

City of Mercer Island

Development Fee Study

FINAL DRAFT REPORT
November 2018

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FCS GROUP
Solutions-Oriented Consulting

November 15, 2018

Evan Maxim
Planning Manager
City of Mercer Island
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Subject: Development Fee Study

Dear Mr. Maxim:

Attached is our final report on the results of our Development Fee Study. We want to thank you and all the staff from Development Services 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 me at (425) 867-1802 extension 228.

Yours very truly,



Peter Moy
Principal



Matt Hobson
Project Consultant

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CHAPTER I: INTRODUCTION

The City of Mercer Island's Development Services Group (DSG or Department) initiated a cost of service study for its Building Plan Review and Inspection services (Building), Land Use Planning services, and Development Engineering services as well as a fee study for its Land Use Planning services. The Department engaged FCS GROUP to perform the cost of service and fee study. The cost of service and fee study identifies the labor and non-labor resources, establishes the full cost of service for development fee related activities provided by the Department, determines the City's cost recovery rate, and establishes a framework for cost recovery recommendations related to its development permitting functions.

The approach used to conduct the study involved the following:

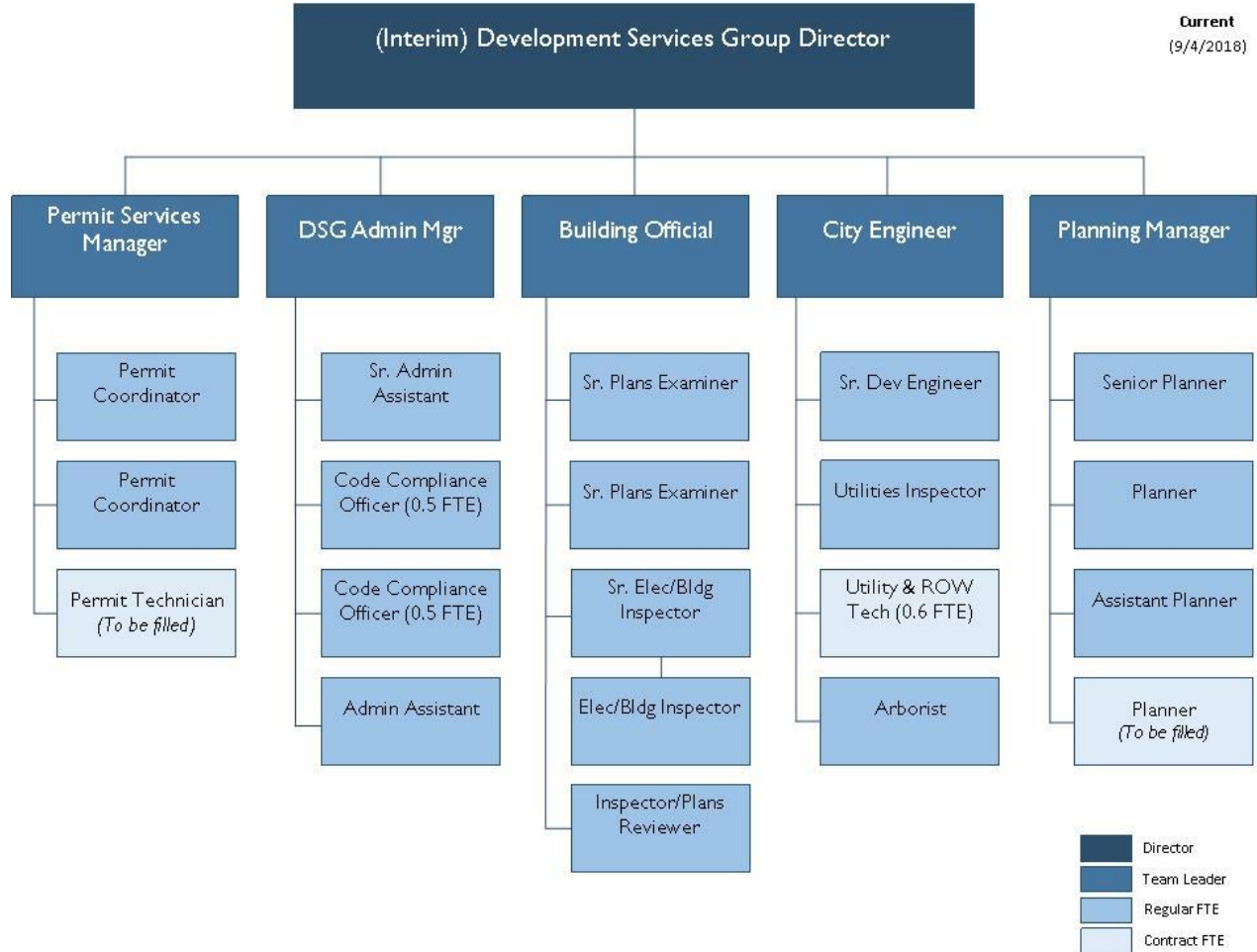
- Working with the DSG management and staff who are involved with fee and non-fee related services for Land Use Planning services,
- Analyzing 2017 financial documentation and data associated with development related services and fees,
- Working with DSG staff to analyze the existing Land Use Planning fees and to estimate the direct labor time needed to provide each fee service,
- Having DSG management and staff review the cost of service and cost recovery for each Land Use Planning service fee,
- Reviewing with DSG 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 building, planning, and engineering fee services,
- 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 DSG staff devoted to the study and for scheduling and organizing the meetings.

DEVELOPMENT SERVICES GROUP BACKGROUND

The Department provides permitting services for building, land use, and private development. In addition to these services, DSG also provides long-term planning, code enforcement, and management of the City's capital improvement projects. According to the 2017-2018 Adopted Budget, the Department includes 20.00 regular FTEs and 3.50 contracted temporary FTEs. Exhibit 1 details the organizational structure of the Department as of September 2018.

Exhibit 1
2018 Development Services Group Organization Chart



The Department’s services are supported by permit fees and other City funds. The Department’s 2017 estimated expenditures and 2018 budgeted expenditures are summarized below in Exhibit 2.

Exhibit 2
Development Services Group Expenditures, 2017 Estimate and 2018 Budget

| Division | 2017 Estimate | 2018 Budget |
|--|--------------------|--------------------|
| Administration (DS 1100) | \$1,194,116 | \$1,329,419 |
| Building Plan Review & Inspection (DS 1200) | 878,340 | 869,845 |
| Land Use Planning Services (DS 1300) | 633,798 | 743,209 |
| Development Engineering (DS 1400) | 404,792 | 387,098 |
| Arborist (DS 1700) | 87,456 | 142,347 |
| Utility Inspections (DS 4501, 4502, 4503, 4504)* | 128,917 | 130,838 |
| Total | \$3,327,419 | \$3,602,756 |

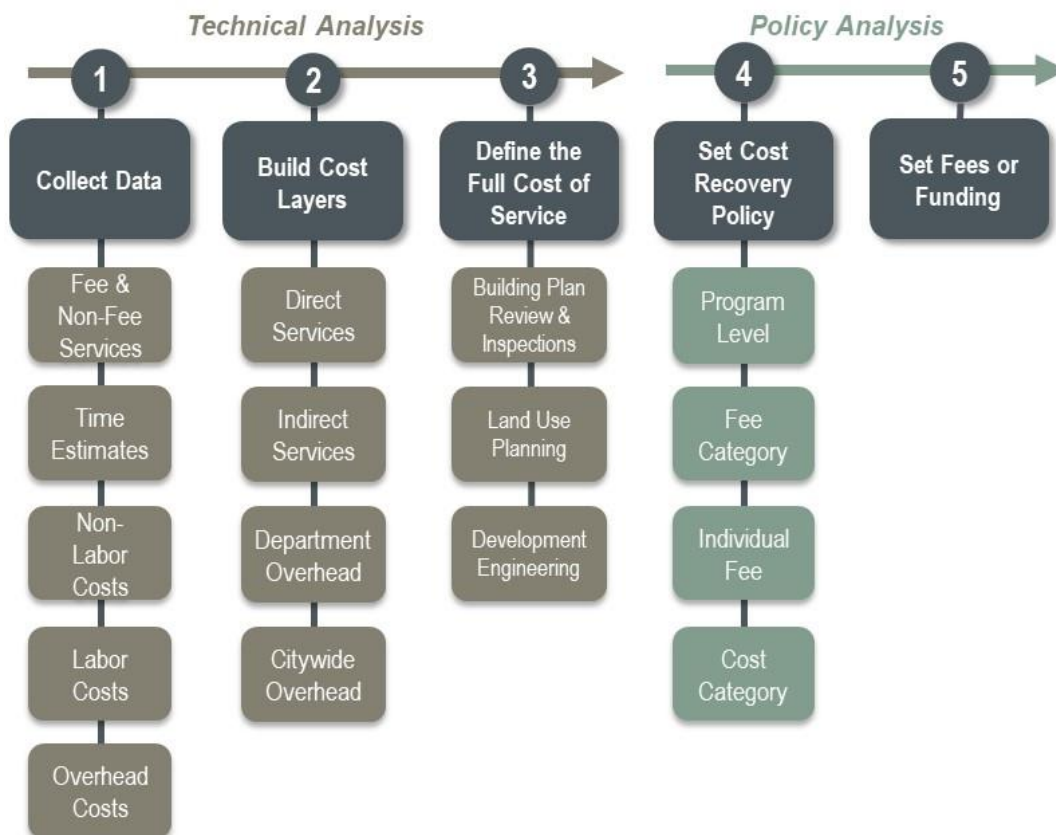
*Utility inspection expenditures are funded through the City’s water, sewer, street, and stormwater funds and are not recovered by permit fees.

