting in an average per unit under-recovery of \$15 and an annual deficit of \$5.2 million. Likewise, the District sees a \$1.4 million under-recovery from 'Pool / Beach / Lagoon Access Fee - Ages 16 -61' as the fee is charged between \$3 and \$4 but the calculated full cost is \$28, resulting in a \$25 per unit under-recovery.

Reservations

Based on the prior year's revenue information, fees in relation to Reservations show a fee-related under-recovery of roughly \$425,000. The following table shows by major fee

category: revenue at current fee, total projected annual cost, the resulting difference, and cost recovery percentage.

Table 15: Total Cost Per Unit Results – Reservations

Fee Category	Current Revenue	Annual Cost	Difference	Cost Recovery %
Day Camps	\$3,316	\$111,605	(\$108,289)	3%
Picnic Reservations	\$616,120	\$317,054	\$299,066	194%
Special Event Permit Fee	\$129,000	\$717,123	(\$588,123)	18%
Outdoor Permits	\$3,700	\$28,875	(\$25,175)	13%
Sanitation Trailer Rentals	\$5,250	\$2,726	\$2,524	193%
Interactive Play Equipment Permit	\$6,000	\$13,915	(\$7,915)	43%
Misc. Fee & Permits	\$21,810	\$18,736	\$3,074	116%
Total	\$785,196	\$1,210,034	(\$424,838)	65%

Reservation fees have an overall cost recovery of 65%, which reflects roughly a \$425,000 subsidy. Despite surpluses in various fee categories the \$588,123 under-recovery in relation to Special Event Permits drives the overall under-recovery. For example, the current fee for a new special event application for 101 – 500 persons is \$250, the full cost was calculated to be \$1,368, resulting in a per unit under-recovery of \$1,425. The large per unit under-recovery for those permits impacts has the largest dollar value impact.

Facility Rentals

Based on the prior year's revenue information, fees in relation to Facility Rentals show an over-recovery of roughly \$39,000. The following table shows by major fee category: revenue at current fee, total projected annual cost, the resulting difference, and cost recovery percentage.

Table 16: Total Cost Per Unit Results – Facility Rentals

Fee Category	Current Revenue	Annual Cost	Difference	Cost Recovery %
Facility Rentals	\$748,435	\$709,909	\$38,526	105%

Facility Rental fees have an overall cost recovery of 105%, which reflects roughly a \$39,000 surplus. Approximately half of the annual rentals are in relation to the Brazilian Room at Tilden and the large over-recovery of weekend rentals is the driving factor for cost recovery. However, due to the nature of rental fees, it is common to see over-recoveries for more desirable locations and for rentals during peak days / times.

Richard Trudeau Training Center

During the fiscal year evaluated, there were no billable reservations coded to the Richard Trudeau Training Center. As such, no annual cost was calculated for the center.

Annual Results Summary

Despite some fee categories showing over-recoveries, the District is generally under-recovering. The following table shows a summary of the annual revenue impacts discussed in this chapter:

Table 17: Summarized Annual Results

Fee Category	Current Revenue	Annual Cost	Difference \$	Cost Recovery %
Public Safety Fees & Fines				
Impounded / Stored Vehicle Release Fee	\$3,500	\$5,073	(\$1,573)	69%
Annual Dog Permits	\$40,600	\$54,843	(\$14,243)	74%
Land Use, Encroachment & Development	\$143,000	\$329,260	(\$186,260)	43%
Park Use Fees				
Dog Fees	\$61,280	\$111,452	(\$50,172)	55%
Camping Fees (Parking Included)	\$1,644,632	\$3,259,977	(\$1,615,345)	50%
Parking Fees (Day Use Only)	\$1,799,225	\$7,050,430	(\$5,251,205)	26%
Boat Fees	\$76,926	\$202,954	(\$126,028)	38%
Commercial Photograph Permit	\$12,070	\$13,961	(\$1,891)	86%
Fishing Permits	\$291,550	\$410,927	(\$119,377)	71%
Pool / Beach / Lagoon Access Fee	\$263,692	\$2,874,878	(\$2,611,186)	9%
Ohlone Wilderness Regional Trail Permit	\$3,742	\$33,661	(\$29,919)	11%
Reservation Fees				
Day Camps	\$3,316	\$111,605	(\$108,289)	3%
Picnic Reservations	\$616,120	\$317,054	\$299,066	194%
Special Event Permit Fee	\$129,000	\$717,123	(\$588,123)	18%
Outdoor Permits	\$3,700	\$28,875	(\$25,175)	13%
Sanitation Trailer Rentals	\$5,250	\$2,726	\$2,524	193%
Interactive Play Equipment Permit	\$6,000	\$13,915	(\$7,915)	43%
Misc. Fee & Permits	\$21,810	\$18,736	\$3,074	116%
Facility Rentals	\$748,435	\$709,909	\$38,526	105%
Richard Trudeau Training Center	\$0	\$0	\$0	0%
Total	\$5,873,848	\$16,267,360	(\$10,393,513)	36%

Overall, the annual fee-related deficit for the District is calculated at approximately \$10.4 million, or a cost recovery level of 36%. Based upon, the Matrix Consulting Group's extensive experience in analyzing local government operations across the United States and within California, the District's 36% is within the typical range of 20-50%. Evaluating certain fee categories such as Parking or Pool / Beach / Lagoon Access may result in helping bridge the District's fee-related under-recoveries.

7. Recommendations

The primary purpose of a cost of services (user fee) study is to provide factual information regarding the full cost of providing services. However, there are key recommendations associated with the implementation of these studies that help it become successful. The following subsections discuss these key recommendation areas.

Fee Updates

The District currently reviews and conducts updates to its fees based upon a variety of factors. As such the District is in compliance with Government Finance Officers Association (GFOA) best practices for *Establishing Government Charges and Fees*, which states that governmental entities should review, and update charges and fees periodically based on factors such as the impact of inflation, other cost increases, adequacy of cost recovery, use of services, and the competitiveness of current rates in order to avoid large infrequent fee increases.

The majority of agencies utilize this information to adopt an annual inflationary factor that can be utilized to update fees. Due to the unique nature of the District's services, while annual inflationary factors can be applied to some fees, other fees should be reviewed to ensure that they are not being priced out of the market and are balancing the demands of the community and the benefit to the community. As such, the District should continue its existing practice of reviewing and adjusting fees (increasing or decreasing) depending upon the environmental and socio-economic factors.

