MONROE CITY COUNCIL

Agenda Bill No. 20-125

SUBJECT:	**FCS Group Introduction to Planning Fee Cost of Service Study**

DATE:	**DEPT:**	**CONTACT:**	**PRESENTER:**	**ITEM:**
08/18/2020	Community Development	Ben Swanson	Ben Swanson/ FCS Group	Discussion Item #1

Discussion: 09/17/19 (FHR Committee), 12/17/19 (FHR Committee), 01/21/2020 (FHR Committee), 02/04/20 (City Council) 2/18/20 (FHR Committee)

Attachments:
1. Development Fee Cost of Service Study (final)
2. PowerPoint Presentation

REQUESTED ACTION: Accept the FCS Development Fee Cost of Service Study to include the policy recommendations regarding adjustments to our development related fees and direct staff to bring back to City Council for approval an amended City's Master Fee Schedule to reflect the appropriate fee changes recommended in the study.

POLICY CONSIDERATIONS

The City of Monroe currently recovers 13 percent of the planning and 21 percent of public works development review cost. The remainder of the review cost is subsidized by the citizens of Monroe.

RCW 82.02.020 allows cities to collect fees "…from an applicant for a permit or other governmental approval to cover the cost…of processing applications, inspecting and reviewing plans, or preparing detailed statements…" The policy decision which will eventually come before the Council is at what level the Council wants to recover the costs associated with these services.

The policy question before Council is whether to accept changing the fee structure for development related fees per the recommendations found in the FCS Development Fee Cost of Service study.

BACKGROUND

In 2019, the City of Monroe (City) Development Review Group (the DRG) initiated a cost of service study for its plan review and permit services related to land use planning and design and construction activities. The DRG engaged FCS GROUP to perform the cost of service and fee study. The study identifies the labor and non-labor resources, establishes the full cost of service for development fee related services provided by the DRG, determines the cost recovery rate for permit services, and establishes a framework for cost recovery recommendations related to the City's development permitting functions.

The DRG consists of employees from two City departments: the Community Development Department and the Public Works Department. The DRG is a formal working group comprised of City planners, building inspectors, utility inspectors, permit technicians and other City personnel and provides permitting services for building, land use, and private development. In addition to these services, the DRG also provides long-term planning, code enforcement, and management of the City's capital improvement projects. The DRG includes 8.8 regular FTEs

from the Community Development Department as well as 12 Public Works employees that support some development fee related services.

The methodology identifies both the labor and non-labor resources that are required to perform the services and activities and analyzes the cost of service for each of the fee and non-fee services performed by the City's staff. The analysis provides the City's elected officials, management, and City staff the cost basis for its services and fees. FCS used the following methodology in developing the fee study:

Step 1: Identify Fees to Include in Study (Attachment 1, page 3)
Step 2: Identify Staff Time Requirements for Services (Attachment 1, page 6)
Step 3: Build Cost Layers (Attachment 1, Page 7)
Step 4: Determine the Full Cost of Service (Attachment 1, Page 8)
Step 5: Set Cost Recovery Objectives (Attachment 1, Page 8)
Step 6: Set Fees (Attachment 1, page 9)

DRG staff and FCS GROUP facilitated a series of workshops with the Finance and Human Resources Committee to review the preliminary results of the study and to develop the City's cost recovery strategies and goals for land use planning and design and construction fees. As part of this process, the Committee developed a cost recovery policy for fees as well as recommended fees for the City's land use planning and design and construction services. The purpose of this section is to summarize the key financial policy recommendations from the Committee.

The Committee developed a set of guiding principles to establish goals for setting the City's land use planning and design and construction fees. After reviewing the initial results of the study, the Committee gave feedback on important policy objectives related to development fees. This feedback was the basis for three guiding principles:

- The City is not seeking to recover the full cost of providing development fee services;
- The City's fees should be priced competitively as compared to neighboring jurisdictions; and
- Cost recovery levels for development fees should be higher for those services that primarily benefit the applicant.

FINDINGS

In order to meet the Committee's second guiding principle, a fee survey was conducted for over 90 similar services in comparable jurisdictions including Arlington, Bothell, Duvall, Kenmore, Lake Stevens, Mill Creek, Snohomish, Snohomish County, Sultan, and Woodinville. Some of the City's fee services do not have "like-for-like" comparisons in other jurisdictions. For example, some cities assess fees for grading permits based the engineer's estimated cost of construction. The City assesses grading permit fees based on cubic yards. Due to these differences, the results of the fee survey for some fees were not used for comparison.

The results of the survey were compared to the City's existing fee schedule to provide a benchmark for potential adjustments to fees. Generally, the City's existing fees are relatively lower than most of the jurisdictions included in the survey. The Committee leveraged the survey results to establish a potential range of fee levels for common development services provided by the City. The Committee also evaluated the potential cost impact of adjusting fees on a new single-family home. Using recent residential development projects as examples, land use and

construction fees were calculated for a single-family home based on existing fee levels, 40 percent cost recovery, 50 percent cost recovery, 70 percent cost recovery, and full cost of service. The results of this analysis were presented as an increase permit fee costs as well as the percent of the sales price.

Exhibit 16 in Attachment 1 of this Agenda Bill illustrates the results of this analysis. The bar charts represent the average cost per lot based on existing fees and various levels of cost recovery. The percentages above each bar chart represent the cost increase per lot as a percentage of the home sales price. The existing permit fees for a single-family home are estimated at $1,530. A 40 percent cost recovery target would increase the permit fees by $231 to $1,761 per lot. The increased permit fees ($231) represent approximately 0.04 percent of the average home sales price of $550,000. If the City were to target 100 percent cost recovery, the total permits fees would increase to $4,247. The increase in permit fees would represent 0.49 percent of the average home sales price.

In discussions with DRG management and the Committee, it was determined that a tiered approach to setting fees would be appropriate for meeting the guiding principles:

- Tier 1 (10 to 20 percent cost recovery target): for permits that have a public benefit or where the City wants to ensure that fee does not discourage applicants from the permitting process,
- Tier 2 (40 to 70 percent cost recovery target): for permits where individuals or businesses are the primary financial beneficiary of the service.

FISCAL IMPACTS

All numbers are estimates only and are subject to change based on salary scales, permitting activity levels, etc. Based on 2018 costs and revenue, the General Fund was estimated to be subsidizing development activity by approximately $422,000. If the proposed fee structure indicated in the FCS report had been in place, it is estimated the General Fund subsidy would have been approximately $283,000, a decrease of $139,000.

The salary of City staff who review permit submittals are payed from the General Fund; therefore, the fiscal impacts of fee recovery are directly tied to the General Fund. Amending the fee structure would decrease the General Fund subsidy. Conversely, full cost recovery of land use fees may deter developers from building within the City.

TIME CONSTRAINTS

None.

ALTERNATIVES

None at this time.

City of Monroe

DEVELOPMENT FEE COST OF SERVICE STUDY

FINAL REPORT
July 2020

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July 23, 2020

Ben Swanson, Community Development Director
City of Monroe
806 W Main St.
Monroe, WA 98272

Subject: Development Fee Cost of Service Study

Dear Ben:

Attached is our final report on the results of the Development Fee Cost of Service Study. We want to thank you and staff from the City for their assistance and participation in helping us gather information and in discussing the various issues. If you have any questions, please feel free to contact us at (425) 615-6056.

Yours very truly,

Angie Sanchez	Matthew Hobson	Matthew Morrison
Principal	Project Manager	Analyst

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Appendix A – 2018 Time Estimating Form

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Section I. INTRODUCTION

In 2019, the Development Review Group (the DRG) of the City of Monroe (City) initiated a cost of service study for its plan review and permit services related to land use planning and design and construction activities. The DRG engaged FCS GROUP to perform the cost of service and fee study. The study identifies the labor and non-labor resources, establishes the full cost of service for development fee related services provided by the DRG, determines the cost recovery rate for permit services, and establishes a framework for cost recovery recommendations related to the City's development permitting functions.

The approach used to conduct the study involved the following:

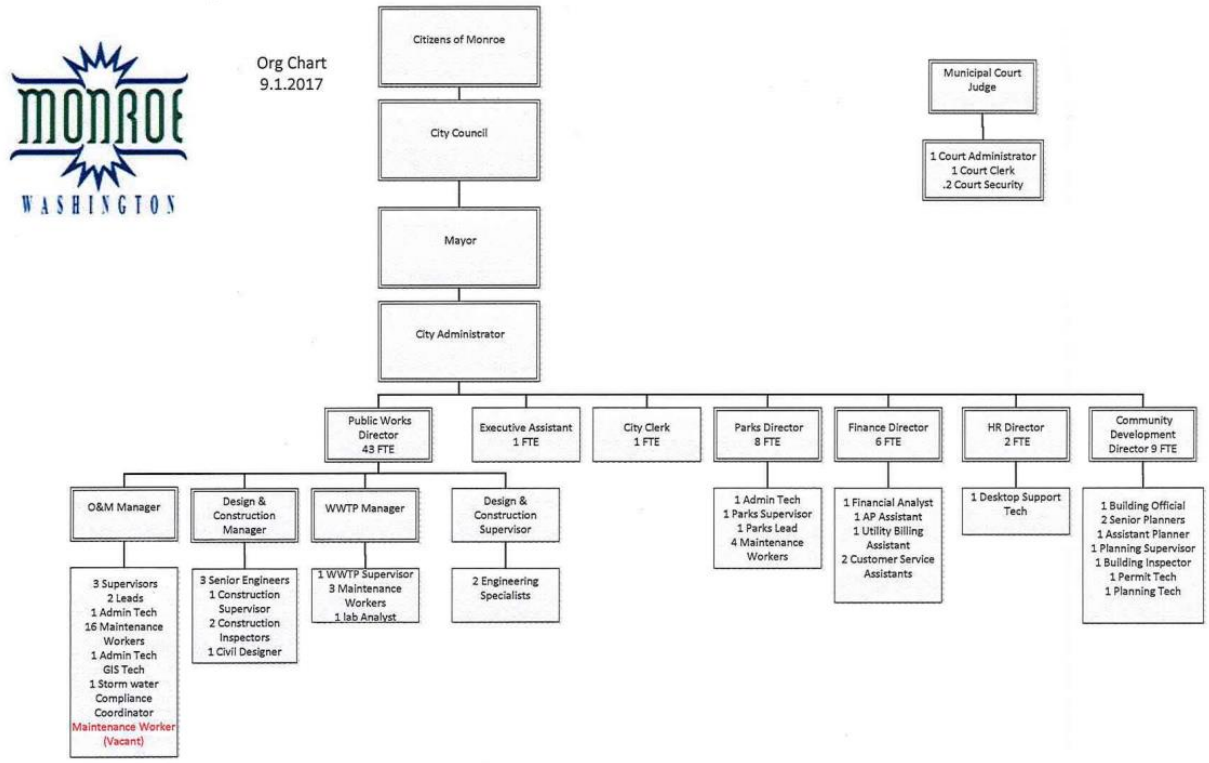
- Working with DRG management and staff who are involved with fee and non-fee related services for land use planning and design and construction services,
- Analyzing 2018 financial documentation and data associated with development related services and fees,
- Working with DRG staff to analyze the existing fees and to estimate the direct labor time needed to provide each fee service,
- Having DRG management and staff review the cost of service and cost recovery for each service fee,
- Reviewing with DRG management and staff the direct and indirect labor estimates, non-labor and overhead cost allocation results, the cost of service analysis, and the cost recovery results for fee services,
- Facilitating work sessions with the Finance and Human Resources Committee to present and discuss preliminary study results and cost recovery strategies, and,
- Presenting the cost of service analysis and cost recovery results to the City Council.