CHAPTER II: COST OF SERVICE

METHODOLOGY

To determine the cost of service and the appropriate fees, a defined task plan was followed as outlined below in Exhibit 3. 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 DSG staff the opportunity to identify the cost basis for its services and fees.

Exhibit 3
Cost of Service and Fee Methodology



Step 1: Collect Data – The data collection phase is the critical step that establishes the parameters of the cost of service and fee analyses. The first part of the data collection process involved reviewing the Planning fee schedule to determine what fees and services should be included in the study.

Individual fees related to the Department's Building and Development Engineering programs were not analyzed in this study.

Based on the fee schedules and discussions with staff, Exhibits 4, 5, and 6 show the list of the individual current and new planning fee services included in the study. In total, DSG staff identified 78 planning fees to review in the study: 63 current fees and 15 new fees.

Exhibit 4
Existing Land Use Planning Fees Included in Study

- Appeals - Land Use
- Appeals - Code Interpretation
- Critical Areas - Determination
- Critical Areas - Reasonable Use Exception
- Design Review - Design Commission Study Session
- Wireless Communication Facilities - Wireless Communication Facilities-6409 Exemption
- Wireless Communication Facilities - New Wireless Communications Facility
- Deviations - Changes to Antenna Requirements
- SEPA Review (Checklist) - Major
- Shoreline Management - Exemption
- Shoreline Management - Permit Revision
- Shoreline Management - Substantial Development Permit
- Subdivision Preliminary Long Plat - Long Plat
- Subdivision Long Plat - Subdivision Alteration to Existing Plat
- Subdivision Long Plat - Final Subdivision Review
- Preliminary Subdivision Short Plat
- Subdivision Short Plat - Three Lots
- Subdivision Short Plat - Four Lots
- Subdivision Short Plat - Short Plat Alteration
- Subdivision Short Plat - Final Short Plat Approval
- Variances (Plus Hearing Examiners Fee)
- Other Land Use - Accessory Dwelling Units (ADU)
- Other Land Use - Code Interpretation Request
- Other Land Use - Comprehensive Plan Amendment (CPA)-Application
- Other Land Use - Conditional Use (CUP)
- Other Land Use - Lot Line Revision
- Other Land Use - Noise Exception - Type 1
- Other Land Use - Noise Exception - Type 2
- Other Land Use - Noise Exception - Type 3
- Other Land Use - Reclassification of Property (Rezoning)
- Other Land Use - Zoning Code Text Amendment
- Pre-Application Meeting
- SEPA Review (Checklist) – Minor
- Deviations - Changes to Open Space
- Deviations - Critical Areas Setback
- Deviations - Shoreline
- Environmental Review (SEPA) - Environmental Impact Statement or Revision
- Subdivision Long Plat - Fire Review
- Subdivision Short Plat - Deviation of Acreage Limitation

- Other Land Use - Code Interpretation Request (after first six hours)

Through the review process, DSG staff also identified a list of current planning fees to consolidate, delete, or retain at the current fee level. A cost of service analysis was not completed for these fee services. Exhibit 5 details current fees that were deleted as a result of the study.

Exhibit 5

Existing Land Use Planning Fees Deleted, Consolidated, or Retained at Current Fee Level

- Appeals – Building (consolidated with other appeals)
- Design Review - Administrative Review Other Than Signs and Colors
- Design Review - Administrative Review of Development Signs
- Design Review - Change to Final Design Approval
- Design Review - Design Review - Major, \$0 to \$5,000
- Design Review - Design Review - Major, \$5,001 - \$25,000
- Design Review - Design Review - Major, \$25,001 - \$50,000
- Design Review - Design Review - Major, \$50,001 - \$100,000
- Design Review - Design Review - Major, \$100,001+
- Design Review - Design Review - Minor, \$0 to \$5,000
- Design Review - Design Review - Minor, \$5,001 - \$25,000
- Design Review - Design Review - Minor, \$25,001 - \$50,000
- Design Review - Design Review - Minor, \$50,001 - \$100,000
- Design Review - Design Review - Minor, \$100,001+
- Deviations – Wet Season Construction Moratorium (retained at current fee level)
- Environmental Review (SEPA) - Environmental Impact Statement Revision
- Shoreline – Semi-Private Recreation Tract – Modification
- Shoreline – Semi-Private Recreation Tract – New
- Subdivision Short Plat - Fire Review (per hour)
- Other Land Use – Addition Fee if added to Final Docket (retained at current fee level)
- Other Land Use – Lot Consolidation
- Other Land Use - Right of Way Encroachment Agreement (transferred to Development Engineering program)
- Other Land Use – Sign Fee (retained at current fee level)

DSG staff also identified new planning fees to include in the study. Exhibit 6 details the list of new fees.

Exhibit 6

New Planning Fees Included in Study

- Pre-Design Meeting
- Requests for Letter
- Hourly Fee for Planning Work Not Covered by a Permit
- Additional Design Review Meeting
- Business License Review
- Appeals - ROW
- Shoreline - Variance
- Shoreline - Conditional Use
- Noise Exception - Type 4
- 3rd+ Correction Request

- Design Review (Code Official)
- Design Review (Design Commission - Exterior Alterations)
- Design Review (Design Commission - New Building)
- Impact Fee Deferral
- Transportation Concurrency

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. The Department provided two sets of timekeeping records for each staff member in 2017. The first data set included work hours, leave hours, and total 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). Also, 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 2017 for each program by fee and non-fee activities.

Indirect Services – Services provided to support direct services (e.g. customer service, administrative duties) and that cannot be assigned to a specific project, application, activity, or request.

The Department reviewed the work activities in 2017 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 division management, supervision, internal meetings/calls/e-mails, filing, and other miscellaneous activities.
- EGov and MBP – Time spent managing electronic permits and permit status (e.g., permit applications, inspection scheduling)

Based on Department feedback, a portion of the indirect administrative activities of Building staff supports the Land Use Planning and Development Engineering programs. As a result, 90 percent of the time spent by Building staff for indirect administrative activities was allocated to the Building Program with the remaining 10 percent of time split evenly between the Land Use Planning and Development Engineering programs. Similarly, indirect administrative time for the Department's customer service team was allocated to the Building (60%), Land Use Planning (25%), and Development Engineering (15%) programs. All of the indirect administrative time for Land Use Planning and Development Engineering staff were directly assigned to their respective programs.

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 department or division indirect costs and allocations that support the Department's operations and services.

The combined annual work hours for direct services, indirect services, and overhead services for each employee in 2017 were then compared to and reconciled with the timekeeping data for each

employee's reported work hours for the year. If an employee's direct, indirect, and overhead work hours did not match to total reported work hours, then the direct, indirect, and overhead work hours were adjusted proportionally to reconcile to total work hours.

In addition to each employee's overall time for 2017, staff focus groups were conducted to identify the processing times for each individual Land Use Planning fee service by position class. Planning staff met several times to discuss and identify the time needed for each permit. The total processing time for each Land Use Planning fee service is shown in Appendix B.

Step 2: Build Cost Layers – 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 2017. The analysis was done separately for Building, Land Use Planning, and Development Engineering based on staff time records and the services provided (see Appendix A). An additional analysis was completed to develop the cost of service for time spent on direct services by administrative staff including the DSG director and permit center staff.

After the labor costs for each staff member and each service were calculated, the non-labor costs were analyzed. 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. Contract labor services to support Building and Development Engineering services were directly assigned to direct fee services. Contract labor costs that support permit archiving work were distributed across the different fee categories proportionally based on time estimates provided by City staff.