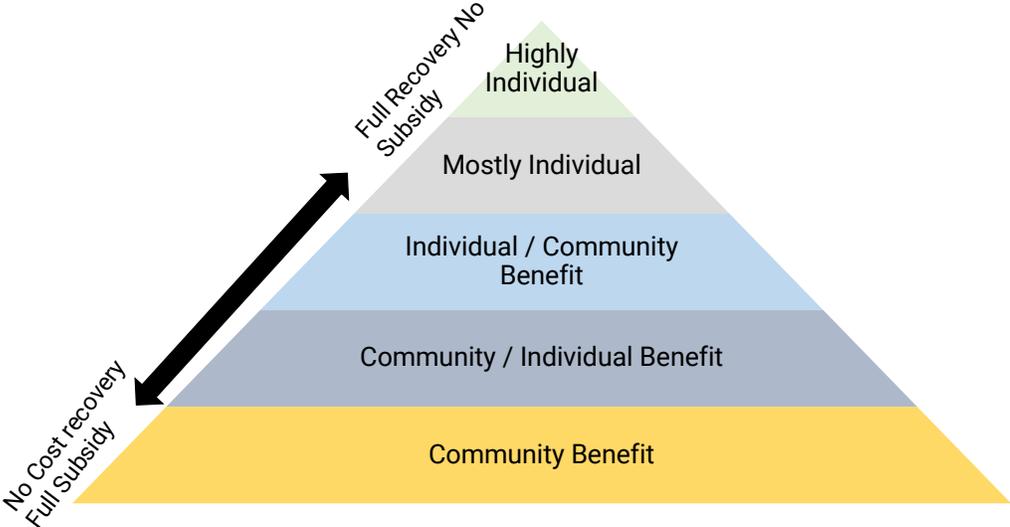
Recommendation:

The District should continue its practice of annually reviewing and updating fees based on cost factors.

Cost Recovery

The Government Finance Officers Association's (GFOA) best practices for *Establishing Government Charges and fees* states that governmental entities should adopt formal policies regarding charges and fees which include the jurisdiction's intention to recover the full cost or partial costs of providing services, sets forth circumstances under which the jurisdiction might set a charge or fee at less than or more than 100% of full cost, and outlines the considerations that might influence the jurisdiction's pricing decision.

For Parks and Recreation, we typically see the cost recovery policy developed at the service type and community benefit factor. There is typically a cost recovery pyramid that exists in the Parks and Recreation industry. The following graphic shows the cost recovery pyramid:



The District should determine based upon the fee / service area the level of benefit and utilize that to determine the level of subsidy. For example, the Pool / Beach / Lagoon Access is more of an individual / community benefit, so it should be partially subsidized, whereas something such as a Day Camp Operator Permit, is mostly individual, and as such should be less subsidized.

The District has internal guidelines developed for its Interpretative and Recreation Program and should utilize that as the basis for drafting a set of guiding principles for setting fees and cost recovery levels.

Recommendation:

The District should develop a set of guiding principles based upon benefit factors and equity for setting fees and cost recovery targets.

Comprehensive Fee Update

GFOA best practices for *Establishing Government Charges and Fees* states that governmental entities should adopt the practice of conducting comprehensive analyses every three to five years as this practice captures any changes to organizational structures, processes, or any new service areas.

Due to the nature of the District’s singular focus and operations its processes and organizational structure does not shift as rapidly as other local government entities. As

such, it is recommended that for the District, every five to seven years is used as the baseline for conducting a comprehensive update.

The comprehensive update allows the District to see how changing operations and cost factors have influenced the cost of services and activities.

Recommendation:

The District should conduct a comprehensive fee update every five to seven years to capture organizational changes and major cost factor shifts.

Appendix 1 – Comparative Survey

As part of the Cost of Services (User Fee) study for EBRPD, the Matrix Consulting Group conducted a comparative fee survey. The District identified ten jurisdictions to be included in the comparative survey: Marin County Parks, Napa County Regional Park, EBMUD Water District, California State Parks, San Francisco City-County, San Mateo County, Santa Clara County, Solano County, Sonoma County Regional Parks, and Mid-Peninsula Open Space District. The following subsections provide a high-level comparative look at several fee-related services provided by the District.

Dog Fees

The two primary types of dog fees assessed at the District are Dog Walking Permits and Day use dog fees. The following points discuss these fees in other jurisdictions:

- **Annual Dog Walking Permit:** Marin County Parks charges an annual fee of \$150 for a professional dog walker permit, while the City-County of San Francisco charges a \$285 fee for a five-year permit with a renewal fee of \$114 every five years after the initial permit.
- **Day Use Dog Fees:** Similar to EBRPD, Solano County and Sonoma County Regional Parks each charge a per dog per day / night fee of \$2. East Bay MUD Water District varies in that they charge a \$6.50 per day fee and \$55 for an annual dog pass.

There are a handful of other jurisdictions, which do charge dog-related park use fees. The District's current fees seem to generally be in the price range charged by other jurisdictions.

Camping Fees

Most surveyed jurisdictions charge a camping reservation fee in addition to the site reservation, ranging from \$7 to \$13. The fee typically applies to reservations made online, over the phone, or in-person and generally covers a portion of staff time to process the reservation and collect fees. The District's current fee of \$8 falls within the range, and its full cost fee of \$24 is above the calculation.

In addition to the reservation fees, other camping related fees and fee structures were evaluated. The following points provide an overview in relation to those fees.

- **Backpacking:** Fees charged for Backpacking site reservations were less than other types of camping; ranging from a low of \$2 per night per person to a high of \$26 per night.
 - Mid-Peninsula Regional Open Space District (\$2) is the only other jurisdiction which charges their fee 'per person per night' most other jurisdictions charge their fee 'per night per site' with a max person capacity. For example, San Mateo County charges \$10 per night per site with a max occupancy of four people. Additionally, Napa County Regional Park Open Space District and Solano County charge \$6 and \$5 per night respectively but have a two night stay minimum.
- **Drive-In Tent Site:** Fees charged for 'Drive-In Tent Site' camping ranged from a low of \$34 per night to a high of \$50 per night.
 - A common practice was to offer one price for peak season camping reservations and a lower price for off season camping reservations.
 - Typically, there was a \$2 discount for seniors and a 50% discount for disabled persons. The City-County of San Francisco was the only jurisdiction to offer a low-income discount of 50% for residents.
 - All jurisdiction charging a camping reservation fee structure their fee to include parking for one to two vehicles.
- **Group Camping:** Most surveyed jurisdictions had group camping fees which most closely aligned with EBRPD 'Developed Site' camping.
 - Similar to EBRPD, Santa Clara County charges their group camping in a tiered fashion based on site capacity, ranging from a low of \$140 per night for 40 people to a high of \$400 per night for 240 people.
 - The remaining jurisdictions who charge this fee have limited group camping sites and charge a flat per night fee. Of them, California State Parks charges the most at \$300 per night for a 100-person group camp site; followed by Sonoma County Regional Parks who charges a \$225 per night fee for a 75-person group camp site.
- **Equestrian Camping:** Most California State Parks and East Bay MUD Water District, both max their equestrian group camping at two horses per site; they charge \$21 and \$66 per night per site, respectively.