The process used for collecting and analyzing the data required active participation by City staff. We want to take the opportunity to recognize the time, participation, and effort that all DRG staff devoted to the study and for scheduling and organizing the meetings.

I.A. DEVELOPMENT REVIEW GROUP BACKGROUND

The DRG consists of employees from two City departments: the Community Development Department and the Public Works Department. The DRG is a formal working group comprised of City planners, building inspectors, utility inspectors, permit technicians and other City personnel and provides permitting services for building, land use, and private development. In addition to these services, the DRG also provides long-term planning, code enforcement, and management of the City's capital improvement projects. The DRG includes 8.8 regular FTEs from the Community Development Department as well as 12 Public Works employees that support some development fee related services. **Exhibit 1** details the City's organizational structure as appended in the City's 2018 Budget document.

Exhibit 1: City Organizational Chart



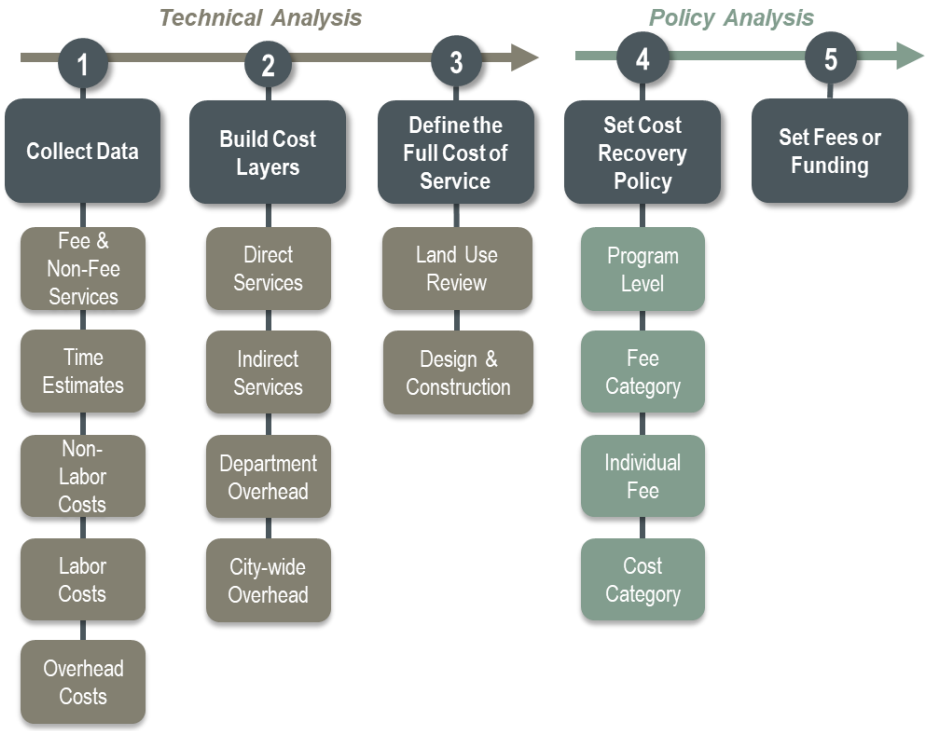
The cost basis for the analysis is actual financial activity in 2018 related to DRG labor expenses, non-labor expenses for the Community Development Department, and the City's indirect cost allocation plan. These expenses totaled $3.3 million in 2018.

DRG services are supported by permit fees and other City funds. RCW 82.02.020 states that a city may "collect reasonable fees from an applicant for a permit or other governmental approval to cover the cost…of processing applications, inspecting and reviewing plans, or preparing detailed statements [related to SEPA reviews]".

Section II. METHODOLOGY

To determine the cost of service and the appropriate fees, a defined task plan was followed as outlined below in **Exhibit 2**. The methodology identifies both the labor and non-labor resources that are required to perform the services and activities and analyzes the cost of service for each of the fee and non-fee services performed by the City's staff. The analysis provides the City's elected officials, management, and City staff the cost basis for its services and fees.

Exhibit 2: Cost of Service Methodology



Step 1: Identify Fees to Include in Study –The first part of the study process identifies the plan review and permit services to be evaluated. In addition to establishing the framework for the study, this step also provides the opportunity to review the existing fees and identify potential efficiencies and/or consolidations in the fee schedule. During this step, DRG staff also provided a list of public and applicant services for which no fee is assessed. The cost of these services was also evaluated during the study process.

Based on the fee schedules and discussions with staff, two fee groups were established: land use planning and design and construction. **Exhibits 3** and **4** list the existing and new land use planning services that were evaluated within the study. In total, DRG staff identified 50 land use planning fees to review in the study: 46 existing fees and four new fees. DRG staff recommended to consolidate or eliminate three existing fees as part of this study. These fees are detailed in **Exhibit 5**.

The study also included 46 design and construction fees, which are detailed in **Exhibit 6.** Through the review process, DRG staff recommended five existing design and construction fees to be consolidated or eliminated. These fees are detailed in **Exhibit 7**. DRG staff did not identify any new design and construction fee services to be evaluated within the study.

Exhibit 3: Existing Planning and Land Use Fees Included in Study

- Boundary Line Adjustment
- Boundary Line Adjustment - Lot Adjustment Only
- Comprehensive Plan Amendment - Docketing Fee
- Comprehensive Plan Text Amendment
- Comprehensive Plan - Map Amendment
- Conditional Use Permit
- Amendment to Conditional Use Permit
- Forest Practices Permit - No SEPA
- Forest Practices Permit - With SEPA
- Land Clearing
- Rezone Application
- Shoreline Conditional Use Permit
- Shoreline Permit Variance
- Shoreline Substantial Development Permit
- Site Plan Review
- Other Site Plan Review (Hourly)
- Subdivision - Binding Site Plan
- Subdivision - Model Home (1 Model Home)
- Plat Amendment - Major
- Plat Amendment - Minor
- Preliminary Plat (2 corrections cycles, 10 lots)
- Final Plat
- Short Plat (preliminary, 2 corrections cycles, 2 lots)
- Final Short Plat
- Variance
- Amendment to Variance
- Critical Area Exception/Reasonable Use
- Zoning Confirmation/Due Diligence Letter (per Letter)
- Annexation Petition - 10 acres or less
- Annexation Petition - more than 10 acres
- Street Right of Way
- Administrative Design Review - Minor Exterior Remodel
- Administrative Design Review - Major Exterior Remodel
- Administrative Design Review - New Construction
- Environmental Review - Any project other than Subdivisions
- Environmental Review - 5 to 100 lots
- Environmental Review - >100 lots

- Environmental Review - Amendment to DNS or MDNS
- Environmental Review - EIS (will be charged by the hour)
- Appeal to Hearing Examiner
- Request for Reconsideration of Hearing Examiner Decision
- Sidewalk Use Permit
- Additional Preliminary Plat Lot (11th to 29th Lot)
- Additional Preliminary Plat Lot (30th+ Lot)
- Additional Model Home
- Additional Short Plat Lot (3-9 Lots)

Exhibit 4: New Planning and Land Use Fees Included in Study

- Pre-Application Meeting
- Annual Plat Review Monitoring
- Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)
- Additional Short Plat Corrections Cycle (3rd+ Cycle)

Exhibit 5: Existing Planning and Land Use Fees Deleted or Consolidated

- Request for Removal of Development Moratoria
- Single-Family Dwelling Exception to Development Moratoria
- Plat Amendment – Requested Hearing from Property Owner

Exhibit 6: Existing Design and Construction Fees Included in Study

- Utility Availability Letter
- Grading Permit - Application/Extension
- Grading Permit - Plan Review 51 to 100 cubic yards
- Grading Permit - Plan Review 101 to 1,000 cubic yards
- Grading Permit - Plan Review 1,001 to 10,000 cubic yards
- Grading Permit - Plan Review 10,001-100,000 cubic yards
- Grading Permit - Plan Review 100,001+ cubic yards - for each additional 10,000 cubic yards
- Grading Permit - Additional Plan Review (hourly)
- Grading Permit Fee
- Grading Inspection Fee - 51 to 1,000 cubic yards
- Grading Inspection Fee - 1,001 to 10,000 cubic yards
- Grading Inspection Fee - 10,001+ cubic yards (for every additional 10,000 cubic yards)
- Right of Way - Application/Extension
- Right of Way - Driveway - Residential
- Right of Way - Driveway - Non-residential
- Right of Way - Fence(s) (No existing fee)
- Right of Way - Sidewalks (100lf)
- Right of Way - Above ground fixtures (existing inclining fee structure)
- Right of Way - Underground facilities

- Right of Way - Working within Right-of-Way
- Right of Way - Traffic Alteration
- Other Inspections and Fees - Fee for Posting "Stop Work Order"/"Unlawful to Occupy Notice"/"Notice of Violation"/"Violation of Notice"
- Other Inspections and Fees - Inspections for which no fee is specifically indicated
- Other Inspections and Fees - Inspections outside of normal business hours
- Other Inspections and Fees - Investigative fees / work commencing prior to permit issuance
- Public Works Construction - Sanitary Sewer Plan Review
- Public Works Construction - Sanitary Sewer Plan Review – per linear foot
- Public Works Construction - Sanitary Sewer Inspections
- Public Works Construction - Sanitary Sewer Inspections – per linear foot
- Public Works Construction - Storm Drainage Plan Review
- Public Works Construction - Storm Drainage Plan Review – per linear foot
- Public Works Construction - Storm Drainage Inspections
- Public Works Construction - Storm Drainage Inspections – per linear foot
- Public Works Construction - Streets Plan Review
- Public Works Construction - Streets Plan Review – per linear foot
- Public Works Construction - Streets Inspections
- Public Works Construction - Streets Inspections – per linear foot
- Public Works Construction - Water System Plan Review
- Public Works Construction - Water System Plan Review – per linear foot
- Public Works Construction - Water System Inspections
- Public Works Construction - Water System Inspections – per linear foot
- Fire Flow Test - 1 Hydrant
- Fire Flow Test - 2 Hydrant
- Fire Flow Test - 3 Hydrant
- Fire Flow Test - 4 Hydrant
- Right of Way - Sidewalks - Additional 100lf

Exhibit 7: Design and Construction Fees Deleted or Consolidated

- Grading Permit – 50 Cubic Yards or Less
- Grading Inspection – 50 Cubic Yards or Less
- Other Inspections and Fees – Outside Consultant Review *(all outside consultant fees were consolidated into one fee)*
- Grading Permit - Outside Consultant Review
- Public Works Construction - Outside Consultant Plan Review and Inspection

Step 2: <u>Identify Staff Time Requirements for Services</u> – With the fee services identified, the data collection effort focused on collecting budget and time data from all staff involved in the services and activities. DRG staff provided two sets of timekeeping records for each staff member in 2018. The first data set included total work hours, leave hours, and paid hours for each employee. The

second data set provided detailed work hours by activity for each employee. These two data sets were used as the basis for establishing the total number of annual work hours available and the distribution of work hours by activity. Each work activity was then categorized into the following broad categories.