City and department overhead costs were also allocated for fee and non-fee services. City-wide overhead costs were allocated across the divisions (e.g., Administration, Building, Land Use Planning, and Development Engineering) based on the number of 2017-18 budgeted regular FTEs within each division. Department overhead related to the DSG director's indirect labor time was also allocated to the other divisions proportionally based on 2017-18 budgeted regular FTEs. The remaining Department overhead labor costs were allocated to the other divisions proportionally based on 2017 permit volumes. With exception to fleet-related overhead expenses, the Department overhead non-labor costs were allocated to the other divisions proportionally based on 2017 permit volumes. Based on discussions with City staff, 50 percent of fleet overhead costs (maintenance and replacement) are allocated to support code compliance services unrelated to permit services. The remaining 50 percent of fleet overhead costs support direct fee services and are allocated proportionally to the divisions based on 2017 permit volumes.

Step 3: Determine the Full Cost of Service – 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 2017 cost of operations and distributing those costs among the different service categories and components to establish the cost layers that ultimately make up each program'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 staff member's hourly rate based on each cost layer's cost divided by the total direct hours for the fee

category (e.g. Building, Land Use Planning, and Development Engineering). 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 planning 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 Department staff, it was determined that some fee services require time from staff outside of the Department or City (e.g., city attorney, fire marshal, hearing examiner). In these cases, time estimates were provided for their work on specific fee services and the Department provided hourly labor rate estimates for the positions. Because these positions are outside of the Department, the hourly labor rates do not include DSG Department non-labor or overhead costs.

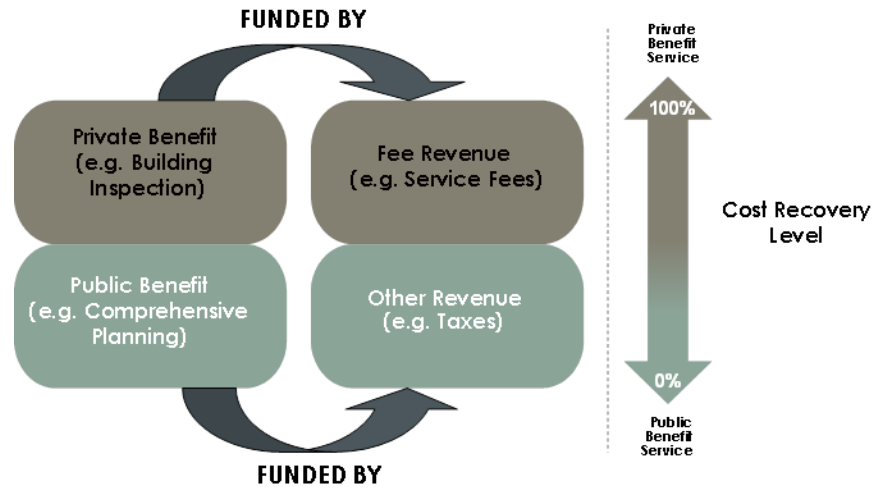
Step 4: Set Cost Recovery Objectives – Once the full cost of service is identified and the hourly rates are established, the next step is to identify the cost recovery levels and to establish cost recovery objectives.

Overall cost recovery levels for Building Plan Review and Inspections, Land Use Planning, and Development Engineering were determined by comparing each fee category's total cost of service to the respective permit fee revenue in 2017. 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 amount of cost recovery is a policy decision that is generally made by the City Council. Based on discussions with Department staff, the cost recovery goal for Building Plan Review and Inspections is 95 percent. The cost recovery goal for Land Use Planning and Development Engineering is 80 percent.

Cost recovery levels for individual Land Use Planning 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 charged for Land Use Planning services exclude the three percent technology fee assessed on all Department 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. Exhibit 7 illustrates the application of public versus private benefit decisions in determining what level of the full cost of service should be recovered from fees. When fee activities combine both public and private benefits, the fees might be less than the cost of service. This concept that should be considered when determining the level of cost recovery.

Exhibit 7 Public Versus Private Benefit and Cost Recovery Decisions



Step 5: Set Fees – The final step of the cost of service and fee analysis was to calculate the fees based on the cost recovery policies. To calculate the fees, the amount of time spent to provide each fee service was established, where applicable. Other considerations in fee setting besides the analytical cost recovery objectives include key questions such as:

- Is it feasible to set fees at the calculated level?
- Will increasing fees result in compliance or public safety problems?
- Can the market bear the fee increases?
- Do adjustments in fees adversely affect other City goals?
- Are there feasible process changes that might bring costs into better balance with revenues?

CHAPTER III: COST OF SERVICE AND RECOVERY ANALYSIS STRATEGIES

Based on the methodology described in the previous chapter, the estimated 2017 full cost of service and cost recovery levels were determined for Building, Land Use Planning, and Development Engineering services as well as for individual Land Use Planning fees. The cost of service analysis shows the costs by type of cost category, overall fee category, and individual fee. Costs were first categorized following the Department’s organizational chart: Building, Land Use Planning, Development Engineering, Administration, and other departments. Because each staff group might provide services to the other divisions, the labor costs were re-grouped based on the staff’s annual time estimates for the different fee categories: Building, Land Use Planning, and Development Engineering. 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 three fee categories from the different staff groups.

**Exhibit 8
Breakdown of 2017 Direct Hours by Fee Category***

| Fee Category | Division | | | | | Total |
|--|--|----------------------------|-------------------------|----------------|-------------------|---------------|
| | Building Plan Review & Inspection Services | Land Use Planning Services | Development Engineering | Administration | Other Departments | |
| Building Plan Review & Inspection Services | 7,327 | 3,152 | 380 | 672 | - | 11,530 |
| Land Use Planning Services | 17 | 3,299 | 408 | 238 | - | 3,962 |
| Development Engineering | - | 53 | 2,429 | 116 | 10 | 2,608 |
| Total | 7,344 | 6,503 | 3,217 | 1,026 | 10 | 18,100 |

*According to 2017 timesheet data, staff from the City’s Public Works Department provided ten hours of support for Development Engineering fee services.

Exhibit 9
Allocation of 2017 Direct Labor Cost Layer by Fee Category

| Fee Category | Division | | | | | Total |
|--|--|----------------------------|-------------------------|------------------|-------------------|---------------------|
| | Building Plan Review & Inspection Services | Land Use Planning Services | Development Engineering | Administration | Other Departments | |
| Building Plan Review & Inspection Services | \$ 590,449 | \$ 183,286 | \$ 20,123 | \$ 35,077 | \$ - | \$ 828,935 |
| Land Use Planning Services | 1,881 | 197,642 | 37,087 | 25,250 | - | 261,861 |
| Development Engineering | - | 3,955 | 160,802 | 6,588 | 716 | 172,061 |
| Total | \$ 592,330 | \$ 384,883 | \$ 218,012 | \$ 66,915 | \$ 716 | \$ 1,262,856 |

Note: Slight differences may occur due to rounding

Once the cost of service has been established, the level of cost recovery can be analyzed by comparing the cost of service to the revenues or current fee. The analysis evaluates the cost recovery level at an overall fee category level as well as for individual Land Use Planning fees. As previously mentioned, the cost of service is primarily based on the amount of time assigned to each fee category. Time from one fee category might also be related to other fee categories because there might be a certain degree of legal and technical overlap between the different fee categories. Consequently, each fee category's cost of service provides a general cost estimate, and the cost recovery levels might also be affected by these estimates. The following cost of service and cost recovery analyses are based on the fee category and not on the organizational divisions.

BUILDING PLAN REVIEW & INSPECTION

As shown in Exhibit 10, the full cost of Building fee supported services was \$1,705,135. Direct services were about 54% of the full cost of service, while indirect services were 6% of the full cost of service. Department administration and citywide overhead costs represented the remaining cost of service. The Building group's non-labor costs were allocated across building fee and non-fee categories based on staff-reported work hours.