- San Mateo County charges their fee based on site capacity; their large site at \$150 per night holds 40 people and 40 horses and their small site at \$75 per night holds 10 people and 10 horses. Additionally, San Mateo County charges a higher rate for Friday and Saturday camping, the large site increases to \$275 per night and the small site increases to \$125 per night.
- **Cabin Camping:** Overall, the City-County of San Francisco charges the highest for cabin camping at \$279 per night for a non-resident, six-person cabin; followed by East Bay MUD Water District at \$260 per night for a peak season, six-person cabin reservation.
 - Most jurisdictions charge their cabin fees based on the max capacity of people allowed within the cabin per night.
 - The City-County of San Francisco provides a senior and low-income discount of 50% for their residents, while East Bay MUD Water District and Sonoma County Regional Parks discount based on peak season or off-season reservations.
- **RV Site Camping:** Most surveyed jurisdictions charge a fee for RV campsite reservations. East Bay MUD Water District charges the highest fee at \$64 per night, while Napa County Regional Park Open Space District charges the least at \$43 per night.
 - San Mateo County charges \$45 per night to their residents and \$50 per night to non-residents. California State Parks and Solano County both discount reservations made by seniors or disabled persons.
 - All surveyed jurisdictions include the cost of utility and sewer hookup, but some do charge an additional fee for sewage dumping.

Overall, there is a lot of variety in how camping related fees are assessed in charged. Some of the District's fees are in alignment and others are on the lower end compared to those assessed by other jurisdictions. While the structure can be compared, it is hard to compare the exact dollar value of fees assessed, as different campgrounds have different demand from the public, which impacts the fee setting.

Parking Fees

The largest source of under-recovery for the District is in relation to its parking fees. The following points provide an overview of the parking-related fees compared:

- **Single Vehicle Parking:** Parking is free within both Mid-Peninsula Regional Open Space District and Marin County Parks Open Space District; all other surveyed jurisdictions charge a parking fee.
 - Napa County Regional Park Open Space District, East Bay MUD Water District, and California State Parks charge a \$10 per day fee; while San Mateo County, Santa Clara County, and Solano County charge a lower fee of \$6 per day.
 - Some jurisdictions do provide off season parking discounts, along with senior and disable person discounts or fee waivers. The off season parking discounts means that those same jurisdictions charge a premium for “peak season”. For example, California State Parks charges \$19.75 for “peak season” which is right in alignment with the District’s full cost calculated at \$20 for parking fees.
- **Bus Load Entry / Parking Fee:** Fees charged for bus entry and parking ranges from a low of \$15 within Solano County to a high of \$60 within California State Parks.
 - Generally, the fee increases as the capacity of the bus increases. For example, California State Parks charges \$30 entry for a 10–24-person bus and \$60 entry for a 25-plus passenger bus.

Overall, the parking fees are assessed on a per vehicle basis, and most jurisdictions charge a fee higher than the District’s current fee. The District should review its parking fees as it is one of the largest sources of revenue for the District. Increasing the fees even marginally will help generate revenue as well as potentially serve as crowd control during “peak season”.

Boating Fees

Other than EBRPD, only East Bay MUD Water District and Santa Clara County charge a boat inspection fee; at \$6 and \$2. The District’s current fee at \$7 is on the high end of the range.

In addition to Boat Inspection, the District also charges fees for boat launching. Daily boat launching permits range from \$4 to \$17 per entry per boat. East Bay MUD Water District is the only jurisdiction to charge their fee based on the location in which the boat is being launched. Several jurisdictions also have the option of purchasing an annual or seasonal pass rather than just a single day pass.

Reviewing the boating fee structure may help the District evaluate options for streamlining its fee schedule and charging appropriately.

Picnic Sites

Most surveyed jurisdictions charge for picnic site rentals based on a tiered structure by site capacity, similar to the District. On the lower end of site capacity (35 people or less) fees range from a low of \$40 to a high of \$150 and on the higher end of capacity (300 plus people) fees range from a low of \$196 to a high of \$775. East Bay MUD Water District is the only jurisdiction to charge two separate fees depending on if the reservation is on a weekday or a weekend.

Pool / Beach / Lagoon Access

Other than parking the largest source of under-recovery for the District was in relation to Pool / Beach / Lagoon Access. Similar to the District, the City-County of San Francisco and San Mateo County charge fees based on the age of person accessing the swim areas. 'Adult Swim' is charged between \$5 and \$7 per person and 'Children Swim' is charged \$1 to \$3 per person. Additionally, Sonoma County Regional Parks and East Bay MUD Water District both offer free access to swim areas.

Special Event Permits

Most of the surveyed jurisdictions charge a 'Special Event Permit' fee. Napa County Regional Park Open Space District (\$50) and California State Parks (\$25) specifically call out their non-refundable application or administration fee which covers staff time to process, coordinate, and approve the special event.

However, in addition to the permit fees jurisdictions also charge special event permits in a variety of ways. The following points provide some information on the ways in which fees are assessed:

- San Mateo County and Santa Clara County both charge a separate fee based on if the event is non-profit or for-profit.
- San Mateo County charges their fee based 'per person' rather than based on a range of event capacity.
- On top of the event capacity fees, Santa Clara County requires for-profit applicants to a share 10% of the event's gross income with the County.
- Most jurisdictions charge a deposit ranging from \$200 to \$1,545 per event to cover unforeseen staff cost or damages.

These structures provide the District with insight and opportunities to restructure their special events fee to allow for greater cost recovery. As per the Cost Recovery Pyramid these activities are generally highly individual and have a profit-making objective. As such, minimal subsidies should be provided for these activities.

Discounts, Waivers, and Memberships

One of the key components of analysis in Parks and Recreation fees for service is reviewing any fee discounts, waivers, and membership programs. Parks and Recreation programs are heavily subsidized due to the benefit to the community. The following points provide an overview of the types of discounts, waivers, and memberships offered by comparable jurisdictions.

- **Discounts:** Most jurisdictions offer discounts on various services based on when the service is being used or who is using the service. The most consistent services discounted are parking / vehicle entry fees and camping reservations.
 - **Senior Discount:** A senior discounts of roughly \$2 is offered for various services to those who are 55 to 62 plus in age. City-County of San Francisco only offers this discount to residents. Solano County offers the largest discount a \$10 off the service.
 - **Disabled Discount:** Generally, jurisdictions offer a 50% discount to disabled persons of regular rate. City-County of San Francisco only offers this discount to residents. Solano County offers a flat \$10 discount rather than a percentage.
 - **Resident vs. Non-Resident Discount:** City-County of San Francisco and Solano County offer a roughly \$20 discount to residents mainly in relation to camping reservations and pool rentals.
 - **Low Income or Economic Need Discount:** The City-County of San Francisco is the only jurisdiction who offers a low-income discount of 50% off services. This discount is only available to residents with proof of economic need.
 - **Non-Profit Discount:** This discount is most often seen in relation to special events and photography permits. San Mateo County and Santa Clara County both significantly discount services for non-profits.
- **Waivers:** Parking and swim access fees are the most commonly waived fee in surveyed jurisdictions.
 - Marin-County Parks Open Space District and Mid-Peninsula Regional Open Space District both offer free parking. San Mateo County waives their parking fees for seniors visiting Monday through Friday and on Non-Holidays, but always offers free parking for disabled persons.