- **Direct Services** – Services provided as the result of a project, permit application, or specific related activity and that are often tied to a specific fee (e.g. plan review). Direct services also include services provided directly for or to the public that are not fee-related (e.g., code enforcement and long-term planning). **Appendix A** details the distribution of direct service work hours in 2018 for each program by fee and non-fee activities.
- **Indirect Services** – Services provided to support direct services (e.g. customer service or administrative duties) and that cannot be assigned to a specific project, application, activity, or request. DRG staff reviewed the work activities in 2018 and the following activities were assigned as indirect services. These services are described as follows:
  - » Customer Service – Time spent assisting customers and the public with information and questions about fee services.
  - » Administrative Duties – Time spent on general office tasks, such as organizational management, supervision, internal meetings/calls/e-mails, filing, and other miscellaneous activities.
  - » Training and Certification – Time spent receiving training.
  - » Breaks –Two 15-minute breaks per day.
  - » Because the staff perform both fee and non-fee services, hours and costs for the indirect services (e.g. customer service) were allocated between fee and non-fee services based on the proportion of direct fee hours and direct non-fee hours.
- **Overhead Services** – General management and administrative costs primarily related to indirect costs and allocations that support the DRG's operations and services.

The combined annual work hours for direct services, indirect services, and overhead services for each employee in 2018 were then compared to and reconciled with the timekeeping data for each employee's reported work hours for the year.

In addition to each employee's overall time for 2018, staff focus groups were conducted to identify the processing times for each individual fee service by position class. City staff met several times to discuss and identify the time needed for each fee service. The total processing time for each land use planning and design and construction fee service is shown in **Appendix B**.

Step 3: <u>Build Cost Layers</u> – The next stage in the process was to develop an analytical model for calculating the costs related to each fee category. The design and structure for the analytical model were based on the services and activities identified in Step 1 that were associated with the three service categories: direct, indirect, and overhead services. Cost layers were then developed for each fee category.

To build the cost layers, the staff time allocations for each activity (i.e. direct, indirect, and overhead) were first priced at each individual staff member's loaded hourly rate. The loaded hourly rate for one staff member equals the person's annual salary and benefits divided by the available work hours (i.e. total annual hours minus leave) in 2018. The analysis was done separately for land use planning and design and construction based on staff time records and the services provided (see **Appendix A**).

After the labor costs for each staff member and each service were calculated, the non-labor costs were analyzed. For land use planning, non-labor costs were allocated among direct fee services, direct non-fee services, and indirect services in proportion to the level of staff time reported for each service. Based on discussions with City staff, non-labor costs from the City's utility and Public Works departments were not allocated to Public Works employees that support DRG services.

City and DRG overhead costs were also allocated for fee and non-fee services. Citywide overhead costs were allocated across the Community Development divisions based on each division's 2018 FTEs or budgeted expenditures. DRG overhead costs (e.g., the community development director's indirect labor time) were also allocated to the other divisions proportionally based on each division's 2018 FTEs.

Step 4: <u>Determine the Full Cost of Service</u> – After establishing the different cost layers, the full cost of service was calculated. The initial steps of the cost of service analysis were focused on taking each fee group's 2018 cost of operations and distributing those costs among the different service categories and components to establish the cost layers that ultimately make up each fee group's total cost. To determine the full cost of service, the different costs are brought back together. The direct non-labor costs, indirect costs, and overhead costs for a particular fee category were added to each land use planning staff member's hourly rate based on each cost layer's cost divided by the total direct hours for the land use planning fee category. With these additional components, a fully loaded hourly rate was calculated for each staff member.

For a specific fee category, the cost layers were used to arrive at the full cost of service for each fee category. These cost layers were used to calculate hourly rate components by dividing the number of direct hours into the different cost layers.

For individual fees, the cost for each fee service was calculated by applying the fully loaded hourly rates for each position multiplied by the number of hours spent on each individual service. A fee service's total cost equals the sum of the costs of all the employees who provide the fee service. During interviews with DRG staff, it was determined that some fee services require time from staff outside of the DRG or the City (e.g., the Deputy Fire Chief). In these cases, time estimates were provided for their work on specific fee services and City staff provided hourly labor rate (salary and benefit) estimates for the positions. Because these positions are outside of the DRG, their calculated hourly labor rates do not include DRG non-labor or overhead costs.

Step 5: <u>Set Cost Recovery Objectives</u> – Once the full cost of service is identified and the hourly rates are established, the next step is to identify the cost recovery levels and to establish cost recovery objectives. Overall cost recovery levels for land use planning and design and construction were determined by comparing each fee category's total cost of service to the respective permit fee revenue in 2018. When services cost more than the revenue generated, funding from the General Fund or other funds is needed to cover the gap between costs and revenues. The level of cost recovery is a policy decision that is generally made by the City Council.

Cost recovery levels for individual fees were also determined by comparing the costs of the various services to the individual fees charged (e.g. percentage of full costs compared to revenue generated). For this study, the fees exclude the five percent technology fee assessed on some DRG fees.

Cost recovery objectives can be based on a variety of factors, including the public versus private benefit provided by the service. If an activity has a public benefit, it might be more appropriately supported by the General Fund. Conversely, if an activity has mostly private benefits, it might be more appropriately supported by fees. Activities that have a mix of public and private benefits might be supported by a combination of fees and the General Fund. As part of the study process, several

work sessions were facilitated with the City's Finance and Human Resources Committee (the Committee) to discuss possible cost recovery goals and strategies. The Committee, which consists of three City Council members, established a set of guiding principles and a cost recovery framework for setting plan review and permitting fees. The Committee's recommendations were later reviewed with the entire City Council and are detailed in Section IV of the report.

Step 6: <u>Set Fees</u> – The final step of the cost of service and fee analysis was to calculate the fees based on the cost recovery policies. A detailed list of the fee services and cost recovery tiers that were recommended from the Finance and Human Resources Committee are included in Section IV of the report.

Section III. Cost of Service and Recovery Analysis

Based on the methodology described in the previous chapter, the estimated 2018 full cost of service and cost recovery levels were determined for land use planning and design and construction services. The cost of service analysis shows the cost of service by type of cost category, overall fee category, and individual fee. Costs were first categorized by overall fee group: land use planning and design and construction. The cost of service results are further itemized by staff group. **Exhibit 8** shows the results of the estimated direct hours for each staff group by fee category, and **Exhibit 9** shows the labor costs attributed to the two fee categories from the different staff groups.

Exhibit 8: Breakdown of 2018 Direct Hours by Fee Category

Fee Category	Division			Total
	Land Use Planning	Design & Construction	Other Departments	
Land Use Planning	2,915	130	147	**3,192**
Design & Construction	548	4,015	-	**4,563**
Total	**3,463**	**4,145**	**147**	**7,755**

Exhibit 9: Breakdown of 2018 Direct Labor Costs by Fee Category

Fee Category	Division			Total
	Land Use Planning	Design & Construction	Other Departments	
Land Use Planning	$ 179,769	$ 11,157	$ 13,362	**$ 204,288**
Design & Construction	30,840	237,996	-	**268,837**
Total	**$ 210,609**	**$ 249,154**	**$ 13,362**	**$ 473,125**

Generally, the distribution of direct hours and direct labor costs establishes the basis for assigning non-labor and overhead costs to each fee category and service. Once the cost of service is established, the level of cost recovery can be analyzed by comparing the overall cost of service to annual fee revenues. Cost recovery levels for individual fees can also be reviewed by comparing the individual cost of service to the current fee. As previously mentioned, the cost of service is primarily based on the amount of time assigned to each fee category. Each fee category's cost of service provides a general cost estimate, and the cost recovery levels might also be affected by these estimates.

III.A. Land Use Planning Fee Services

As shown in **Exhibit 10**, the full cost of land use planning fee-supported services was $465,775. Direct services were about 45 percent of the full cost of service, while indirect services were 33

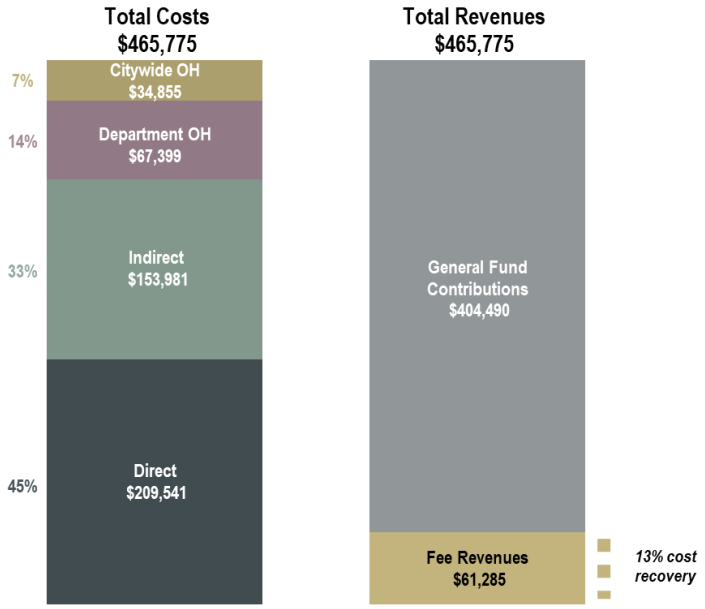
percent of the full cost of service. DRG administration and Citywide overhead costs represented the remaining 22 percent of the full cost of service. As previously mentioned, the land use planning group's non-labor costs were allocated across land use planning fee and non-fee categories based on staff-reported work hours (see page 9).