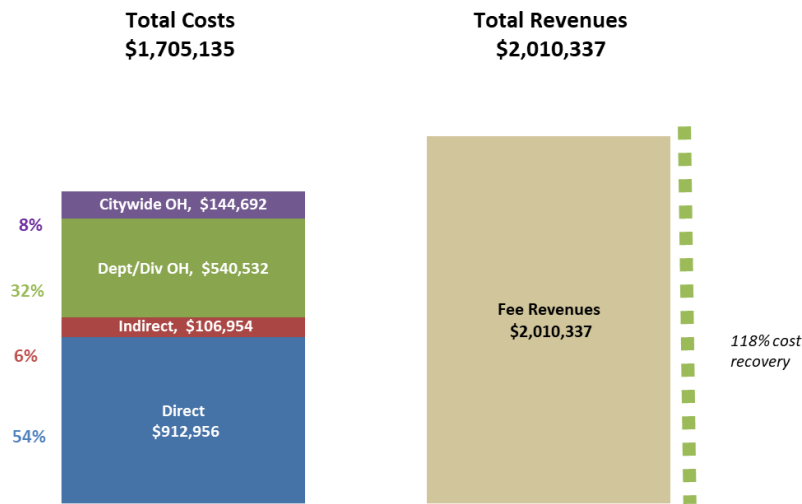
Exhibit 10
2017 Full Cost of Service for Building Plan Review & Inspection

| <i>Building Plan Review & Inspection Services</i> | | Annual Cost Components | | Total Costs | % of Total Costs |
|---|--|------------------------|-------------------|---------------------|------------------|
| | | Labor Costs | Non-Labor Costs | | |
| Direct Costs | Total Direct Services | \$ 828,935 | \$ 26,920 | \$ 855,854 | 50.2% |
| | Contract Services | | \$ 57,102 | \$ 57,102 | 3.3% |
| Subtotal Direct Costs | | \$ 828,935 | \$ 84,021 | \$ 912,956 | 53.5% |
| Indirect Costs | DINADM - Indirect-Administrative Duties | \$ 95,618 | \$ 2,705 | \$ 98,323 | 5.8% |
| | DINCST - Indirect - Customer Service | 2,165 | 46 | 2,211 | 0.1% |
| | DINEGV - Indirect - EGov and MBP | 6,289 | 131 | 6,420 | 0.4% |
| Subtotal Indirect Costs | | 104,072 | 2,882 | \$ 106,954 | 6.3% |
| Overhead Costs | Department Administration OH - Fee Related | \$ 418,694 | \$ 121,838 | \$ 540,532 | 31.7% |
| | Division OH - Fee Related | - | - | - | - |
| | Citywide OH - Fee Related | - | 144,692 | 144,692 | 8.5% |
| Subtotal Overhead Costs | | \$ 418,694 | \$ 266,531 | \$ 685,225 | 40.2% |
| Total Building Plan Review & Inspection Services Costs | | \$ 1,351,700 | \$ 353,435 | \$ 1,705,135 | 100.0% |

Note: Slight differences may occur due to rounding

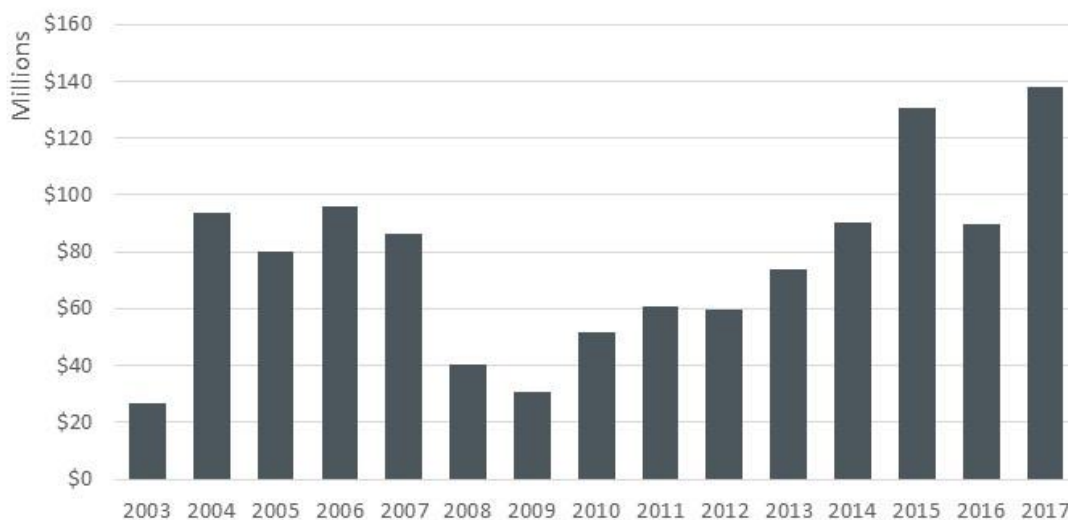
Exhibit 11 compares the Exhibit 10 costs with the 2017 total revenues for Building Plan Review and Inspection services. Permit revenue in this analysis only accounts for recognized or earned revenue in 2017. The Department also received some permit revenue in 2017 for which plan review or inspection work was not completed in 2017. This unearned or carryover revenue is excluded from the cost recovery analysis. The total cost of service for fee supported services (\$1,705,135) was less than earned fee revenue (\$2,010,337) by approximately \$305,000. In other words, the cost recovery rate for Building Plan Review and Inspection services in 2017 was 118 percent. In comparison to previous fee studies completed by FCS GROUP for the Department, the 2017 cost recovery rate is lower than 2015 (125 percent) and higher than 2012 (87 percent).

Exhibit 11
2017 Cost Recovery for Building Plan Review & Inspection Services



Cost recovery levels for building permit services can fluctuate year to year in response to changes in development activity. Exhibit 12 illustrates the change in building valuation over the last fifteen years. Because the majority of building permit revenue is based on building valuation, changes in building valuation have a direct impact on building permit revenue. Higher building valuation generally corresponds to higher cost recovery while lower building valuation generally corresponds to a lower cost recovery. Given the relatively high building valuation in 2017, the cost recovery level for Building Plan Review and Inspections in 2017 exceed the target rate. It is common for jurisdictions to experience higher cost recovery rates during periods of higher permit activity because there is typically a delay in the hiring of additional staff to process the increased workload.

Exhibit 12
Historical Building Valuation, 2003 to 2017



LAND USE PLANNING SERVICES

As shown in Exhibit 13, the full cost of Land Use Planning fee supported services was \$580,870. Direct services were about 48% of the full cost of service, while indirect services were 11% of the full cost of service. The remaining 41% is attributed to Department administration and citywide overhead costs.

Exhibit 13
2017 Full Cost of Service for Land Use Planning Services

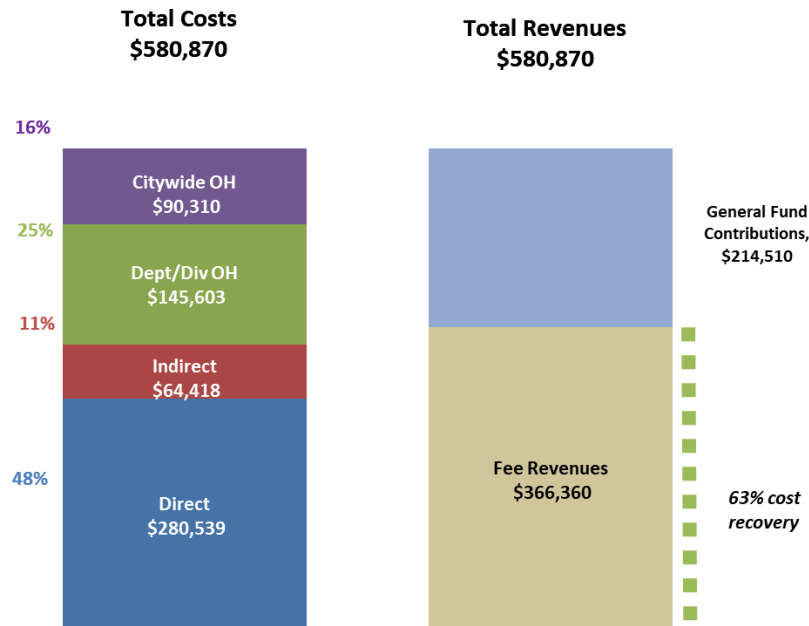
| <i>Land Use Planning Services</i> | | Annual Cost Components | | Total Costs | % of Total Costs |
|---|--|------------------------|-------------------|-------------------|------------------|
| | | Labor Costs | Non-Labor Costs | | |
| Direct Costs | Total Direct Services | \$ 261,861 | \$ 18,678 | \$ 280,539 | 48.3% |
| | Contract Services | | \$ - | \$ - | - |
| Subtotal Direct Costs | | \$ 261,861 | \$ 18,678 | \$ 280,539 | 48.3% |
| Indirect Costs | DINADM - Indirect-Administrative Duties | \$ 46,333 | \$ 1,547 | \$ 47,879 | 8.2% |
| | DINCST - Indirect - Customer Service | 15,962 | 577 | 16,539 | 2.8% |
| | DINEGV - Indirect - EGov and MBP | - | - | - | - |
| Subtotal Indirect Costs | | 62,295 | 2,123 | \$ 64,418 | 11.0% |
| Overhead Costs | Department Administration OH - Fee Related | \$ 123,630 | \$ 21,973 | \$ 145,603 | 25.1% |
| | Division OH - Fee Related | - | - | - | - |
| | Citywide OH - Fee Related | - | 90,310 | 90,310 | 15.5% |
| Subtotal Overhead Costs | | \$ 123,630 | \$ 112,283 | \$ 235,913 | 40.6% |
| Total Land Use Planning Services Costs | | \$ 447,785 | \$ 133,085 | \$ 580,870 | 100.0% |

Note: Slight differences may occur due to rounding

To determine a fully loaded hourly rate for Land Use Planning direct fee services, the total cost of service for the program (\$580,870) was divided by direct fee hours for the program (3,962). The fully loaded average hourly rate for Land Use Planning fees in 2017 is \$146.62.