- East Bay MUD Water District and Sonoma County Regional Parks both waive swim access fees.
- **Memberships:** Napa County Regional Parks Open Space District, Sonoma County Regional Parks, and California State Parks all offer various annual memberships which discount services within their spaces.
 - **Napa County Regional Parks Open Space District:** Being part of the ReLeaf Napa Fund allows members to support park and trail maintenance and development. Six types of memberships are offered starting at \$50 to \$5,000 per year. Each tier includes additional access to swag and or discounted amenities.
 - **Sonoma County Regional Parks:** Offers memberships which provide free parking at all of their parks for 12 months. Memberships range from \$0 for a low-income membership to \$69 for a general membership. The disabled membership (\$29) has the added benefit of a \$4 discount for campsite reservations. Additionally, their distinguished veteran's membership is valid for five-years, rather than a single year.
 - **California State Parks:** California State Parks offers eight annual passes which provide free parking at various park locations, ranging from \$40 to \$195. These passes are available for purchase to anybody. Additionally, four discount passes are available to persons who meet specific criteria (disabled, veteran, senior, etc.). These passes allow a variety of discounted and fee amenities across the state parks.

Many of the jurisdictions surveyed have discounts, fee waivers, and membership programs set up to offer services at a competitive rate to their users. While the District currently has some internal guidelines in place, developing a more comprehensive set of guiding principles as it relates to fee discounts or waivers may be an effective way to balance fee increases with impact to the community.

Summary

Most of the jurisdictions surveyed offer similar services to EBRPD with slight variations in how the fees are structured and at what rate is being charged. It is important to note that the results of this survey only show the current fees charged and not the cost recovery policy decisions for the jurisdiction. How jurisdictions have chosen to set their fees can be dependent on numerous factors including the amount of people using the service, desirability of a particular service, and the unique amenities offered. Overall, District staff should use the results of this survey to review existing fee structures and guidelines.

Appendix 2 – Detailed Results by Cost Component

As discussed in the methodology chapter, the project team developed the full cost of the results based upon four cost components – Staff Costs, Park Use Overhead, Material Costs, and Land Use Overhead. This will allow the District to evaluate when it’s reviewing its fees, which cost components it would like to recover for as part of its cost recovery guiding principles. The following table provides a detailed breakdown by fee and by cost component.

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Public Safety Fees & Fines						
Evidence Reproduction Administrative Fee						
Base	Each	\$53	\$0.00	\$0.00	\$0.00	\$53
Additional Processing Fee	Per Hour	\$160	\$0.00	\$0.00	\$0.00	\$160
Copy of Police Report	Per Page	\$0	\$0.00	\$0.25	\$0.00	\$0.25
Audio CD - material cost	Each	\$0.00	\$0.00	\$0.29	\$0.00	\$0.29
Video DVD - material cost	Each	\$0.00	\$0.00	\$3.24	\$0.00	\$3.24
Impounded / Stored Vehicle Release Fee	Per Vehicle	\$181	\$0.00	\$0.00	\$0.00	\$181
Annual Dog Permits						
Private or Non-Profit Dog Walker						
Individual Permit	Per Year	\$63	\$68.37	\$0.00	\$0.00	\$131
Household Permit	Per Year	\$63	\$68.37	\$0.00	\$0.00	\$131
Professional Dog Walker						
Permit	Per Year	\$63	\$410.21	\$0.00	\$0.00	\$473
Supplemental Permit	Per Year	\$29	\$410.21	\$0.00	\$0.00	\$440
Duplicate Permit	Each	\$29	\$0.00	\$0.00	\$0.00	\$29
Land Use, Encroachment & Development						
Gate Access Permit	Annual	\$0	\$47.99	\$0.00	\$0.00	\$48
Good Neighbor Access Permit	Each	\$0	\$47.99	\$0.00	\$0.00	\$48
Temporary Park Access Permit						
Minor	Deposit	\$1,168	\$0.00	\$0.00	\$0.00	\$1,168
Major	Deposit	\$1,711	\$0.00	\$0.00	\$0.00	\$1,711
Administrative Review	Per Hour	\$177	\$0.00	\$0.00	\$0.00	\$177
Professional Review	Per Hour	\$217	\$0.00	\$0.00	\$0.00	\$217
Coordination & Inspection Fee	Per Week	\$535	\$0.00	\$0.00	\$0.00	\$535
Temporary Park Use Fee	Per Day	\$0	\$1.31	\$0.00	\$302.83	\$304

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Helicopter Landing Zone	Per Day	\$984	\$26.30	\$0.00	\$302.83	\$1,314
Large-Scale Project Fees	Each	\$0	\$0.00	\$0.00	\$0.00	\$0
Permit Extensions or Amendments	Per Extension	\$177	\$0.00	\$0.00	\$0.00	\$177
Temporary Construction Easement	Per Easement	\$912	\$0.00	\$0.00	\$0.00	\$912
Permanent Easement	Per Easement	\$605	\$0.00	\$0.00	\$0.00	\$605
License for Property Rights	Per License	\$912	\$0.00	\$0.00	\$0.00	\$912
Telecommunications Lease						
New Site	Each	\$1,334	\$0.00	\$0.00	\$221.07	\$1,555
Renewal	Each	\$667	\$0.00	\$0.00	\$221.07	\$888
Park Use Fees						
Dog Fees						
Day Use	Per Dog	\$2	\$1.31	\$0.00	\$0.00	\$4
Overnight	Per Dog	\$6	\$1.31	\$0.00	\$0.00	\$7
Camping Fees (Parking Included)						
Reservation Fee	Each	\$24	\$0.00	\$0.00	\$0.00	\$24
Hike-In Site	Per Night	\$70	\$1.31	\$0.00	\$2.52	\$74
Drive-In Tent Site (no hookup)	Per Night	\$70	\$1.31	\$0.00	\$15.14	\$86
Cabin Camping	Per Night	\$70	\$1.31	\$0.00	\$7.57	\$79
Backpacking	Per Night / Person	\$96	\$1.31	\$0.00	\$0.76	\$98
Primitive Site						
50 person capacity	Per Night	\$82	\$2.63	\$0.00	\$37.85	\$123
75 person capacity	Per Night	\$106	\$2.96	\$0.00	\$37.85	\$146
100 person capacity	Per Night	\$129	\$3.29	\$0.00	\$75.71	\$208
150 person capacity	Per Night	\$175	\$3.62	\$0.00	\$75.71	\$255
300 person capacity	Per Night	\$210	\$3.94	\$0.00	\$151.42	\$366
Developed Site						
50 person capacity	Per Night	\$129	\$3.94	\$0.00	\$37.85	\$171
75 person capacity	Per Night	\$175	\$4.27	\$0.00	\$37.85	\$217
100 person capacity	Per Night	\$222	\$4.60	\$0.00	\$75.71	\$302
150 person capacity	Per Night	\$315	\$4.93	\$0.00	\$75.71	\$395
300 person capacity	Per Night	\$384	\$5.26	\$0.00	\$151.42	\$541
Equestrian						
Equestrian Group Camping	Per Horse Per Night	\$128	\$6.57	\$0.00	\$302.83	\$438
Del Valle Equestrian Camping	Per Day, Per Site	\$24	\$6.57	\$0.00	\$302.83	\$333
Ohlone Wilderness Horse Camping	Per Night / Person	\$24	\$6.57	\$0.00	\$302.83	\$333
RV Camping						
RV Site (sewer, water, electric up to 30 amps)	Per RV, Per Night	\$46	\$2.63	\$0.00	\$7.57	\$57