Exhibit 10: 2018 Full Cost of Service for Planning Services

Planning Services		Annual Cost Components		Total Costs	% of Total Costs
		Labor Costs	Non-Labor Costs		
Direct Costs	Total Direct Services	$ 204,288	$ 5,253	$ 209,541	45%
	Subtotal Direct Costs	**$ 204,288**	**$ 5,253**	**$ 209,541**	**45%**
Indirect Costs	Public Info & Cust. Svc.	$ 86,664	$ 2,364	$ 89,027	19%
	Training & Certification	11,209	290	11,499	2%
	General Admin & Mgt	40,333	962	41,295	9%
	Breaks	11,826	334	12,160	3%
	Subtotal Indirect Costs	**150,032**	**3,949**	**$ 153,981**	**33%**
Overhead Costs	Department Administration OH - Fee Related	$ 43,083	$ 24,315	$ 67,399	14%
	Citywide OH - Fee Related	-	34,855	34,855	7%
	Subtotal Overhead Costs	**$ 43,083**	**$ 59,170**	**$ 102,253**	**22%**
	Total Planning Services Costs	**$ 397,403**	**$ 68,372**	**$ 465,775**	**100%**

Exhibit 11 compares the cost of service results in **Exhibit 10** with the 2018 revenues for land use planning services. In 2018, permit revenue totaled $61,285 compared to $465,775 in expenditures, resulting in an overall cost recovery rate of approximately 13 percent.

Exhibit 11: 2018 Cost Recovery for Land Use Planning Fee Services



III.A.1. Individual Land Use Planning Fees

Based on the time estimates for each fee service as well as loaded-hourly rate data for each employee, the full cost of service for individual land use planning fees was calculated. The cost of service for each service was then compared to the current fee to determine cost recovery levels for individual services. Of the fifty fees, one fee (street right of way) exceeded its full cost of service. The most common fees issued from 2016 to 2018 were Zoning Confirmations, Environmental Reviews, Boundary Line Adjustments, and Preliminary and Final Plats. The current cost recovery level for each land use planning fee is shown in **Exhibit 12**.

Exhibit 12: 2018 Cost of Service and Cost Recovery by Individual Planning Fee

Fee Service (Planning)	Existing Fee	Cost of Fee Service	Current Recovery Level
Boundary Line Adjustment*	$ 596	$ 3,434	17%
Boundary Line Adjustment - Lot Adjustment Only	155	2,339	7%
Comprehensive Plan Amendment - Docketing Fee*	285	11,328	3%
Comprehensive Plan Text Amendment*	570	10,963	5%
Comprehensive Plan - Map Amendment*	2,849	10,963	26%
Conditional Use Permit*	1,709	10,942	16%
Amendment to Conditional Use Permit	1,140	6,151	19%
Forest Practices Permit - No SEPA*	596	2,353	25%
Forest Practices Permit - With SEPA*	596	2,426	25%
Land Clearing*	155	1,859	8%
Rezone Application*	1,709	15,660	11%
Shoreline Conditional Use Permit*	1,709	7,419	23%
Shoreline Permit Variance*	1,709	7,678	22%
Shoreline Substantial Development Permit*	1,709	5,411	32%
Site Plan Review	259	7,214	4%
Other Site Plan Review (Hourly)	-	-	
Subdivision - Binding Site Plan*	1,140	6,575	17%
Subdivision - Model Home (1 Model Home)*	415	2,861	15%
Plat Amendment - Major*	1,140	24,144	5%
Plat Amendment - Minor*	363	6,368	6%
Preliminary Plat (2 corrections cycles, 10 lots)*	3,469	24,144	14%
Final Plat*	1,709	7,262	24%
Short Plat (preliminary, 2 corrections cycles, 2 lots)*	2,973	10,233	29%
Final Short Plat*	570	5,006	11%
Variance*	1,709	10,913	16%
Amendment to Variance*	855	10,913	8%
Critical Area Exception/Reasonable Use*	1,709	3,532	48%
Zoning Confirmation/Due Diligence Letter (per Letter)	175	310	56%
Annexation Petition - 10 acres or less*	570	31,483	2%
Annexation Petition - more than 10 acres*	855	31,483	3%
Street Right of Way*	940	546	172%
Administrative Design Review - Minor Exterior Remodel	100	1,481	7%
Administrative Design Review - Major Exterior Remodel	150	1,481	10%
Administrative Design Review - New Construction	200	1,481	14%
Environmental Review - Any project other than Subdivisions*	570	4,743	12%
Environmental Review - 5 to 100 lots*	570	4,743	12%
Environmental Review - >100 lots*	1,140	4,743	24%
Environmental Review - Amendment to DNS or MDNS*	363	3,649	10%
Environmental Review - EIS (will be charged by the hour)	-	-	
Appeal to Hearing Examiner*	570	10,885	5%
Request for Reconsideration of Hearing Examiner Decision*	285	9,042	3%
Pre-App Meeting	-	1,536	New Fee
Sidewalk Use Permit*	-	724	0%
Annual Plat Review Monitoring	-	888	New Fee
Additional Preliminary Plat Lot (11th to 29th Lot)	62	151	41%
Additional Preliminary Plat Lot (30th+ Lot)	62	301	21%
Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)	-	2,328	New Fee
Additional Model Home	-	818	New Fee
Additional Short Plat Lot (3-9 Lots)	62	296	21%
Additional Short Plat Corrections Cycle (3rd+ Cycle)	-	155	New Fee

Fees marked with an asterisk are subject to an additional 5 percent technology fee.

III.B. DESIGN AND CONSTRUCTION FEE SERVICES

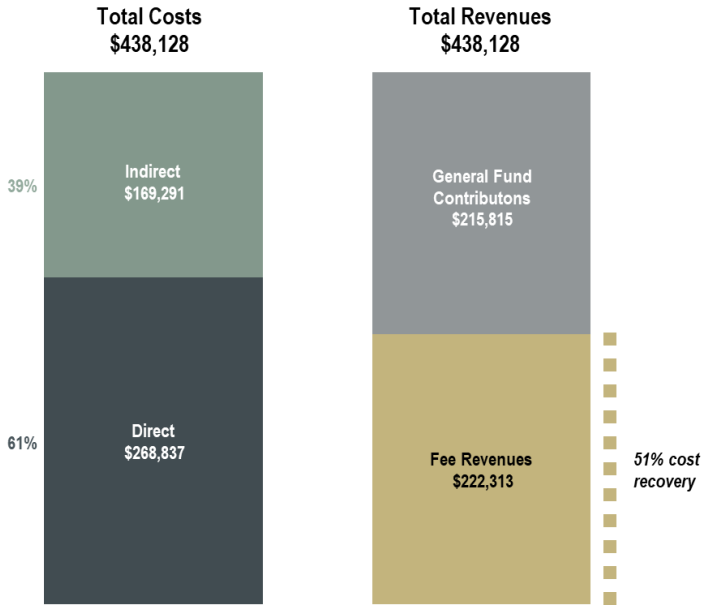
As shown in **Exhibit 13**, the full cost of design and construction fee supported services was $438,128. As discussed in Section II, non-labor costs were not allocated to Public Works employees that support DRG services. Direct services were about 61 percent of the full cost of service, while indirect services were 39 percent of the full cost of service.

Exhibit 13: 2018 Full Cost of Service for Design and Construction Services

Design & Construction Services		Annual Cost Components		Total Costs	% of Total Costs
		Labor Costs	Non-Labor Costs		
Direct Costs	Total Direct Services	$ 268,837	$ -	$ 268,837	61%
	Subtotal Direct Costs	**$ 268,837**	**$ -**	**$ 268,837**	**61%**
Indirect Costs	Public Info & Cust. Svc.	$ 34,695	$ -	$ 34,695	8%
	Training & Certification	27,607	-	27,607	6%
	General Admin & Mgt	80,657	-	80,657	18%
	Breaks	26,333	-	26,333	6%
	Subtotal Indirect Costs	**169,291**	**-**	**$ 169,291**	**39%**
Overhead Costs	Department Administration OH - Fee Related	$ -	$ -	$ -	-
	Citywide OH - Fee Related	-	-	-	-
	Subtotal Overhead Costs	**$ -**	**$ -**	**$ -**	**-**
	Total Design & Construction Services Costs	**$ 438,128**	**$ -**	**$ 438,128**	**100%**

Exhibit 14 compares the cost of service results in **Exhibit 13** with the 2018 revenues for design and construction services. In 2018, permit revenue totaled $222,313 compared to $438,128 in expenditures, resulting in an overall cost recovery rate of approximately 51 percent.

Exhibit 14: 2018 Cost Recovery for Design and Construction Fee Services



III.B.1. Individual Design and Construction Fees

Based on the time estimates for each fee service as well as loaded-hourly rate data for each employee, the full cost of service for individual design and construction fees were calculated. The cost of service for each service was then compared to the current fee to determine cost recovery levels for individual services. Of the 46 fees reviewed in the study, 16 fees exceeded their full cost of service. The fees that exceeded their full cost of service included some grading permit plan and review and inspection fees, rights-of-way, fire flow tests, and various others. In 2018, the City recovered $109,000 from right-of-way permits (49 percent of total design and construction revenues), $40,000 from grading permits (18 percent), $30,000 from construction plan review (14 percent) and $43,000 from construction inspections (19 percent). The current cost recovery level for each design and construction fee is shown in **Exhibit 15**.