Exhibit 14 compares the costs found in Exhibit 13 to the 2017 total revenues for Land Use Planning services. This graph illustrates that 63 percent of the division's costs were recovered from permit revenues. The remaining \$215,000 in costs was covered by the General Fund or other revenue sources. In comparison to previous fee studies completed by FCS GROUP for the Department, the 2017 cost recovery rate is lower than in 2015 (83 percent) and higher than in 2012 (39 percent).

Exhibit 14 2017 Cost Recovery for Land Use Planning Services



Individual Land Use Planning Fees

Exhibits 15, 16, and 17 detail the cost of service for all identified planning fees based on the calculated rates, the current fee, and cost recovery percentage. Of the 63 current fees, 23 fees were consolidated, deleted, or retained at current fee levels (See Exhibit 5), so a cost recovery analysis was conducted on the remaining 40 fees (Exhibit 15). Seven of these current fees included in the analysis are proposed as hourly fees and are included in Exhibit 16. In addition, Department staff identified 15 new fees and provided estimated work times for these new fees (Exhibit 17). The current fees listed for all services exclude the three percent technology fee assessed on all Department fee services.

The Department anticipates additional expenses for one of the new planning fee services: the Transportation Concurrency service. To provide this fee service, \$3,200 in non-labor expense was added to the Land Use Planning program’s cost of service in 2017 to account for the eventual replacement of a transportation concurrency model. The additional expense is based on the replacement cost of the model (\$16,000) prorated over a five-year replacement schedule. This additional expense is not included in the Land Use Planning program’s overall cost of service as detailed in Exhibit 13. The additional cost is only used in determining the cost of service for individual Land Use Planning fees. The annualized cost to replace the transportation concurrency model is estimated to increase the loaded hourly rate for Land Use Planning fees by less than \$1 per hour, from \$146.62 to \$147.43 per hour.

The average cost recovery rate for all current and new fees included in the cost recovery analysis was 43 percent. Only one fee had a cost recovery rate greater than 100 percent: New Wireless Communication Facilities (102%). Examples of cost recovery rates for Land Use Planning fees include:

- Accessory Dwelling Unit (8%)
- Conditional Use Permit (94%)
- Design Commission Study Session (29%)
- Subdivision Preliminary Long Plat (70%)

Exhibit 15
2017 Cost of Service by Individual Planning Fee (Current Fees)

| Fee Description | Cost of Service | Current Fee - 2018 | Cost Recovery (%) |
|--|-----------------|--------------------|-------------------|
| Appeals - Land Use | \$ 7,644 | \$ 925 | 12% |
| Appeals - Code Interpretation | 6,824 | 925 | 14% |
| Critical Areas - Determination | 7,863 | 2,859 | 36% |
| Critical Areas - Reasonable Use Exception | 16,238 | 5,722 | 35% |
| Design Review - Design Commission Study Session | 5,387 | 1,583 | 29% |
| Wireless Communication Facilities - Wireless Communication Facilities-6409 Exemption | 4,425 | 1,583 | 36% |
| Wireless Communication Facilities - New Wireless Communications Facility | 5,750 | 6,332 | 110% |
| Deviations - Changes to Antenna Requirements | 3,033 | 1,907 | 63% |
| SEPA Review (Checklist) - Major | 6,110 | 1,907 | 31% |
| Shoreline Management - Exemption | 1,733 | 462 | 27% |
| Shoreline Management - Permit Revision | 1,757 | 764 | 43% |
| Shoreline Management - Substantial Development Permit | 4,533 | 2,860 | 63% |
| Subdivision Preliminary Long Plat - Long Plat | 28,256 | 19,785 | 70% |
| Subdivision Long Plat - Subdivision Alteration to Existing Plat | 13,610 | 4,767 | 35% |
| Subdivision Long Plat - Final Subdivision Review | 11,284 | 4,749 | 42% |
| Preliminary Subdivision Short Plat | 9,864 | 5,539 | 56% |
| Subdivision Short Plat - Three Lots | 14,408 | 6,648 | 46% |
| Subdivision Short Plat - Four Lots | 14,408 | 7,914 | 55% |
| Subdivision Short Plat - Short Plat Alteration | 8,682 | 5,539 | 64% |
| Subdivision Short Plat - Final Short Plat Approval | 4,855 | 954 | 20% |
| Variances (Plus Hearing Examiners Fee) | 9,279 | 3,814 | 41% |
| Other Land Use - Accessory Dwelling Units (ADU) | 2,317 | 191 | 8% |
| Other Land Use - Code Interpretation Request | 2,353 | 950 | 40% |
| Other Land Use - Comprehensive Plan Amendment (CPA)-Application | 22,365 | 4,387 | 20% |
| Other Land Use - Conditional Use (CUP) | 8,105 | 7,628 | 94% |
| Other Land Use - Lot Line Revision | 4,741 | 3,166 | 67% |
| Other Land Use - Noise Exception - Type 1 | 2,750 | 1,267 | 46% |
| Other Land Use - Noise Exception - Type 2 | 1,118 | 632 | 57% |
| Other Land Use - Noise Exception - Type 3 | 846 | 475 | 56% |
| Other Land Use - Reclassification of Property (Rezoning) | 15,379 | 4,767 | 31% |
| Other Land Use - Zoning Code Text Amendment | 21,681 | 4,387 | 20% |
| Pre-Application Meeting | 1,967 | 488 | 25% |
| SEPA Review (Checklist) - Minor | 2,756 | 572 | 21% |

Exhibit 16

2017 Cost of Service by Individual Planning Fee (Current Fees Proposed to be Hourly Fees)*

| Fee Description | Cost of Service | Current Fee - 2018 | Cost Recovery (%) |
|--|-----------------|--------------------|-------------------|
| Deviations - Changes to Open Space - Set to Hourly Fee | \$ 147 | \$ 1,907 | Hourly Fee |
| Deviations - Critical Areas Setback - Set to Hourly Fee | 147 | 2,860 | Hourly Fee |
| Deviations - Shoreline - Set to Hourly Fee | 147 | 3,814 | Hourly Fee |
| Environmental Review (SEPA) - Environmental Impact Statement or Revision - Set to Hourly Fee | 147 | 2,860 | Hourly Fee |
| Subdivision Long Plat - Fire Review - Set to Hourly Fee | 83 | 130 | Hourly Fee |
| Subdivision Short Plat - Deviation of Acreage Limitation - Set to Hourly Fee | 147 | 983 | Hourly Fee |
| Other Land Use - Code Interpretation Request (after first six hours) - Set to Hourly Fee | 147 | 151 | Hourly Fee |
| | | | |

*The hourly fee for Subdivision Long Plat - Fire Review is performed by the Fire Marshal and does not include DSG indirect and overhead costs.

Exhibit 17

2017 Cost of Service by Individual Planning Fee (New Fees)

| Fee Description | Cost of Service | Current Fee - 2018 | Cost Recovery (%) |
|--|-----------------|--------------------|-------------------|
| Pre-Design Meeting | \$ 1,967 | \$ - | 0% |
| Requests for Letter | 682 | - | 0% |
| Hourly Fee for Planning Work Not Covered by a Permit | 147 | - | 0% |
| Additional Design Review Meeting | 4,236 | - | 0% |
| Business License Review | 75 | - | 0% |
| Appeals - ROW | 10,248 | - | 0% |
| Shoreline - Variance | 10,986 | - | 0% |
| Shoreline - Conditional Use | 10,232 | - | 0% |
| Noise Exception - Type 4 | 2,720 | - | 0% |
| 3rd+ Correction Request | 1,773 | - | 0% |
| Design Review (Code Official) | 3,075 | - | 0% |
| Design Review (Design Commission - Exterior Alterations) | 14,071 | - | 0% |
| Design Review (Design Commission - New Building) | 23,122 | - | 0% |
| Impact Fee Deferral | 59 | - | 0% |
| Transportation Concurrency | 134 | - | 0% |
| | | | |

DEVELOPMENT ENGINEERING

As shown in Exhibit 18, the full cost of Development Engineering fee supported services was \$590,305. Direct services were 37% of the full cost of service, while indirect services represented 20%. Department and Citywide overhead costs were the remaining 43%.