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Sewage Disposal Station Use	Per Use	\$46	\$0.00	\$0.00	\$0.00	\$46
Parking Fees (Day Use Only)						
Single Vehicle	Per Vehicle, Per Day	\$19	\$0.33	\$0.00	\$0.00	\$20
Trailer	Per Trailer, Per Day	\$10	\$0.33	\$0.00	\$0.00	\$10
Bus Load Entry / Parking Fee	Per Bus, Per Day	\$39	\$0.33	\$0.00	\$0.00	\$39
Overflow Parking	Per Vehicle, Per Day	\$19	\$0.33	\$0.00	\$0.00	\$20
Boat Fees						
Boat Inspection	Each	\$23	\$0.00	\$0.00	\$0.00	\$23
Boat Launching	Each	\$6	\$0.66	\$0.00	\$0.00	\$6
Commercial Photography Permit						
Production Photography						
Per Hour	Each	\$177	\$0.03	\$0.00	\$6.31	\$183
Per Half Day	Each	\$414	\$0.07	\$0.00	\$56.78	\$471
Per Day	Each	\$1,006	\$0.66	\$0.00	\$151.42	\$1,158
Individual Photography	Per Year	\$218	\$0.07	\$0.00	\$15.14	\$233
Set Construction	Minimum	\$42	\$0.66	\$0.00	\$0.00	\$43
Vehicles	Per Day	\$14	\$0.66	\$0.00	\$0.00	\$14
Animals	Per Day	\$14	\$1.31	\$0.00	\$0.00	\$15
Misc. Permits & Fees						
After Hours Bicycle Permit	Per Year	\$0	\$11.83	\$0.00	\$0.00	\$12
Fishing Permit	Per Day	\$0	\$0.00	\$7.05	\$0.00	\$7
Commemorative Bench and Plaque	Each	\$2,090	\$0.00	\$2,750	\$0	\$4,840
Pool / Beach / Lagoon Access Fee						
Ages 16 -61	Per Person, Per Day	\$21	\$0.66	\$0.00	\$6.31	\$28
Senior (62+) & Disabled	Per Person, Per Day	\$21	\$0.66	\$0.00	\$6.31	\$28
Ages 1 - 15	Per Day	\$21	\$0.66	\$0.00	\$6.31	\$28
Under 1 year	Per Day	\$21	\$0.66	\$0.00	\$6.31	\$28
Ohlone Wilderness Regional Trail Permit						
Purchased at park or Reservations Dept.	Per Year / Person	\$18	\$0.00	\$0.00	\$0.00	\$18
Purchased by mail, phone or online						
5 or Fewer Permits	Per Year / Person	\$18	\$2.63	\$0.00	\$0.00	\$21
6 or More Permits	Per Year / Person	\$18	\$5.26	\$0.00	\$0.00	\$23
Reservation Fees						
Day Camps						
Processing	Each	\$219	\$0.00	\$0.00	\$0.00	\$219
Day Camp Operator Permit	Per Summer	\$3,450	\$0.00	\$0.00	\$0.00	\$3,450

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Day Camp - Picnic Site or Day-Use Camping						
<u>35 Person</u>						
Non-Profit	Per Day	\$51	\$1.31	\$0.00	\$50.47	\$102
For-Profit	Per Day	\$51	\$1.31	\$0.00	\$50.47	\$102
Public Agency	Per Day	\$51	\$1.31	\$0.00	\$50.47	\$102
<u>50 Person</u>						
Non-Profit	Per Day	\$51	\$1.97	\$0.00	\$50.47	\$104
For-Profit	Per Day	\$51	\$1.97	\$0.00	\$50.47	\$104
Public Agency	Per Day	\$51	\$1.97	\$0.00	\$50.47	\$104
<u>75 Person</u>						
Non-Profit	Per Day	\$52	\$2.63	\$0.00	\$75.71	\$130
For-Profit	Per Day	\$52	\$2.63	\$0.00	\$75.71	\$130
Public Agency	Per Day	\$52	\$2.63	\$0.00	\$75.71	\$130
<u>100 Person</u>						
Non-Profit	Per Day	\$79	\$3.29	\$0.00	\$100.94	\$184
For-Profit	Per Day	\$79	\$3.29	\$0.00	\$100.94	\$184
Public Agency	Per Day	\$79	\$3.29	\$0.00	\$100.94	\$184
<u>150 Person</u>						
Non-Profit	Per Day	\$81	\$3.94	\$0.00	\$100.94	\$186
For-Profit	Per Day	\$81	\$3.94	\$0.00	\$100.94	\$186
Public Agency	Per Day	\$81	\$3.94	\$0.00	\$100.94	\$186
<u>200 Person</u>						
Non-Profit	Per Day	\$93	\$5.26	\$0.00	\$151.42	\$250
For-Profit	Per Day	\$93	\$5.26	\$0.00	\$151.42	\$250
Public Agency	Per Day	\$93	\$5.26	\$0.00	\$151.42	\$250
<u>300 Person</u>						
Non-Profit	Per Day	\$107	\$6.57	\$0.00	\$201.89	\$316
For-Profit	Per Day	\$107	\$6.57	\$0.00	\$201.89	\$316
Public Agency	Per Day	\$107	\$6.57	\$0.00	\$201.89	\$316
<u>350 Person</u>						
Non-Profit	Per Day	\$109	\$7.89	\$0.00	\$201.89	\$318
For-Profit	Per Day	\$109	\$7.89	\$0.00	\$201.89	\$318
Public Agency	Per Day	\$109	\$7.89	\$0.00	\$201.89	\$318
<u>500 Person</u>						
Non-Profit	Per Day	\$135	\$13.15	\$0.00	\$302.83	\$451
For-Profit	Per Day	\$135	\$13.15	\$0.00	\$302.83	\$451
Public Agency	Per Day	\$135	\$13.15	\$0.00	\$302.83	\$451