Exhibit 15: 2018 Cost of Service and Cost Recovery by Individual Design and Construction Fee

Fee Service (Public Works)	Existing Fee	Cost of Fee Service	Current Recovery Level
Utility Availability Letter*	$ 94	$ 149	63%
Grading Permit - Application/Extension*	100	171	59%
Grading Permit - Plan Review 51 to 100 cubic yards*	788	140	562%
Grading Permit - Plan Review 101 to 1,000 cubic yards*	1,307	711	184%
Grading Permit - Plan Review 1,001 to 10,000 cubic yards*	2,102	1,022	206%
Grading Permit - Plan Review 10,001-100,000 cubic yards*	3,138	1,553	202%
Grading Permit - Plan Review 100,001+ cubic yards - for add'l 10,000 cy*	186	109	170%
Grading Permit - Additional Plan Review (hourly)	-	-	
Grading Permit Fee*	253	137	185%
Grading Inspection Fee - 51 to 1,000 cubic yards*	686	662	104%
Grading Inspection Fee - 1,001 to 10,000 cubic yards*	1,096	1,765	62%
Grading Inspection Fee - 10,001+ cubic yards (for every additional 10,000 cubic yards)*	331	662	50%
Right of Way - Application/Extension*	100	337	30%
Right of Way - Driveway - Residential*	279	481	58%
Right of Way - Driveway - Non-residential*	653	641	102%
Right of Way - Fence(s) (No existing fee)*	-	53	0%
Right of Way - Sidewalks (100lf)*	65	541	12%
Right of Way - Above ground fixtures (existing inclining fee structure)*	279	215	129%
Right of Way - Underground facilities*	370	215	172%
Right of Way - Working within Right-of-Way*	279	215	129%
Right of Way - Traffic Alteration*	557	296	188%
Other Inspections and Fees - Fee for Posting "Stop Work Order"	50	221	23%
Other Inspections and Fees - Inspections for which no fee is indicated	50	110	45%
Other Inspections and Fees - Inspections outside of normal business hours	50	441	11%
Other Inspections and Fees - Investigative fees/work prior to permit issuance	-	221	0%
Public Works Construction - Sanitary Sewer Plan Review*	850	850	100%
Public Works Construction - Sanitary Sewer Plan Review - per lf*	0.96	1.58	61%
Public Works Construction - Sanitary Sewer Inspections*	566	566	100%
Public Works Construction - Sanitary Sewer Inspections - per lf*	2.47	7.96	31%
Public Works Construction - Storm Drainage Plan Review*	850	850	100%
Public Works Construction - Storm Drainage Plan Review - per lf*	0.96	1.58	61%
Public Works Construction - Storm Drainage Inspections*	566	566	100%
Public Works Construction - Storm Drainage Inspections - per lf*	2.47	7.96	31%
Public Works Construction - Streets Plan Review*	850	850	100%
Public Works Construction - Streets Plan Review - per lf*	0.96	1.58	61%
Public Works Construction - Streets Inspections*	566	566	100%
Public Works Construction - Streets Inspections - per lf*	2.47	7.96	31%
Public Works Construction - Water System Plan Review*	850	850	100%
Public Works Construction - Water System Plan Review - per lf*	0.96	1.58	61%
Public Works Construction - Water System Inspections*	566	566	100%
Public Works Construction - Water System Inspections - per lf*	2.47	7.96	31%
Fire Flow Test - 1 Hydrant	313	258	122%
Fire Flow Test - 2 Hydrant	626	361	174%
Fire Flow Test - 3 Hydrant	939	464	203%
Fire Flow Test - 4 Hydrant	1,264	567	223%
Right of Way - Sidewalks - Additional 100lf	8	160	5%

Fees marked with an asterisk are subject to an additional 5 percent technology fee.

Section IV. Recommended Cost Recovery Strategy

DRG staff and FCS GROUP facilitated a series of workshops with the Finance and Human Resources Committee to review the preliminary results of the study and to develop the City's cost recovery strategies and goals for land use planning and design and construction fees. As part of this process, the Committee developed a cost recovery policy for fees as well as recommended fees for the City's land use planning and design and construction services. The purpose of this section is to summarize the key financial policy recommendations from the Committee.

IV.A. ESTABLISH GUIDING PRINCIPLES FOR COST RECOVERY POLICY

The Committee developed a set of guiding principles to establish goals for setting the City's land use planning and design and construction fees. After reviewing the initial results of the study, the Committee gave feedback on important policy objectives related to development fees. This feedback was the basis for three guiding principles:

- The City is not seeking to recover the full cost of providing development fee services,
- The City's fees should be priced competitively as compared to neighboring jurisdictions, and
- Cost recovery levels for development fees should be higher for those services that primarily benefit the applicant.

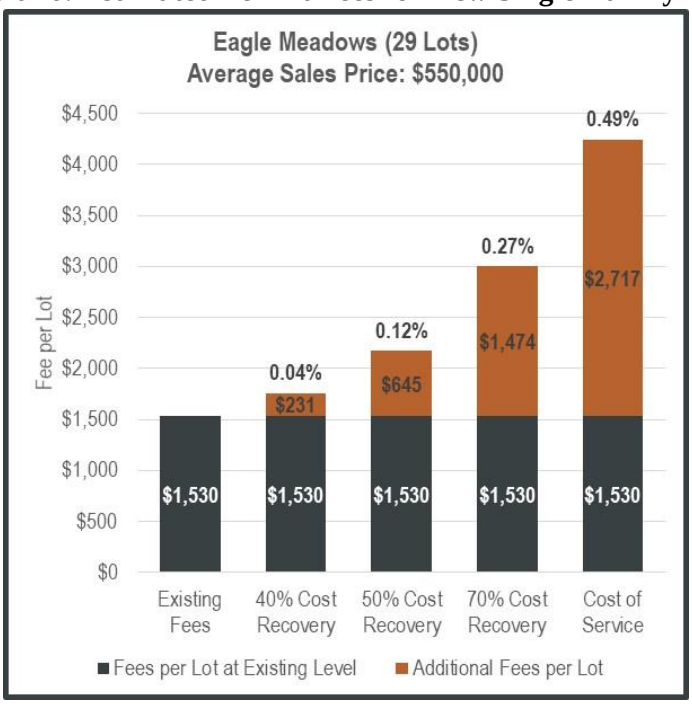
In order to meet the Committee's second guiding principle, a fee survey was conducted for over 90 similar services in comparable jurisdictions including Arlington, Bothell, Duvall, Kenmore, Lake Stevens, Mill Creek, Snohomish, Snohomish County, Sultan, and Woodinville. Some of the City's fee services do not have "like-for-like" comparisons in other jurisdictions. For example, some cities assess fees for grading permits based the engineer's estimated cost of construction. The City assesses grading permit fees based on cubic yards. Due to these differences, the results of the fee survey for some fees were not used for comparison.

The results of the survey were compared to the City's existing fee schedule to provide a benchmark for potential adjustments to fees. Generally, the City's existing fees are relatively lower than most of the jurisdictions included in the survey. The Committee leveraged the survey results to establish a potential range of fee levels for common development services provided by the City. The Committee also evaluated the potential cost impact of adjusting fees on a new single-family home. Using recent residential development projects as examples, land use and construction fees were calculated for a single-family home based on existing fee levels, 40 percent cost recovery, 50 percent cost recovery, 70 percent cost recovery, and full cost of service. The results of this analysis were presented as an increase permit fee costs as well as the percent of the sales price.

Exhibit 16 illustrates the results of this analysis. The bar charts represent the average cost per lot based on existing fees and various levels of cost recovery. The percentages above each bar chart

represent the cost increase per lot as a percentage of the home sales price. The existing permit fees for a single-family home are estimated at $1,530. A 40 percent cost recovery target would increase the permit fees by $231 to $1,761 per lot. The increased permit fees ($231) represent approximately 0.04 percent of the average home sales price of $550,000. If the City were to target 100 percent cost recovery, the total permits fees would increase to $4,247. The increase in permit fees would represent 0.49 percent of the average home sales price.

Exhibit 16: Estimated Permit Fees for New Single-Family Home



IV.B. DEVELOP COST RECOVERY POLICY

Once guiding principles had been established, the next step was to develop the cost recovery policy for the City. Based on discussions with City staff, the Committee, and City Council, the following policy was developed for setting fees for development services.

> "The City establishes fees for development services recognizing that a portion of the cost of providing these services benefits the entire community and should be borne by the City's General Fund. Fees for these services are evaluated based on several factors, including:
>
> - The cost of issuing the permit;
> - The public benefit versus private gains of the permit; and,
> - Fees for similar services in comparable cities.
>
> Generally, the City seeks to recover more eligible costs on those permits that have an overwhelming private benefit and seeks to recover less than all eligible costs on those permits that have a mix of private and public benefits."

In discussions with DRG management and the Committee, it was determined that a tiered approach to setting fees would be appropriate for meeting the guiding principles:

- ***Tier 1 (10 to 20 percent cost recovery target):*** for permits that have a public benefit or where the City wants to ensure that fee does not discourage applicants from the permitting process,

- ***Tier 2 (40 to 70 percent cost recovery target):*** for permits where individuals or businesses are the primary financial beneficiary of the service.

IV.C. APPLY COST RECOVERY POLICY TO FEE SCHEDULE

Once tiers were determined with the Committee, DRG staff assigned each fee to its appropriate tier based on the guidelines established above. It should be noted that the Committee indicated that assignment of fee services to cost recovery tiers as well as the cost recovery targets are subject to change in response to economic conditions, land use policy, and other factors. It is recommended that the fees be adjusted on an annual basis based on a recognized index of inflation, subject to City Council approval each year. **Exhibit 17** shows the full schedule of fee services and their recommended cost recovery tiers.

Exhibit 17: Fee Schedule and Recommended Cost Recovery Tiers

Fee Service (Planning)	Existing Fee	Cost of Fee Service	Cost Recovery Tier
Boundary Line Adjustment	$ 596	$ 3,434	Tier 2
Boundary Line Adjustment - Lot Adjustment Only	155	2,339	Tier 1
Comprehensive Plan Amendment - Docketing Fee	285	11,328	Tier 2
Comprehensive Plan Text Amendment	570	10,963	Tier 1
Comprehensive Plan - Map Amendment	2,849	10,963	Tier 1
Conditional Use Permit	1,709	10,942	Tier 1
Amendment to Conditional Use Permit	1,140	6,151	Tier 1
Forest Practices Permit - No SEPA	596	2,353	Tier 2
Forest Practices Permit - With SEPA	596	2,426	Tier 2
Land Clearing	155	1,859	Tier 1
Rezone Application	1,709	15,660	Tier 1
Shoreline Conditional Use Permit	1,709	7,419	Tier 2
Shoreline Permit Variance	1,709	7,678	Tier 2
Shoreline Substantial Development Permit	1,709	5,411	Tier 2
Site Plan Review	259	7,214	Tier 1
Other Site Plan Review (Hourly)	-	-	Tier 2
Subdivision - Binding Site Plan	1,140	6,575	Tier 2
Subdivision - Model Home (1 Model Home)	415	2,861	Tier 1
Plat Amendment - Major	1,140	24,144	Tier 2
Plat Amendment - Minor	363	6,368	Tier 2
Preliminary Plat (2 corrections cycles, 10 lots)	3,469	24,144	Tier 2
Final Plat	1,709	7,262	Tier 2
Short Plat (preliminary, 2 corrections cycles, 2 lots)	2,973	10,233	Tier 2
Final Short Plat	570	5,006	Tier 2
Variance	1,709	10,913	Tier 1
Amendment to Variance	855	10,913	Tier 1
Critical Area Exception/Reasonable Use	1,709	3,532	Tier 2
Zoning Confirmation/Due Diligence Letter (per Letter)	175	310	Tier 1
Annexation Petition - 10 acres or less	570	31,483	Tier 1
Annexation Petition - more than 10 acres	855	31,483	Tier 1
Street Right of Way	940	546	Tier 1
Administrative Design Review - Minor Exterior Remodel	100	1,481	Tier 1
Administrative Design Review - Major Exterior Remodel	150	1,481	Tier 1
Administrative Design Review - New Construction	200	1,481	Tier 1
Environmental Review - Any project other than Subdivisions	570	4,743	Tier 2
Environmental Review - 5 to 100 lots	570	4,743	Tier 2
Environmental Review - >100 lots	1,140	4,743	Tier 2
Environmental Review - Amendment to DNS or MDNS	363	3,649	Tier 2
Environmental Review - EIS	-	-	Tier 2
Appeal to Hearing Examiner	570	10,885	Tier 1
Request for Reconsideration of Hearing Examiner Decision	285	9,042	Tier 1
Pre-App Meeting	-	1,536	Tier 1
Sidewalk Use Permit	-	724	Tier 1
Annual Plat Review Monitoring	-	888	Tier 1
Additional Preliminary Plat Lot (11th to 29th Lot)	62	151	Tier 2
Additional Preliminary Plat Lot (30th+ Lot)	62	301	Tier 2
Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)	-	2,328	Tier 2
Additional Model Home	-	818	Tier 2
Additional Short Plat Lot (3-9 Lots)	62	296	Tier 2
Additional Short Plat Corrections Cycle (3rd+ Cycle)	-	155	Tier 2