Exhibit 18
2017 Full Cost of Service for Development Engineering

| <i>Development Engineering</i> | | Annual Cost Components | | Total Costs | % of Total Costs |
|--|--|------------------------|-------------------|-------------------|------------------|
| | | Labor Costs | Non-Labor Costs | | |
| Direct Costs | Total Direct Services | \$ 172,061 | \$ 3,544 | \$ 175,604 | 29.7% |
| | Contract Services | | \$ 42,179 | \$ 42,179 | 7.1% |
| Subtotal Direct Costs | | \$ 172,061 | \$ 45,723 | \$ 217,784 | 36.8% |
| Indirect Costs | DINADM - Indirect-Administrative Duties | \$ 96,275 | \$ 1,268 | \$ 97,543 | 16.5% |
| | DINCST - Indirect - Customer Service | 19,318 | 288 | 19,606 | 3.3% |
| | DINEGV - Indirect - EGov and MBP | - | - | - | - |
| Subtotal Indirect Costs | | 115,594 | 1,555 | \$ 117,149 | 19.8% |
| Overhead Costs | Department Administration OH - Fee Related | \$ 149,452 | \$ 38,849 | \$ 188,301 | 31.9% |
| | Division OH - Fee Related | - | - | - | - |
| | Citywide OH - Fee Related | - | 67,071 | 67,071 | 11.4% |
| Subtotal Overhead Costs | | \$ 149,452 | \$ 105,921 | \$ 255,372 | 43.3% |
| Total Development Engineering Costs | | \$ 437,106 | \$ 153,199 | \$ 590,305 | 100.0% |

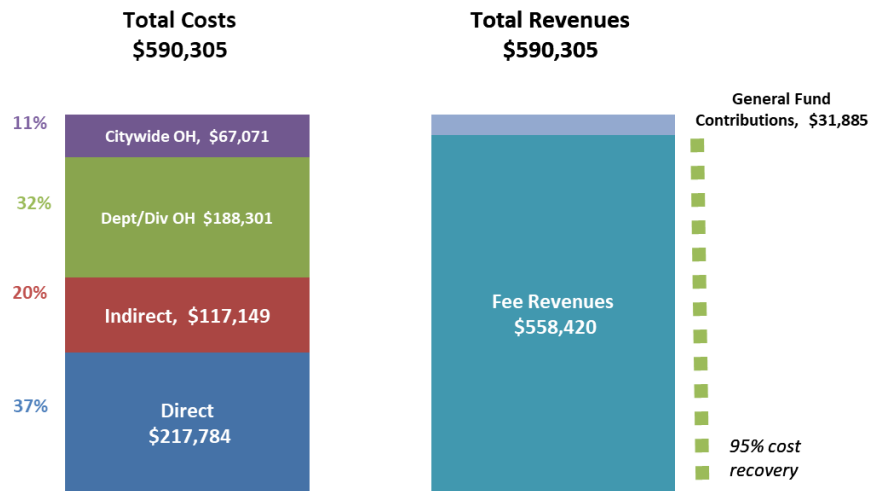
Note: Slight differences may occur due to rounding

In 2017 the overall revenues from Development Engineering fee services were lower than the total costs. Revenue from development engineering permits totaled \$558,420 while calculated costs totaled \$590,305. Based on the analysis, Development Engineering services required approximately \$32,000 in General Fund support in 2017. The overall cost recovery rate is 95%. In comparison to previous fee studies completed by FCS GROUP for the Department, the 2017 cost recovery rate is higher than in 2015 (53 percent) and in 2012 (48 percent). The increase in the cost recovery rate in 2017 is primarily attributed to two changes to the study methodology for Development Engineering.

- Tree permit revenue (\$95,273 in 2017) is allocated to Development Engineering to align with the labor and non-labor costs for the City Arborist, which are allocated to Development Engineering.
- Expenditures related to water, sewer, stormwater, and street utility inspections (\$128,916 in 2017) are recovered by the City's utility funds and, as a result, are not included in the cost recovery analysis for Development Engineering permit fee services.

Exhibit 19 illustrates the cost recovery rate for Development Engineering services in 2017.

Exhibit 19 2017 Cost Recovery for Development Engineering



APPENDIX A – 2017 TIME ESTIMATES

| Building Plan Review & Inspection Services | | | | | | | |
|---|---|---------------------|-------------------------------|-------------------------------------|---|--|---|
| LABOR HOURS | | Total | Cole, Don - Building Official | Gardner, Brent - Building Inspector | Potterf, Mark - Senior Building Inspector | Reece, Gareth - Senior Building Plans Examiner | Skidmore, Paul - Senior Building Plans Examiner |
| Labor Breakdown | Annual Regular Labor | 10,377 | 2,106 | 2,050 | 2,095 | 2,080 | 2,046 |
| | Annual Overtime | 0 | | | | | |
| | Annual Labor | 10,377 | 2,106 | 2,050 | 2,095 | 2,080 | 2,046 |
| | Annual Leave | 2,068 | 504 | 436 | 444 | 276 | 408 |
| Total Available Work Hours | | 8,309 | 1,602 | 1,614 | 1,651 | 1,804 | 1,638 |
| Indirect Activities | DINADM - Indirect-Administrative Duties | 846 | 472 | 58 | 57 | 90 | 170 |
| | DINCST - Indirect - Customer Service | 20 | 19 | 2 | 0 | 0 | 0 |
| | DINEGV - Indirect - EGov and MBP | 58 | 58 | 0 | 0 | 0 | 0 |
| | | 0 | | | | | |
| Net Annual Labor Related to Direct Services | | 7,384 | 1,053 | 1,554 | 1,594 | 1,714 | 1,468 |
| Direct Fee Time Categories for Building Plan Review & Inspection Services | Bldg-Com_MF Inspections | 652 | 34 | 275 | 342 | 0 | 0 |
| | Bldg-Com_MF Plan Review | 1,258 | 301 | 211 | 92 | 0 | 654 |
| | Bldg-Fire Inspection | 2 | 2 | 0 | 0 | 0 | 0 |
| | Bldg-Fire Plan Review | 4 | 4 | 0 | 0 | 0 | 0 |
| | Bldg-OTC Sub Permits | 77 | 9 | 0 | 0 | 51 | 16 |
| | Bldg-SF Inspection | 2,315 | 150 | 966 | 1,098 | 83 | 18 |
| | Bldg-SF Plan Review | 2,903 | 420 | 85 | 56 | 1,571 | 772 |
| | Bldg-Deviation in Wet Season | 12 | 12 | 0 | 0 | 0 | 0 |
| | Eng-Fire Inspection | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Fire Plan Review | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-ROW | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Site Development | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Storm Review Inspec | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Tree Review Inspec | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Utility Inspections | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Administrative Actions | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Appeals | 8 | 8 | 0 | 0 | 0 | 0 |
| | Pln-Business License Review | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Critical Areas | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Discretionary Actions | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Ministerial Actions | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Other Land Use | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-PreApp Meeting | 9 | 9 | 0 | 0 | 0 | 0 |
| | Pln-ROW Encroachment | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Subdivisions | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Wireless Comm | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-Zoning Review Perm | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-Major SF | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-PreApp Meetings | 30 | 16 | 0 | 6 | 0 | 8 |
| | Bldg-Sound Transit and East Link | 73 | 69 | 3 | 0 | 1 | 0 |
| | | 0 | | | | | |
| | LastBuilding | 0 | | | | | |
| | Direct Non-Fee Time Categories for Building Plan Review & Inspection Services | Bldg-Tenant Housing | 3 | 3 | 0 | 0 | 0 |
| Eng-NPDES Compliance | | 0 | 0 | 0 | 0 | 0 | 0 |
| Neighborhood Traffic | | 0 | 0 | 0 | 0 | 0 | 0 |
| TIP Development | | 0 | 0 | 0 | 0 | 0 | 0 |
| Long Range Planning | | 0 | 0 | 0 | 0 | 0 | 0 |
| Bldg-Code Enforcement | | 37 | 14 | 14 | 0 | 8 | 0 |
| Bldg-NonDept Admin | | 0 | 0 | 0 | 0 | 0 | 0 |
| Bldg-Misc NonRecover | | 1 | 1 | 0 | 0 | 0 | 0 |
| | | 0 | | | | | |
| LastBuilding | | 0 | | | | | |
| Total Direct Hours | | 7,384 | 1,053 | 1,554 | 1,594 | 1,714 | 1,468 |
| Total Indirect Hours | | 925 | 549 | 60 | 57 | 90 | 170 |
| Total Direct Hours - Fee Services | | 7,344 | 1,035 | 1,540 | 1,594 | 1,706 | 1,468 |
| Total Direct Hours - Direct Non-Fee Time Categories | | 41 | 18 | 14 | - | 8 | - |
| Grand Total | | 8,309 | 1,602 | 1,614 | 1,651 | 1,804 | 1,638 |