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Picnic Reservations						
Reservation Fee	Each	\$24	\$0.00	\$0.00	\$0.00	\$24
Picnic Site Capacity						
35 Person						
Alameda / Contra Costa County Residents	Per Day	\$11	\$0.66	\$0.00	\$18.93	\$30
Non-Resident	Per Day	\$11	\$0.66	\$0.00	\$18.93	\$30
50 Person						
Alameda / Contra Costa County Residents	Per Day	\$13	\$0.99	\$0.00	\$18.93	\$33
Non-Resident	Per Day	\$13	\$0.99	\$0.00	\$18.93	\$33
75 Person						
Alameda / Contra Costa County Residents	Per Day	\$18	\$1.31	\$0.00	\$18.93	\$38
Non-Resident	Per Day	\$18	\$1.31	\$0.00	\$18.93	\$38
100 Person						
Alameda / Contra Costa County Residents	Per Day	\$18	\$1.64	\$0.00	\$37.85	\$57
Non-Resident	Per Day	\$18	\$1.64	\$0.00	\$37.85	\$57
150 Person						
Alameda / Contra Costa County Residents	Per Day	\$29	\$2.30	\$0.00	\$37.85	\$69
Non-Resident	Per Day	\$29	\$2.30	\$0.00	\$37.85	\$69
200 Person						
Alameda / Contra Costa County Residents	Per Day	\$29	\$2.96	\$0.00	\$56.78	\$89
Non-Resident	Per Day	\$29	\$2.96	\$0.00	\$56.78	\$89
300 Person						
Alameda / Contra Costa County Residents	Per Day	\$41	\$3.94	\$0.00	\$75.71	\$120
Non-Resident	Per Day	\$41	\$3.94	\$0.00	\$75.71	\$120
350 Person						
Alameda / Contra Costa County Residents	Per Day	\$41	\$4.60	\$0.00	\$75.71	\$121
Non-Resident	Per Day	\$41	\$4.60	\$0.00	\$75.71	\$121
500 Person						
Alameda / Contra Costa County Residents	Per Day	\$76	\$6.57	\$0.00	\$75.71	\$158
Non-Resident	Per Day	\$76	\$6.57	\$0.00	\$75.71	\$158
Sheltered Pavilion						
Sheltered Pavilion						
Alameda / Contra Costa County Residents	Per Day	\$86	\$0.66	\$0.00	\$75.71	\$162
Non-Resident	Per Day	\$86	\$0.66	\$0.00	\$75.71	\$162
Beach Access						
35 Person	Per Day	\$36	\$0.66	\$0.00	\$75.71	\$112
50 Person	Per Day	\$36	\$0.99	\$0.00	\$113.56	\$150

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Misc. Permits & Fees						
Beer & Wine Permit	Each	\$36	\$0.00	\$0.00	\$0.00	\$36
Special Event Permit Fee						
Administrative Fee	Each	\$72	\$0.00	\$0.00	\$0.00	\$72
Electrical Service Use Fee	Per Event	\$36	\$0.00	\$0.00	\$0.00	\$36
New Event						
Less than 50 Persons	Each	\$1,192	\$1.31	\$0.00	\$37.85	\$1,231
51 - 100 Persons	Each	\$1,325	\$2.63	\$0.00	\$37.85	\$1,365
101 - 500 Persons	Each	\$1,591	\$3.94	\$0.00	\$75.71	\$1,671
501 - 1,000 Persons	Each	\$2,229	\$5.26	\$0.00	\$113.56	\$2,348
1,001 + Persons	Each	\$3,873	\$7.89	\$0.00	\$151.42	\$4,032
Recurring / Repeat Events (with no changes)						
Less than 50 Persons	Each	\$770	\$1.31	\$0.00	\$37.85	\$809
51 - 100 Persons	Each	\$903	\$2.63	\$0.00	\$37.85	\$944
101 - 500 Persons	Each	\$977	\$3.94	\$0.00	\$75.71	\$1,057
501 - 1,000 Persons	Each	\$1,296	\$5.26	\$0.00	\$113.56	\$1,415
1,001 + Persons	Each	\$2,609	\$7.89	\$0.00	\$151.42	\$2,768
Complex Events (Large, Multi-Day, Exclusive Use, Multiple Parks, etc.)						
Less than 50 Persons	Each	\$8,343	\$2.63	\$0.00	\$75.71	\$8,421
51 - 100 Persons	Each	\$11,005	\$5.26	\$0.00	\$151.42	\$11,161
101 - 500 Persons	Each	\$13,842	\$7.89	\$0.00	\$227.12	\$14,077
501 - 1,000 Persons	Each	\$17,750	\$10.52	\$0.00	\$302.83	\$18,063
1,001 + Persons	Each	\$28,295	\$13.15	\$0.00	\$757.08	\$29,066
Weekday School Cross-Country Meet						
300 Persons or Less	Per Day	\$844	\$2.63	\$0.00	\$151.42	\$998
301 - 600 Persons	Per Day	\$1,023	\$5.26	\$0.00	\$302.83	\$1,331
601 Persons or more	Per Day	\$1,075	\$7.89	\$0.00	\$454.25	\$1,537
Outdoor Permits						
Outdoor Fitness Permit	Per Year	\$1,284	\$1.31	\$0.00	\$151.42	\$1,437
Outdoor Program Operator Permit	Per Year, Per Park	\$3,244	\$1.31	\$0.00	\$0.00	\$3,246
Outdoor Program - Picnic Site or Day-Use Camping						
35 Person						
Non-Profit	Per Day	\$51	\$0.66	\$0.00	\$25.24	\$76
For-Profit	Per Day	\$51	\$0.66	\$0.00	\$25.24	\$76
Public Agency	Per Day	\$51	\$0.66	\$0.00	\$25.24	\$76