Fee Service (Public Works)	Existing Fee	Cost of Fee Service	Cost Recovery Tier
Utility Availability Letter	$ 94	$ 149	Tier 2
Grading Permit - Application/Extension	100	171	Tier 2
Grading Permit - Plan Review 51 to 100 cubic yards	788	140	Tier 2
Grading Permit - Plan Review 101 to 1,000 cubic yards	1,307	711	Tier 2
Grading Permit - Plan Review 1,001 to 10,000 cubic yards	2,102	1,022	Tier 2
Grading Permit - Plan Review 10,001-100,000 cubic yards	3,138	1,553	Tier 2
Grading Permit - Plan Review 100,001+ cubic yards - for add'l 10,000 cy	186	109	Tier 2
Grading Permit - Additional Plan Review (hourly)	-	-	Custom
Grading Permit - Outside Consultant Review	-	200	Custom
Grading Permit Fee	253	137	Tier 2
Grading Inspection Fee - 51 to 1,000 cubic yards	686	662	Tier 2
Grading Inspection Fee - 1,001 to 10,000 cubic yards	1,096	1,765	Tier 2
Grading Inspection Fee - 10,001+ cubic yards (for every additional 10,000 cubic yards)	331	662	Tier 2
Right of Way - Application/Extension	100	337	Tier 1
Right of Way - Driveway - Residential	279	481	Tier 2
Right of Way - Driveway - Non-residential	653	641	Tier 2
Right of Way - Fence(s) (No existing fee)	-	53	Tier 1
Right of Way - Sidewalks (100lf)	65	541	Tier 1
Right of Way - Above ground fixtures	279	215	Tier 2
Right of Way - Underground facilities	370	215	Tier 2
Right of Way - Working within Right-of-Way	279	215	Tier 2
Right of Way - Traffic Alteration	557	296	Tier 2
Other Inspections and Fees - Fee for Posting "Stop Work Order"	50	221	Tier 2
Other Inspections and Fees - Inspections for which no fee is indicated	50	110	Tier 2
Other Inspections and Fees - Inspections outside of normal business hours	50	441	Tier 2
Other Inspections and Fees - Investigative fees/work prior to permit issuance	-	221	Tier 2
Public Works Construction - Sanitary Sewer Plan Review	850	850	Tier 2
Public Works Construction - Sanitary Sewer Plan Review - per lf	0.96	1.58	Tier 2
Public Works Construction - Sanitary Sewer Inspections	566	566	Tier 2
Public Works Construction - Sanitary Sewer Inspections - per lf	2.47	7.96	Tier 2
Public Works Construction - Storm Drainage Plan Review	850	850	Tier 2
Public Works Construction - Storm Drainage Plan Review - per lf	0.96	1.58	Tier 2
Public Works Construction - Storm Drainage Inspections	566	566	Tier 2
Public Works Construction - Storm Drainage Inspections - per lf	2.47	7.96	Tier 2
Public Works Construction - Streets Plan Review	850	850	Tier 2
Public Works Construction - Streets Plan Review - per lf	0.96	1.58	Tier 2
Public Works Construction - Streets Inspections	566	566	Tier 2
Public Works Construction - Streets Inspections - per lf	2.47	7.96	Tier 2
Public Works Construction - Water System Plan Review	850	850	Tier 2
Public Works Construction - Water System Plan Review - per lf	0.96	1.58	Tier 2
Public Works Construction - Water System Inspections	566	566	Tier 2
Public Works Construction - Water System Inspections - per lf	2.47	7.96	Tier 2
Public Works Construction - Outside Consultant Plan Review and Inspection	N/A	N/A	Custom
Fire Flow Test - 1 Hydrant	313	258	Tier 2
Fire Flow Test - 2 Hydrant	626	361	Tier 2
Fire Flow Test - 3 Hydrant	939	464	Tier 2
Fire Flow Test - 4 Hydrant	1,264	567	Tier 2
Right of Way - Sidewalks - Additional 100lf	8	160	Tier 1

APPENDIX A – 2018 TIME ESTIMATING FORM

Time Estimation Form

Name		Title	
Department		Division	

Annual Regular Labor

FTE	
Work Week	

Work Week x 52 Weeks | Annual Hours | |

Full-time staff are an FTE of 1.00; half-time staff are an FTE of 0.50, etc.

Plus: Annual Overtime + Annual Hours

Estimate overtime hours, only if it is paid time, and only if it is regular/predictable.

Total Annual Labor = Annual Hours

= Regular + Overtime Hours

Less: Annual Leave

Holidays, estimated vacation, comp time, estimated sick leave, and any other regular leave.

Holidays	# of Days		Annual Hours	
Personal Days	# of Days		Annual Hours	
Sick Leave			Annual Hours	
Vacation Leave	Yrs Employed		Annual Hours	

Total Annual Leave - Annual Hours 0

Total Available Work Hours = Annual Hours

Less: Annual Indirect Support for Development Services:

Work associated with private development but not on a specific application, permit, or client.

a. Public Information & Customer Svc - Annual Hours 0

Providing general information and assistance (e.g., "counter" time).

b. Training & Certification - Annual Hours 0

Sustaining or increasing professional credentials.

c. General Administration & Mgt - Annual Hours 0

General office tasks, supervision, departmental management, etc.

d. Breaks No - Annual Hours 0

Calculated as two 15-minute breaks per day
If breaks apply to your job, choose "yes" in box above

d. Other: _____ - Annual Hours

Please specify

Net Annual Labor Related to Individual Projects/ Permits/Other Direct Services = Annual Hours 0

= Total Annual Labor - Leave - Non Development Services - Indirect Support Services

Distribution of Project or Permit Related Labor

Enter the percent of time or annual labor hours spent on each of the direct services listed below.

Note that you enter the hours under the department to which the activity/fee is related. (E.g. a building inspector who performs inspections on Land Use permits would place time under "Land Use".)

Percentage entries should total 100%.

Annual hour entries should total Net Annual Labor Related to Individual Projects/Permits from Functional Labor Estimate.

Land Use

Current Planning			-
Long Range Planning			-
Other Non-Fee Planning			-
			-
			-

Public Works Development Review

Public Works Plan Review			-
Public Works Inspection			-
Non-Fee Public Works Development Review			-
			-
			-

Other Activities Not Related to Development Review of Planning and Engineering Fee Services

Other: Please List			-
Building Plan Review			-
Building Inspection			-
			-
			-
			-
Total			-

APPENDIX B – 2018 TIME ESTIMATES

Planning LABOR HOURS		Total	Permit Technician - Planning	Amy Bright - Associate Planner	Stacy Criswell - Building Official	Permit Technician - Building
Labor Breakdown	Annual Regular Labor	16,512	2,124	2,080	2,064	2,018
	Annual Overtime	0				
	Annual Labor	16,512	2,124	2,080	2,064	2,018
	Annual Leave	2,018	203	258	212	232
	Total Available Work Hours	**14,494**	**1,921**	**1,822**	**1,852**	**1,786**
Indirect Activities	Public Info & Cust. Svc.	2,416	630	104	200	500
	Training & Certification	296		80	100	32
	General Admin & Mgt	983		52	150	50
	Breaks	341	120			112
	Other	0				
	Net Annual Labor Related to Direct Services	**10,457**	**1,170**	**1,586**	**1,402**	**1,092**
Direct Fee Time	Current Planning	2,915	540	714	280	22
	Public Works Plan Review	548	180		98	251
	Public Works Inspection	0				
Direct Non-Fee Time Categories for Planning	Long Range Planning	1,538		63	140	
	Building Plan Review	2,562	450	159	491	655
	Building Inspection	1,204			210	
	Other Non-Fee Planning	437			42	
	Other Non-Fee Public Works Development Review	36				
	Capital Projects	0				
	Other Non-Fee Activities	663		95	140	164
	Code Enforcement	555		555		
	LastPlanning	0				
	Total Direct Hours	10,457	1,170	1,586	1,402	1,092
Total Indirect Hours		4,037	750	236	450	694
Total Direct Hours - Fee Services		3,463	720	714	379	273
Total Direct Hours - Direct Non-Fee Time Categories		6,995	450	872	1,023	819
Grand Total		**14,494**	**1,921**	**1,822**	**1,852**	**1,786**

Planning LABOR HOURS		Total	Anita Marrero - Senior Planner	Shana Restall - Principal Planner	Kim Shaw - Permit Supervisor	Jim Sherwood - Building Inspector
Labor Breakdown	Annual Regular Labor	16,512	2,080	2,064	2,018	2,064
	Annual Overtime	0				
	Annual Labor	16,512	2,080	2,064	2,018	2,064
	Annual Leave	2,018	185	256	264	408
	Total Available Work Hours	**14,494**	**1,895**	**1,808**	**1,754**	**1,656**
Indirect Activities	Public Info & Cust. Svc.	2,416	502		480	
	Training & Certification	296	60		24	
	General Admin & Mgt	983	251		480	
	Breaks	341			110	
	Other	0				
	Net Annual Labor Related to Direct Services	**10,457**	**1,082**	**1,808**	**661**	**1,656**
Direct Fee Time	Current Planning	2,915	757	271	330	
	Public Works Plan Review	548		18		
	Public Works Inspection	0				
Direct Non-Fee Time Categories for Planning	Long Range Planning	1,538	216	1,085	33	
	Building Plan Review	2,562	108	36		662
	Building Inspection	1,204				994
	Other Non-Fee Planning	437		362	33	
	Other Non-Fee Public Works Development Review	36		36		
	Capital Projects	0				
	Other Non-Fee Activities	663			264	
	Code Enforcement	555				
	LastPlanning	0				
	Total Direct Hours	10,457	1,082	1,808	661	1,656
Total Indirect Hours		4,037	813	-	1,094	-
Total Direct Hours - Fee Services		3,463	757	289	330	-
Total Direct Hours - Direct Non-Fee Time Categories		6,995	325	1,519	330	1,656
Grand Total		**14,494**	**1,895**	**1,808**	**1,754**	**1,656**