| Land Use Planning Services | | | Anderson, Lauren - Assistant Planner | Gaudette, Nicole - Senior Planner | Leon, Andrew - Planner | Maxim, Evan - Planning Manager | Proebsting, Robin - Senior Planner |
|---|---|--------------|---|---|---------------------------|--------------------------------------|--|
| LABOR HOURS | | Total | | | | | |
| Labor Breakdown | Annual Regular Labor | 9,937 | 2,080 | 2,064 | 1,664 | 2,074 | 2,055 |
| | Annual Overtime | 0 | | | | | |
| | Annual Labor | 9,937 | 2,080 | 2,064 | 1,664 | 2,074 | 2,055 |
| | Annual Leave | 868 | 177 | 206 | 73 | 177 | 236 |
| Total Available Work Hours | | 9,069 | 1,903 | 1,859 | 1,591 | 1,897 | 1,820 |
| Indirect Activities | DINADM - Indirect-Administrative Duties | 907 | 119 | 110 | 126 | 412 | 140 |
| | DINCST - Indirect - Customer Service | 421 | 112 | 133 | 45 | 15 | 116 |
| | DINEGV - Indirect - EGov and MBP | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Annual Labor Related to Direct Services | | 7,741 | 1,672 | 1,616 | 1,420 | 1,470 | 1,564 |
| Direct Fee Time Categories for Land Use Planning Services | Bldg-Com_MF Inspections | 5 | 0 | 0 | 0 | 5 | 0 |
| | Bldg-Com_MF Plan Review | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-Fire Inspection | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-Fire Plan Review | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-OTC Sub Permits | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-SF Inspection | 2 | 0 | 2 | 0 | 0 | 0 |
| | Bldg-SF Plan Review | 27 | 27 | 0 | 0 | 0 | 0 |
| | Blg-Deviation in Wet Season | 19 | 1 | 4 | 14 | 1 | 0 |
| | Eng-Fire Inspection | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Fire Plan Review | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-ROW | 46 | 2 | 2 | 0 | 39 | 3 |
| | Eng-Site Development | 7 | 1 | 0 | 0 | 0 | 6 |
| | Eng-Storm Review Inspec | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Tree Review Inspect | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Utility Inspections | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Administrative Actions | 1,361 | 250 | 351 | 432 | 43 | 285 |
| | Pln-Appeals | 151 | 0 | 61 | 0 | 48 | 42 |
| | Pln-Business License Review | 39 | 15 | 5 | 14 | 0 | 5 |
| | Pln-Critical Areas | 349 | 122 | 43 | 75 | 33 | 77 |
| | Pln-Discretionary Actions | 92 | 0 | 38 | 2 | 8 | 44 |
| | Pln-Ministerial Actions | 349 | 87 | 129 | 72 | 13 | 48 |
| | Pln-Other Land Use | 41 | 0 | 27 | 0 | 3 | 11 |
| | Pln-PreApp Meeting | 169 | 19 | 40 | 57 | 12 | 42 |
| | Pln-ROW Encroachment | 33 | 0 | 26 | 0 | 0 | 7 |
| | Pln-Subdivisions | 212 | 66 | 80 | 6 | 5 | 56 |
| | Pln-Wireless Comm | 86 | 3 | 20 | 36 | 1 | 26 |
| | Bldg-Zoning Review Perm | 3,098 | 939 | 621 | 623 | 225 | 690 |
| Pln-Major SF | 156 | 44 | 19 | 39 | 2 | 53 | |
| Pln-PreApp Meetings | 248 | 49 | 39 | 52 | 12 | 96 | |
| Pln-Sound Transit and East Link | 12 | 6 | 6 | 0 | 0 | 0 | |
| LastPlanning | 0 | | | | | | |
| Direct Non-Fee Time Categories for Land Use Planning Services | Bldg-Tenant Housing | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-NPDES Compliance | 0 | 0 | 0 | 0 | 0 | 0 |
| | Neighborhood Traffic | 0 | 0 | 0 | 0 | 0 | 0 |
| | TIP Development | 8 | 0 | 8 | 0 | 0 | 0 |
| | Long Range Planning | 1,191 | 28 | 85 | 0 | 1,018 | 61 |
| | Pln-Code Enforcement | 21 | 11 | 1 | 0 | 3 | 6 |
| | Pln-NonDept Admin | 18 | 3 | 9 | 0 | 0 | 6 |
| | Pln-Misc NonRecover | 0 | 0 | 0 | 0 | 0 | 0 |
| | | 0 | | | | | |
| | LastPlanning | 0 | | | | | |
| Total Direct Hours | | 6,503 | 1,672 | 1,616 | 1,420 | 1,470 | 1,564 |
| Total Indirect Hours | | 1,328 | 231 | 243 | 171 | 427 | 256 |
| Total Direct Hours - Fee Services | | 6,503 | 1,630 | 1,513 | 1,420 | 450 | 1,490 |
| Total Direct Hours - Direct Non-Fee Time Categories | | 1,238 | 42 | 102 | - | 1,020 | 73 |
| Grand Total | | 9,069 | 1,903 | 1,859 | 1,591 | 1,897 | 1,820 |

| Development Engineering LABOR HOURS | | Total | Ding, Ruji - Senior Development Engineer | Yamashita, Patrick - City Engineer | Kenney, John - Private Development Arborist |
|---|---|--------------|---|--|--|
| Labor Breakdown | Annual Regular Labor | 5,495 | 2,080 | 1,831 | 1,584 |
| | Annual Overtime | 0 | | | |
| | Annual Labor | 5,495 | 2,080 | 1,831 | 1,584 |
| | Annual Leave | 700 | 309 | 280 | 112 |
| Total Available Work Hours | | 4,795 | 1,771 | 1,552 | 1,472 |
| Indirect Activities | DINADM - Indirect-Administrative Duties | 961 | 85 | 876 | 0 |
| | DINCST - Indirect - Customer Service | 252 | 180 | 72 | 0 |
| | DINEGV - Indirect - EGov and MBP | 0 | 0 | 0 | 0 |
| Net Annual Labor Related to Direct Services | | 3,582 | 1,506 | 604 | 1,472 |
| Direct Fee Time Categories for Development Engineering | Bldg-Com_MF Inspections | 0 | 0 | 0 | 0 |
| | Bldg-Com_MF Plan Review | 0 | 0 | 0 | 0 |
| | Bldg-Fire Inspection | 0 | 0 | 0 | 0 |
| | Bldg-Fire Plan Review | 0 | 0 | 0 | 0 |
| | Bldg-OTC Sub Permits | 0 | 0 | 0 | 0 |
| | Bldg-SF Inspection | 0 | 0 | 0 | 0 |
| | Bldg-SF Plan Review | 0 | 0 | 0 | 0 |
| | Blg-Deviation in Wet Season | 0 | 0 | 0 | 0 |
| | Eng-Fire Inspection | 0 | 0 | 0 | 0 |
| | Eng-Fire Plan Review | 1 | 0 | 1 | 0 |
| | Eng-ROW | 74 | 10 | 64 | 0 |
| | Eng-Site Development | 343 | 322 | 21 | 0 |
| | Eng-Storm Review Inspec | 608 | 595 | 13 | 0 |
| | Eng-Tree Review Inspect | 1,099 | 0 | 1 | 1,098 |
| | Eng-Utility Inspections | 38 | 36 | 2 | 0 |
| | Pln-Administrative Actions | 49 | 9 | 40 | 0 |
| | Pln-Appeals | 14 | 0 | 14 | 0 |
| | Pln-Business License Review | 0 | 0 | 0 | 0 |
| | Pln-Critical Areas | 0 | 0 | 0 | 0 |
| | Pln-Discretionary Actions | 1 | 0 | 1 | 0 |
| | Pln-Ministerial Actions | 35 | 32 | 3 | 0 |
| | Pln-Other Land Use | 31 | 0 | 31 | 0 |
| | Pln-PreApp Meeting | 76 | 64 | 12 | 0 |
| | Pln-ROW Encroachment | 149 | 141 | 8 | 0 |
| | Pln-Subdivisions | 53 | 51 | 2 | 0 |
| | Pln-Wireless Comm | 0 | 0 | 0 | 0 |
| | Bldg-Zoning Review Perm | 380 | 80 | 0 | 300 |
| Eng-Major SF | 0 | 0 | 0 | 0 | |
| Eng-PreApp Meetings | 252 | 164 | 14 | 74 | |
| Eng-Sound Transit and East Link | 14 | 0 | 14 | 0 | |
| | 0 | | | | |
| LastOther1 | 0 | | | | |
| Direct Non-Fee Time Categories for Development Engineering | Bldg-Tenant Housing | 0 | 0 | 0 | 0 |
| | Eng-NPDES Compliance | 146 | 0 | 146 | 0 |
| | Neighborhood Traffic | 14 | 0 | 14 | 0 |
| | TIP Development | 164 | 0 | 164 | 0 |
| | Long Range Planning | 11 | 0 | 11 | 0 |
| | Eng-Code Enforcement | 18 | 1 | 17 | 0 |
| | Eng-NonDept Admin | 1 | 0 | 1 | 0 |
| | Eng-Misc NonRecover | 11 | 1 | 10 | 0 |
| | | 0 | | | |
| | | 0 | | | |
| | LastOther1 | 0 | | | |
| Total Direct Hours | | 3,217 | 1,506 | 604 | 1,472 |
| Total Indirect Hours | | 1,213 | 265 | 948 | 0 |
| Total Direct Hours - Fee Services | | 3,217 | 1,504 | 241 | 1,472 |
| Total Direct Hours - Direct Non-Fee Time Categories | | 365 | 2 | 363 | 0 |
| Grand Total | | 4,795 | 1,771 | 1,552 | 1,472 |