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
50 Person						
Non-Profit	Per Day	\$51	\$0.99	\$0.00	\$25.24	\$77
For-Profit	Per Day	\$51	\$0.99	\$0.00	\$25.24	\$77
Public Agency	Per Day	\$51	\$0.99	\$0.00	\$25.24	\$77
75 Person						
Non-Profit	Per Day	\$51	\$1.31	\$0.00	\$25.24	\$77
For-Profit	Per Day	\$51	\$1.31	\$0.00	\$25.24	\$77
Public Agency	Per Day	\$51	\$1.31	\$0.00	\$25.24	\$77
100 Person						
Non-Profit	Per Day	\$79	\$1.64	\$0.00	\$37.85	\$119
For-Profit	Per Day	\$79	\$1.64	\$0.00	\$37.85	\$119
Public Agency	Per Day	\$79	\$1.64	\$0.00	\$37.85	\$119
150 Person						
Non-Profit	Per Day	\$79	\$2.30	\$0.00	\$37.85	\$120
For-Profit	Per Day	\$79	\$2.30	\$0.00	\$37.85	\$120
Public Agency	Per Day	\$79	\$2.30	\$0.00	\$37.85	\$120
200 Person						
Non-Profit	Per Day	\$91	\$2.96	\$0.00	\$50.47	\$144
For-Profit	Per Day	\$91	\$2.96	\$0.00	\$50.47	\$144
Public Agency	Per Day	\$91	\$2.96	\$0.00	\$50.47	\$144
300 Person						
Non-Profit	Per Day	\$104	\$3.94	\$0.00	\$75.71	\$184
For-Profit	Per Day	\$104	\$3.94	\$0.00	\$75.71	\$184
Public Agency	Per Day	\$104	\$3.94	\$0.00	\$75.71	\$184
350 Person						
Non-Profit	Per Day	\$105	\$4.60	\$0.00	\$75.71	\$185
For-Profit	Per Day	\$105	\$4.60	\$0.00	\$75.71	\$185
Public Agency	Per Day	\$105	\$4.60	\$0.00	\$75.71	\$185
500 Person						
Non-Profit	Per Day	\$133	\$6.57	\$0.00	\$100.94	\$241
For-Profit	Per Day	\$133	\$6.57	\$0.00	\$100.94	\$241
Public Agency	Per Day	\$133	\$6.57	\$0.00	\$100.94	\$241
Sanitation Trailer Rentals						
Sanitation Trailer						
Weekday	Per Day	\$36	\$0.00	\$0.00	\$0.00	\$36
Weekend	Per Day	\$36	\$0.00	\$0.00	\$0.00	\$36

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Deluxe Sanitation Trailer						
Weekday	Per Day	\$36	\$0.00	\$0.00	\$0.00	\$36
Weekend	Per Day	\$36	\$0.00	\$0.00	\$0.00	\$36
Extra Pump Out	Per Sanitation Truck	\$36	\$0.00	\$0.00	\$0.00	\$36
Interactive Play Equipment Permit						
Bounce House Permits						
First Permit	Each	\$173	\$0.66	\$0.00	\$0.00	\$174
Each Additional Permit	Each Addl	\$173	\$0.66	\$0.00	\$0.00	\$174
Electricity Charge	Each	\$29	\$0.00	\$0.00	\$0.00	\$29
Misc. Fee & Permits						
Drone Permits	Each	\$1,826	\$0.00	\$0.00	\$0.00	\$1,826
Apiary Permit	Per Year / Park	\$1,411	\$0.00	\$0.00	\$0.00	\$1,411
Scattered Cremated Remains Permit	Each	\$384	\$0.00	\$0.00	\$0.00	\$384
Metal Detector Permit	Per Two Years	\$18	\$0.00	\$0.00	\$0.00	\$18
Vehicle Access Permits						
Daily Permit	Per Day	\$24	\$0.00	\$0.00	\$0.00	\$24
Annual Permit	Per Year	\$24	\$0.00	\$0.00	\$0.00	\$24
Facility Rentals						
Brazilian Room (Tilden) - Time includes set up and clean up						
Monday, Wednesday, Thursday:						
5pm-12am	per 7 hrs	\$1,308	\$0.00	\$302.90	\$0.00	\$1,611
8am-12am	per 10 hrs	\$1,869	\$0.00	\$432.71	\$0.00	\$2,301
8am-4pm	per day	\$2,242	\$0.00	\$519.25	\$0.00	\$2,761
8am-4pm	per 2 days	\$2,242	\$0.00	\$1,038.51	\$0.00	\$3,281
8am-4pm	per 3 days	\$2,242	\$0.00	\$1,557.76	\$0.00	\$3,800
Extra hours (max 2 hrs only)	per hour	\$0	\$0.00	\$43.27	\$0.00	\$43
Friday:						
5pm-12am	per 7 hrs	\$1,308	\$0.00	\$302.90	\$0.00	\$1,611
8am-4pm	per 8 hrs	\$1,495	\$0.00	\$346.17	\$0.00	\$1,841
8am-12pm	per 10 hrs	\$1,869	\$0.00	\$432.71	\$0.00	\$2,301
Saturday:						
9am-4pm	per 7 hrs	\$1,308	\$0.00	\$302.90	\$0.00	\$1,611
5pm-12am	per 7 hrs	\$1,308	\$0.00	\$302.90	\$0.00	\$1,611
9am-12am	per 10 hrs	\$1,869	\$0.00	\$432.71	\$0.00	\$2,301
Sunday:						
9am-4pm or 5pm-12am	per 7 hrs	\$1,308	\$0.00	\$302.90	\$0.00	\$1,611
9am-12am	per 10 hrs	\$1,869	\$0.00	\$432.71	\$0.00	\$2,301