Public Works LABOR HOURS		Total	Scott Barr - Water Quality Lead	Vince Bertrand - Storm Water Compliance	Jim Gardner - Senior Engineer	Tom Gathmann - Senior Engineer
Labor Breakdown	Annual Regular Labor	33,120	2,064	2,060	2,064	
	Annual Overtime	360	150	60		
	Annual Labor	33,480	2,214	2,120	2,064	0
	Annual Leave	4,457	365	339	198	
	Total Available Work Hours	**29,023**	**1,850**	**1,781**	**1,866**	**0**
Indirect Activities	Public Info & Cust. Svc.	1,027	104	52	49	
	Training & Certification	869	80	100	35	
	General Admin & Mgt	2,780			509	
	Breaks	885	116	111		
	Other	0				
	Net Annual Labor Related to Direct Services	**23,462**	**1,550**	**1,518**	**1,273**	**0**
Direct Fee Time	Current Planning	130				
	Public Works Plan Review	910	100	13	275	
	Public Works Inspection	3,105	200	12		
Direct Non-Fee Time Categories for Public Works	Long Range Planning	7				
	Building Plan Review	121	100			
	Building Inspection	134	100	12		
	Other Non-Fee Planning	0				
	Other Non-Fee Public Works Development Review	293				
	Capital Projects	4,990			998	
	Other Non-Fee Activities	13,772	1,050	1,480		
	Code Enforcement	0				
	Total Direct Hours	4,145	1,550	1,518	1,273	0
Total Indirect Hours		5,561	300	263	593	-
Total Direct Hours - Fee Services		4,145	300	25	275	-
Total Direct Hours - Direct Non-Fee Time Categories		19,317	1,250	1,492	998	-
Grand Total		**29,023**	**1,850**	**1,781**	**1,866**	**-**

Public Works LABOR HOURS		Total	Scott Hawkins - Construction Inspector Supervisor	Kim Klinkers - Senior Engineer	Mark Neumann - Civil Designer	Jordan Ottow - Water Quality / Stormwater Supervisor
Labor Breakdown	Annual Regular Labor	33,120	2,064	2,064	2,064	2,060
	Annual Overtime	360				150
	Annual Labor	33,480	2,064	2,064	2,064	2,210
	Annual Leave	4,457	299	300	365	417
	Total Available Work Hours	**29,023**	**1,765**	**1,764**	**1,699**	**1,794**
Indirect Activities	Public Info & Cust. Svc.	1,027	11	163	200	25
	Training & Certification	869	40	28	27	200
	General Admin & Mgt	2,780	312	303	200	
	Breaks	885	110		106	112
	Other	0				
	Net Annual Labor Related to Direct Services	**23,462**	**1,292**	**1,270**	**1,166**	**1,456**
Direct Fee Time	Current Planning	130				
	Public Works Plan Review	910	242	30	73	43
	Public Works Inspection	3,105	727			21
Direct Non-Fee Time Categories for Public Works	Long Range Planning	7				
	Building Plan Review	121				21
	Building Inspection	134				21
	Other Non-Fee Planning	0				
	Other Non-Fee Public Works Development Review	293			293	
	Capital Projects	4,990	322	1,240		
	Other Non-Fee Activities	13,772			800	1,350
	Code Enforcement	0				
	Total Direct Hours	4,145	1,292	1,270	1,166	1,456
Total Indirect Hours		5,561	473	494	533	337
Total Direct Hours - Fee Services		4,145	970	30	73	64
Total Direct Hours - Direct Non-Fee Time Categories		19,317	322	1,240	1,093	1,393
Grand Total		**29,023**	**1,765**	**1,764**	**1,699**	**1,794**

Public Works LABOR HOURS		Total	Scott Peterson - Deputy City Engineer	Casey Bollinger - Construction Inspector	Cory Foss - Construction Inspector	Ron Paynter - Facilities Maintenance
Labor Breakdown	Annual Regular Labor	33,120	2,064	2,064	2,064	2,080
	Annual Overtime	360				
	Annual Labor	33,480	2,064	2,064	2,064	2,080
	Annual Leave	4,457	214	170	117	254
	Total Available Work Hours	**29,023**	**1,850**	**1,895**	**1,948**	**1,826**
Indirect Activities	Public Info & Cust. Svc.	1,027	80	5	6	
	Training & Certification	869	90	40	39	
	General Admin & Mgt	2,780		137	243	
	Breaks	885		110	110	
	Other	0				
	Net Annual Labor Related to Direct Services	**23,462**	**1,680**	**1,603**	**1,550**	**1,826**
Direct Fee Time	Current Planning	130	72			
	Public Works Plan Review	910		77	51	
	Public Works Inspection	3,105	18	880	1,219	
Direct Non-Fee Time Categories for Public Works	Long Range Planning	7				
	Building Plan Review	121				
	Building Inspection	134				
	Other Non-Fee Planning	0				
	Other Non-Fee Public Works Development Review	293				
	Capital Projects	4,990	500	646	280	
	Other Non-Fee Activities	13,772	1,090			1,826
	Code Enforcement	0				
	Total Direct Hours	4,145	1,680	1,603	1,550	1,826
Total Indirect Hours		5,561	170	292	398	-
Total Direct Hours - Fee Services		4,145	90	957	1,270	-
Total Direct Hours - Direct Non-Fee Time Categories		19,317	1,590	646	280	1,826
Grand Total		**29,023**	**1,850**	**1,895**	**1,948**	**1,826**

Public Works LABOR HOURS		Total	Jakeh Roberts - Deputy PW Director	Gary Watkins - GIS / CAD Specialist	Jamie Woolworth - Facilities Specialist	Jammi Guion - Engineering Project Technician
Labor Breakdown	Annual Regular Labor	33,120	2,064	2,064	2,080	2,136
	Annual Overtime	360				
	Annual Labor	33,480	2,064	2,064	2,080	2,136
	Annual Leave	4,457	256	339	324	376
	Total Available Work Hours	**29,023**	**1,808**	**1,725**	**1,756**	**1,760**
Indirect Activities	Public Info & Cust. Svc.	1,027	40	6		286
	Training & Certification	869	0	21	48	70
	General Admin & Mgt	2,780	200			
	Breaks	885			110	
	Other	0				
	Net Annual Labor Related to Direct Services	**23,462**	**1,568**	**1,698**	**1,598**	**1,404**
Direct Fee Time	Current Planning	130	58			
	Public Works Plan Review	910	0			
	Public Works Inspection	3,105	6	21		
Direct Non-Fee Time Categories for Public Works	Long Range Planning	7		7		
	Building Plan Review	121				
	Building Inspection	134				
	Other Non-Fee Planning	0				
	Other Non-Fee Public Works Development Review	293				
	Capital Projects	4,990				
	Other Non-Fee Activities	13,772	1,504	1,670	1,598	1,404
	Code Enforcement	0				
	Total Direct Hours	4,145	1,568	1,698	1,598	1,404
Total Indirect Hours		5,561	240	27	158	356
Total Direct Hours - Fee Services		4,145	64	21	-	-
Total Direct Hours - Direct Non-Fee Time Categories		19,317	1,504	1,677	1,598	1,404
Grand Total		**29,023**	**1,808**	**1,725**	**1,756**	**1,760**

Public Works LABOR HOURS		Total	Cathy Hawkins - Engineering Admin. Specialist
Labor Breakdown	Annual Regular Labor	33,120	2,064
	Annual Overtime	360	
	Annual Labor	33,480	2,064
	Annual Leave	4,457	126
	Total Available Work Hours	**29,023**	**1,938**
Indirect Activities	Public Info & Cust. Svc.	1,027	0
	Training & Certification	869	51
	General Admin & Mgt	2,780	876
	Breaks	885	
	Other	0	
	Net Annual Labor Related to Direct Services	**23,462**	**1,011**
Direct Fee Time	Current Planning	130	
	Public Works Plan Review	910	7
	Public Works Inspection	3,105	
Direct Non-Fee Time Categories for Public Works	Long Range Planning	7	
	Building Plan Review	121	
	Building Inspection	134	
	Other Non-Fee Planning	0	
	Other Non-Fee Public Works Development Review	293	
	Capital Projects	4,990	1,004
	Other Non-Fee Activities	13,772	
	Code Enforcement	0	
	Total Direct Hours	4,145	1,011
Total Indirect Hours		5,561	927
Total Direct Hours - Fee Services		4,145	7
Total Direct Hours - Direct Non-Fee Time Categories		19,317	1,004
Grand Total		**29,023**	**1,938**

Other Group LABOR HOURS		Total	Jason Bowen - Fire Inspector	Mike Fitzgerald - Deputy Chief	Ben Swanson - Community Development Director
Labor Breakdown	Annual Regular Labor	2,064			2,064
	Annual Overtime	0			
	Annual Labor	2,064	0	0	2,064
	Annual Leave	142			142
	Total Available Work Hours	**1,922**	**0**	**0**	**1,922**
Indirect Activities	Public Info & Cust. Svc.	300			300
	Training & Certification	40			40
	General Admin & Mgt	600			600
	Breaks	0			0
	Other	0			0
	Net Annual Labor Related to Direct Services	**982**	**0**	**0**	**982**
Direct Fee Time	Current Planning	147			147
	Public Works Plan Review	0			
	Public Works Inspection	0			
Direct Non-Fee Time Categories for Other Group	Long Range Planning	196			196
	Building Plan Review	0			
	Building Inspection	0			
	Other Non-Fee Planning	0			
	Other Non-Fee Public Works Development Review	0			
	Capital Projects	0			
	Other Non-Fee Activities	638			638
	Code Enforcement	0			
	Total Direct Hours	147	0	0	982
Total Indirect Hours		940	0	0	940
Total Direct Hours - Fee Services		147	0	0	147
Total Direct Hours - Direct Non-Fee Time Categories		835	0	0	835
Grand Total		**1,922**	**0**	**0**	**1,922**