| Administration LABOR HOURS | | Total | Greenberg, Scott - Director | Van Gorp, Alison - Administrati ve Services Manager | Henderson, David - Permit Center Supervisor | Mercier, Holly - Permit Process Supervisor | Allerdice, Norine - Permit Technician | Larson, Andrea - Administrati ve Assistant | Serfling, Jimmi L - Code Enforcement Officer | Zlateff, Dana - Code Enforcement Officer |
|---|---|---------------|-----------------------------------|---|---|--|--|---|--|---|
| Labor Breakdown | Annual Regular Labor | 13,497 | 2,000 | 2,072 | 2,160 | 1,784 | 2,080 | 2,080 | 1,221 | 100 |
| | Annual Overtime | 0 | | | | | | | | |
| | Annual Labor | 13,497 | 2,000 | 2,072 | 2,160 | 1,784 | 2,080 | 2,080 | 1,221 | 100 |
| | Annual Leave | 2,061 | 442 | 322 | 339 | 141 | 196 | 357 | 257 | 8 |
| Total Available Work Hours | | 11,436 | 1,559 | 1,751 | 1,821 | 1,643 | 1,884 | 1,723 | 964 | 92 |
| Indirect Activities | DINADM - Indirect-Administrative Duties | 3,802 | 645 | 1,075 | 141 | 270 | 308 | 1,262 | 94 | 7 |
| | DINCST - Indirect - Customer Service | 4,045 | 2 | 122 | 1,435 | 1,302 | 1,182 | 2 | 1 | 0 |
| | DINEGV - Indirect - EGov and MBP | 53 | 0 | 0 | 0 | 53 | 0 | 0 | 0 | 0 |
| | | 0 | | | | | | | | |
| Net Annual Labor Related to Direct Services | | 3,536 | 911 | 554 | 245 | 18 | 395 | 459 | 869 | 85 |
| Direct Fee Time Categories for Administration | Bldg-Com_MF Inspections | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-Com_MF Plan Review | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-Fire Inspection | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-Fire Plan Review | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-OTC Sub Permits | 132 | 0 | 0 | 132 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-SF Inspection | 8 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 0 |
| | Bldg-SF Plan Review | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Blg-Deviation in Wet Season | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Fire Inspection | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Fire Plan Review | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-ROW | 116 | 4 | 0 | 0 | 0 | 0 | 112 | 0 | 0 |
| | Eng-Site Development | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Storm Review Inspec | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Tree Review Inspect | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-Utility Inspections | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Administrative Actions | 84 | 84 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Appeals | 37 | 20 | 0 | 0 | 0 | 0 | 16 | 0 | 0 |
| | Pln-Business License Review | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Critical Areas | 4 | 2 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| | Pln-Discretionary Actions | 25 | 0 | 0 | 0 | 0 | 0 | 25 | 0 | 0 |
| | Pln-Ministerial Actions | 4 | 2 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| | Pln-Other Land Use | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-PreApp Meeting | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-ROW Encroachment | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Subdivisions | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Pln-Wireless Comm | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bldg-Zoning Review Perm | 11 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Admin-Major SF | 522 | 1 | 0 | 54 | 8 | 385 | 73 | 0 | 0 | |
| Adm-PreApp Meetings | 58 | 0 | 0 | 50 | 8 | 0 | 0 | 0 | 0 | |
| Adm-Sound Transit and East Link | 18 | 16 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | |
| | 0 | | | | | | | | | |
| LastOther2 | 0 | | | | | | | | | |
| Direct Non-Fee Time Categories for Administration | Bldg-Tenant Housing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Eng-NPDES Compliance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Neighborhood Traffic | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | TIP Development | 136 | 134 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Long Range Planning | 1,167 | 607 | 469 | 0 | 0 | 0 | 91 | 0 | 0 |
| | Adm-Code Enforcement | 1,047 | 11 | 82 | 1 | 0 | 0 | 0 | 869 | 85 |
| | Adm-NonDept Admin | 147 | 0 | 0 | 0 | 0 | 10 | 137 | 0 | 0 |
| | Adm-Misc NonRecover | 13 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | 0 | | | | | | | | |
| | | 0 | | | | | | | | |
| | LastOther2 | 0 | | | | | | | | |
| Total Direct Hours | | 1,026 | 911 | 554 | 245 | 18 | 395 | 459 | 869 | 85 |
| Total Indirect Hours | | 7,900 | 647 | 1,197 | 1,576 | 1,625 | 1,489 | 1,264 | 95 | 7 |
| Total Direct Hours - Fee Services | | 1,026 | 147 | 1 | 244 | 18 | 385 | 230 | 0 | 0 |
| Total Direct Hours - Direct Non-Fee Time Categories | | 2,510 | 764 | 553 | 1 | 0 | 10 | 229 | 869 | 85 |
| Grand Total | | 11,436 | 1,559 | 1,751 | 1,821 | 1,643 | 1,884 | 1,723 | 964 | 92 |

APPENDIX B – PLANNING PERMIT PROCESSING TIMES

Current Land Use Planning Fees*

| Fee Description | Direct Time (in hours) |
|---|---------------------------|
| Appeals - Land Use | 60.50 |
| Appeals - Code Interpretation | 51.50 |
| Critical Areas - Determination | 49.50 |
| Critical Areas - Reasonable Use Exception | 108.00 |
| Design Review - Design Commission Study Session | 40.00 |
| Wireless Communication Facilities - Wireless Communication Facilities-6409 Exemption | 32.50 |
| Wireless Communication Facilities - New Wireless Communications Facility | 39.00 |
| Deviations - Changes to Antenna Requirements | 23.50 |
| SEPA Review (Checklist) - Major | 39.00 |
| Shoreline Management - Exemption | 12.50 |
| Shoreline Management - Permit Revision | 11.00 |
| Shoreline Management - Substantial Development Permit | 34.00 |
| Subdivision Preliminary Long Plat - Long Plat | 177.00 |
| Subdivision Long Plat - Subdivision Alteration to Existing Plat | 93.00 |
| Subdivision Long Plat - Final Subdivision Review | 66.50 |
| Preliminary Subdivision Short Plat | 62.50 |
| Subdivision Short Plat - Three Lots | 80.50 |
| Subdivision Short Plat - Four Lots | 80.50 |
| Subdivision Short Plat - Short Plat Alteration | 54.50 |
| Subdivision Short Plat - Final Short Plat Approval | 31.50 |
| Variances (Plus Hearing Examiners Fee) | 62.00 |
| Other Land Use - Accessory Dwelling Units (ADU) | 18.50 |
| Other Land Use - Code Interpretation Request | 18.00 |
| Other Land Use - Comprehensive Plan Amendment (CPA)-Application | 155.00 |
| Other Land Use - Conditional Use (CUP) | 58.00 |
| Other Land Use - Lot Line Revision | 31.00 |
| Other Land Use - Noise Exception - Type 1 | 10.50 |
| Other Land Use - Noise Exception - Type 2 | 4.50 |
| Other Land Use - Noise Exception - Type 3 | 3.50 |
| Other Land Use - Reclassification of Property (Rezoning) | 109.50 |
| Other Land Use - Zoning Code Text Amendment | 150.00 |
| Pre-Application Meeting | 11.50 |
| SEPA Review (Checklist) - Minor | 21.50 |

*Note: Excludes 7 current fees that are proposed as hourly fees (see Exhibit 16 for list of hourly fees)

New Land Use Planning Fees

| Fee Description | Direct Time (in hours) |
|--|---------------------------|
| Pre-Design Meeting | 11.50 |
| Requests for Letter | 4.50 |
| Hourly Fee for Planning Work Not Covered by a Permit | - |
| Additional Design Review Meeting | 32.50 |
| Business License Review | 0.50 |
| Appeals - ROW | 72.00 |
| Shoreline - Variance | 80.00 |
| Shoreline - Conditional Use | 73.00 |
| Noise Exception - Type 4 | 10.00 |
| 3rd+ Correction Request | 11.50 |
| Design Review (Code Official) | 23.50 |
| Design Review (Design Commission - Exterior Alterations) | 99.00 |
| Design Review (Design Commission - New Building) | 160.50 |
| Impact Fee Deferral | 1.00 |
| Transportation Concurrency | 1.50 |