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Out of District Surcharge	%	\$0	\$0.00	\$0.00	\$0.00	\$0
Cleaning & Damage Deposit	Deposit	\$0	\$0.00	\$0.00	\$0.00	\$0
Non-Catered Option Surcharge:						
If reservation ends by 7pm	Each	\$551	\$0.00	\$0.00	\$0.00	\$551
If reservation ends after 7pm	Each	\$710	\$0.00	\$0.00	\$0.00	\$710
Overtime Hours - Late Load Out	Each	\$0	\$0.00	\$543.33	\$0.00	\$543
Fern Cottage (Kennedy Grove)						
<u>Monday - Friday:</u>						
8am-12am (5 hr rental)	per 5 hrs	\$926	\$0.00	\$114.27	\$0.00	\$1,041
Extra hours (5 hr rental only)	per hour	\$0	\$0.00	\$22.85	\$0.00	\$23
8am-5pm - 1st day	per day	\$1,264	\$0.00	\$274.25	\$0.00	\$1,539
8am-5pm - each addl. Day	per day	\$0	\$0.00	\$274.25	\$0.00	\$274
<u>Saturday / Sunday:</u>						
9am-12am	per 5 hrs	\$926	\$0.00	\$114.27	\$0.00	\$1,041
Extra hours (5 hr rental only)	per hour	\$0	\$0.00	\$22.85	\$0.00	\$23
Out of District Surcharge	%	\$0	\$0.00	\$0.00	\$0.00	\$0
Cleaning & Damage Deposit	Deposit	\$0	\$0.00	\$0.00	\$0.00	\$0
Non-Catered Option Surcharge	Each	\$551	\$0.00	\$0.00	\$0.00	\$551
Overtime Hours - Late Load Out	Each	\$0	\$0.00	\$543.33	\$0.00	\$543
Shoreline Center (Martin Luther King Jr.)						
<u>Monday - Friday:</u>						
8am-12am (5 hr rental)	per 5 hrs	\$926	\$0.00	\$93.96	\$0.00	\$1,020
Extra hours (5 hr rental only)	per hour	\$0	\$0.00	\$18.79	\$0.00	\$19
8am-5pm - 1st day	per day	\$1,264	\$0.00	\$225.50	\$0.00	\$1,490
8am-5pm - each addl. Day	per day	\$0	\$0.00	\$225.50	\$0.00	\$225
<u>Saturday / Sunday:</u>						
9am-12am	per 5 hrs	\$926	\$0.00	\$93.96	\$0.00	\$1,020
Extra hours (5 hr rental only)	per hour	\$0	\$0.00	\$18.79	\$0.00	\$19
Out of District Surcharge	%	\$0	\$0.00	\$0.00	\$0.00	\$0
Cleaning & Damage Deposit	Deposit	\$0	\$0.00	\$0.00	\$0.00	\$0
Non-Catered Option Surcharge	Each	\$551	\$0.00	\$0.00	\$0.00	\$551
Overtime Hours - Late Load Out	Each	\$0	\$0.00	\$543.33	\$0.00	\$543
Temescal Beach House (Temescal)						
<u>Monday - Thursday:</u>						
8am-12am (8 hr rental)	per 8 hrs	\$1,308	\$0.00	\$404.98	\$0.00	\$1,713
Extra hours (8 hr rental only)	per hour	\$0	\$0.00	\$50.62	\$0.00	\$51
8am-5pm - 1st day	per day	\$1,553	\$0.00	\$607.47	\$0.00	\$2,161

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
8am-5pm - each addl. Day	per day	\$0	\$0.00	\$607.47	\$0.00	\$607
Friday:						
8am-12am	per 8 hrs	\$0	\$0.00	\$404.98	\$0.00	\$405
Extra hours (max 2 hrs only)	per hour	\$0	\$0.00	\$50.62	\$0.00	\$51
Saturday:						
9am-12am	per 8 hrs	\$0	\$0.00	\$404.98	\$0.00	\$405
Extra hours (max 2 hrs only)	per hour	\$0	\$0.00	\$50.62	\$0.00	\$51
Sunday:						
9am-12am	per 8 hrs	\$0	\$0.00	\$404.98	\$0.00	\$405
Extra hours (max 2 hrs only)	per hour	\$0	\$0.00	\$50.62	\$0.00	\$51
Out of District Surcharge	%	\$0	\$0.00	\$0.00	\$0.00	\$0
Cleaning & Damage Deposit	Deposit	\$0	\$0.00	\$0.00	\$0.00	\$0
Non-Catered Option Surcharge	Each	\$551	\$0.00	\$0.00	\$0.00	\$551
Overtime Hours - Late Load Out	Each	\$0	\$0.00	\$543.33	\$0.00	\$543
Richard Trudeau Training Center						
Main Conference Room						
Non-Profit or In-District:						
Monday - Friday:						
Daytime: 7am-6pm (2 hr min.)	per hour	\$75	\$0.00	\$31.74	\$0.00	\$107
Consecutive Days (8 hr block each day)	per day	\$448	\$0.00	\$31.74	\$0.00	\$480
Evening: 6pm-10pm (2 hr min.)	per hour	\$75	\$0.00	\$31.74	\$0.00	\$107
Weekends & Holidays (2 hr min)	per hour	\$75	\$0.00	\$31.74	\$0.00	\$107
For-Profit or Out-of-District:						
Monday - Friday:						
Daytime: 7am-6pm (2 hr min.)	per hour	\$75	\$0.00	\$31.74	\$0.00	\$107
Consecutive Days (8 hr block each day)	per day	\$448	\$0.00	\$31.74	\$0.00	\$480
Evening: 6pm-10pm (2 hr min.)	per hour	\$75	\$0.00	\$31.74	\$0.00	\$107
Weekends & Holidays (2 hr min)	per hour	\$75	\$0.00	\$31.74	\$0.00	\$107
Conference Room #1 or #2						
Non-Profit or In-District:						
Monday - Friday:						
Daytime: 7am-6pm (2 hr min.)	per hour	\$65	\$0.00	\$6.35	\$0.00	\$71
Consecutive Days (8 hr block each day)	per day	\$369	\$0.00	\$6.35	\$0.00	\$375
Evening: 6pm-10pm (2 hr min.)	per hour	\$65	\$0.00	\$6.35	\$0.00	\$71
Weekends & Holidays (2 hr min)	per hour	\$65	\$0.00	\$6.35	\$0.00	\$71
For-Profit or Out-of-District:						
Monday - Friday:						

Fee Name	Unit	Staff Costs	Park Use OH Cost	Material Cost	Land Use Cost	Total Costs
Daytime: 7am-6pm (2 hr min.)	per hour	\$65	\$0.00	\$6.35	\$0.00	\$71
Consecutive Days (8 hr block each day)	per day	\$369	\$0.00	\$6.35	\$0.00	\$375
Evening: 6pm-10pm (2 hr min.)	per hour	\$65	\$0.00	\$6.35	\$0.00	\$71
Weekends & Holidays (2 hr min)	per hour	\$65	\$0.00	\$6.35	\$0.00	\$71
Entire Building (Main Conference Room + Conf Room 1 & 2)						
Non-Profit or In-District:						
Monday - Friday:						
Daytime: 7am-6pm (2 hr min.)	per hour	\$110	\$0.00	\$64.91	\$0.00	\$175
Consecutive Days (8 hr block each day)	per day	\$882	\$0.00	\$64.91	\$0.00	\$946
Evening: 6pm-10pm (2 hr min.)	per hour	\$110	\$0.00	\$64.91	\$0.00	\$175
Weekends & Holidays (2 hr min)	per hour	\$110	\$0.00	\$64.91	\$0.00	\$175
For-Profit or Out-of-District:						
Monday - Friday:						
Daytime: 7am-6pm (2 hr min.)	per hour	\$110	\$0.00	\$64.91	\$0.00	\$175
Consecutive Days (8 hr block each day)	per day	\$882	\$0.00	\$64.91	\$0.00	\$946
Evening: 6pm-10pm (2 hr min.)	per hour	\$110	\$0.00	\$64.91	\$0.00	\$175
Weekends & Holidays (2 hr min)	per hour	\$110	\$0.00	\$64.91	\$0.00	\$175