APPENDIX C – PERMIT PROCESSING TIMES

Fee Service (Planning)	Processing Time (hrs)	Existing Fee	Cost of Fee Service	Current Recovery Level
Boundary Line Adjustment*	24.25	$ 596	$ 3,434	17%
Boundary Line Adjustment - Lot Adjustment Only	16.25	155	2,339	7%
Comprehensive Plan Amendment - Docketing Fee*	71.75	285	11,328	3%
Comprehensive Plan Text Amendment*	70.00	570	10,963	5%
Comprehensive Plan - Map Amendment*	70.00	2,849	10,963	26%
Conditional Use Permit*	79.00	1,709	10,942	16%
Amendment to Conditional Use Permit	43.00	1,140	6,151	19%
Forest Practices Permit - No SEPA*	17.00	596	2,353	25%
Forest Practices Permit - With SEPA*	17.00	596	2,426	25%
Land Clearing*	12.75	155	1,859	8%
Rezone Application*	101.25	1,709	15,660	11%
Shoreline Conditional Use Permit*	53.00	1,709	7,419	23%
Shoreline Permit Variance*	52.50	1,709	7,678	22%
Shoreline Substantial Development Permit*	37.50	1,709	5,411	32%
Site Plan Review	53.25	259	7,214	4%
Subdivision - Binding Site Plan*	50.75	1,140	6,575	17%
Subdivision - Model Home (1 Model Home)*	21.00	415	2,861	15%
Plat Amendment - Major*	170.25	1,140	24,144	5%
Plat Amendment - Minor*	43.75	363	6,368	6%
Preliminary Plat (2 corrections cycles, 10 lots)*	170.25	3,469	24,144	14%
Final Plat*	52.25	1,709	7,262	24%
Short Plat (preliminary, 2 corrections cycles, 2 lots)*	72.75	2,973	10,233	29%
Final Short Plat*	35.25	570	5,006	11%
Variance*	78.75	1,709	10,913	16%
Amendment to Variance*	78.75	855	10,913	8%
Critical Area Exception/Reasonable Use*	25.75	1,709	3,532	48%
Zoning Confirmation/Due Diligence Letter (per Letter)	2.00	175	310	56%
Annexation Petition - 10 acres or less*	231.75	570	31,483	2%
Annexation Petition - more than 10 acres*	231.75	855	31,483	3%
Street Right of Way*	4.25	940	546	172%
Administrative Design Review - Minor Exterior Remodel	10.00	100	1,481	7%
Administrative Design Review - Major Exterior Remodel	10.00	150	1,481	10%
Administrative Design Review - New Construction	10.00	200	1,481	14%
Environmental Review - Any project other than Subdivisions*	33.25	570	4,743	12%
Environmental Review - 5 to 100 lots*	33.25	570	4,743	12%
Environmental Review - >100 lots*	33.25	1,140	4,743	24%
Environmental Review - Amendment to DNS or MDNS*	25.00	363	3,649	10%
Appeal to Hearing Examiner*	78.50	570	10,885	5%
Request for Reconsideration of Hearing Examiner Decision*	64.50	285	9,042	3%
Pre-App Meeting	11.50	-	1,536	New Fee
Sidewalk Use Permit*	5.00	-	724	0%
Annual Plat Review Monitoring	6.00	-	888	New Fee
Additional Preliminary Plat Lot (11th to 29th Lot)	1.09	62	151	41%
Additional Preliminary Plat Lot (30th+ Lot)	2.18	62	301	21%
Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)	16.50	-	2,328	New Fee
Additional Model Home	6.63	-	818	New Fee
Additional Short Plat Lot (3-9 Lots)	2.00	62	296	21%
Additional Short Plat Corrections Cycle (3rd+ Cycle)	1.00	-	155	New Fee

Fee Service (Public Works)	Processing Time (hrs)	Existing Fee	Cost of Fee Service	Current Recovery Level
Utility Availability Letter*	1.25	$ 94	$ 149	63%
Grading Permit - Application/Extension*	1.25	100	171	59%
Grading Permit - Plan Review 51 to 100 cubic yards*	1.25	788	140	562%
Grading Permit - Plan Review 101 to 1,000 cubic yards*	6.75	1,307	711	184%
Grading Permit - Plan Review 1,001 to 10,000 cubic yards*	9.75	2,102	1,022	206%
Grading Permit - Plan Review 10,001-100,000 cubic yards*	14.75	3,138	1,553	202%
Grading Permit - Plan Review 100,001+ cubic yards - for add'l 10,000 cy*	1.00	186	109	170%
Grading Permit - Additional Plan Review (hourly)	0.00	-	-	
Grading Permit Fee*	1.00	253	137	185%
Grading Inspection Fee - 51 to 1,000 cubic yards*	6.00	686	662	104%
Grading Inspection Fee - 1,001 to 10,000 cubic yards*	16.00	1,096	1,765	62%
Grading Inspection Fee - 10,001+ cubic yards (for every additional 10,000 cubic yards)*	6.00	331	662	50%
Right of Way - Application/Extension*	3.00	100	337	30%
Right of Way - Driveway - Residential*	4.00	279	481	58%
Right of Way - Driveway - Non-residential*	5.50	653	641	102%
Right of Way - Fence(s) (No existing fee)*	0.50	-	53	0%
Right of Way - Sidewalks (100lf)*	5.00	65	541	12%
Right of Way - Above ground fixtures (existing inclining fee structure)*	2.00	279	215	129%
Right of Way - Underground facilities*	2.00	370	215	172%
Right of Way - Working within Right-of-Way*	2.00	279	215	129%
Right of Way - Traffic Alteration*	2.75	557	296	188%
Other Inspections and Fees - Fee for Posting "Stop Work Order"	2.00	50	221	23%
Other Inspections and Fees - Inspections for which no fee is indicated	1.00	50	110	45%
Other Inspections and Fees - Inspections outside of normal business hours	4.00	50	441	11%
Other Inspections and Fees - Investigative fees/work prior to permit issuance	2.00	-	221	0%
Public Works Construction - Sanitary Sewer Plan Review*	13.25	850	850	100%
Public Works Construction - Sanitary Sewer Plan Review - per lf*	N/A	0.96	1.58	61%
Public Works Construction - Sanitary Sewer Inspections*	46.50	566	566	100%
Public Works Construction - Sanitary Sewer Inspections - per lf*	N/A	2.47	7.96	31%
Public Works Construction - Storm Drainage Plan Review*	16.25	850	850	100%
Public Works Construction - Storm Drainage Plan Review - per lf*	N/A	0.96	1.58	61%
Public Works Construction - Storm Drainage Inspections*	46.50	566	566	100%
Public Works Construction - Storm Drainage Inspections - per lf*	N/A	2.47	7.96	31%
Public Works Construction - Streets Plan Review*	13.50	850	850	100%
Public Works Construction - Streets Plan Review - per lf*	N/A	0.96	1.58	61%
Public Works Construction - Streets Inspections*	44.50	566	566	100%
Public Works Construction - Streets Inspections - per lf*	N/A	2.47	7.96	31%
Public Works Construction - Water System Plan Review*	15.75	850	850	100%
Public Works Construction - Water System Plan Review - per lf*	N/A	0.96	1.58	61%
Public Works Construction - Water System Inspections*	44.50	566	566	100%
Public Works Construction - Water System Inspections - per lf*	N/A	2.47	7.96	31%
Fire Flow Test - 1 Hydrant	2.50	313	258	122%
Fire Flow Test - 2 Hydrant	3.50	626	361	174%
Fire Flow Test - 3 Hydrant	4.50	939	464	203%
Fire Flow Test - 4 Hydrant	5.50	1,264	567	223%
Right of Way - Sidewalks - Additional 100lf	1.50	8	160	5%

City of Monroe
City Council

Development Fee Cost of Service Study

August 18, 2020
Matt Hobson, Project Manager

FCS GROUP
Solutions-Oriented Consulting

Agenda

- Overview of Study Process
- Summary of Cost of Service Results
- Proposed Cost Recovery Policy

Key Study Steps

Cost of Service Analysis

What does it cost the City to provide planning fee services?

Cost Recovery Analysis and Policy

How does the cost compare to the current fee and cost recovery policy?

Fee Design

How can the City structure the fees for these services?

Fee Survey

How do current and proposed fees compare to comparable jurisdictions?

What costs can be recovered?

Legal authority for setting fees

- Authorized within RCW 82.02.020
- City can collect fees "from an applicant for a permit or other governmental approval to cover the cost…of processing applications, inspecting and reviewing plans, or preparing detailed statements [related to SEPA reviews]"

Recoverable costs

- Direct cost of permitting services
- Reasonable portion of indirect and overhead costs

Examples of costs that cannot be recovered

- Comprehensive long-range planning
- Code enforcement

Study Timeline

- **August 2019: Project initiation**
- **August 2019 to December 2019: Interviews and workshops with City staff**
- **Finance and Human Resources Committee Workshops**
  - September 2019: Intro to development fee studies
  - December 2019: Review of initial cost of service results
  - January 2020: Cost recovery policy workshop #1
  - February 2020: Cost recovery policy workshops #2 and #3
- **February 2020: City Council briefing of initial study results**

Summary of Results

- 50 fees reviewed
- 13% overall cost recovery
- 1 fee currently above cost of service

Land Use Planning

- 40 fees reviewed
- 51% overall cost recovery
- 17 fees currently above cost of service

Development Engineering

Finance Committee's Feedback

Not seeking to recover full cost of service

Fees should remain competitive with neighboring jurisdictions

Cost recovery targets should be tiered, increasing with private benefit

Proposed Cost Recovery Policy

- **"The City establishes fees for development services recognizing that a portion of the cost of providing these services benefits the entire community and should be borne by the City's General Fund. Fees for these services are evaluated based on several factors, including:**
  - The cost to issue the permit;
  - The public benefit versus private gains of the permit;
  - Fees for similar services in comparable cities
- **Generally, the City seeks to recover more eligible costs on those permits that have an overwhelming private benefit and seeks to recover less than all eligible costs on those permits that have a mix of private and public benefits.**
- **The City's land use and engineering review fees are categorized into two cost recovery tiers based on the factors described above."**

Proposed Cost Recovery Policy

Cost Recovery Tier	Cost Recovery Target	Rationale	Example Permits
Tier 1	10 to 20 percent	Permits that have a public benefit or where the City wants to ensure that the fee does not discourage applicants from the permitting process.	Boundary Line Adjustments and Short Plats
Tier 2	40 to 70 percent	Permits where individuals or businesses are the primary beneficiary of the service.	Subdivisions and Final Plats

Questions

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