

Land Use Planning Division
Multnomah County, Oregon



**MULTNOMAH
COUNTY**

Land Use Planning
Fee Study

August, 2012



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August 21, 2012

Mr. Chuck Beasley
Multnomah County Land Use Planning
1600 SE 190th Ave. Suite 116
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Subject: Land Use Division Fee Study

Dear Mr. Beasley:

Attached is our final report on the results of our Land Use Division Fee Study. We want to thank you and your staff for the assistance and cooperation in helping us gather data and in reviewing the County data. If you have any questions, please feel free to contact me at (425) 867-1802 extension 228.

Sincerely,

A handwritten signature in black ink that reads "Peter Moy". The signature is fluid and cursive.

Peter Moy
Principal

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CHAPTER I: INTRODUCTION

In order to help the Multnomah County Commissioners and County management understand the full cost of service and cost recovery related to its planning related services, the County engaged FCS GROUP to conduct a comprehensive land use fee and rate study to provide an analysis of the full costs for land use planning services to determine what fees should be charged to achieve a desired level of cost recovery. This comprehensive fee and rate study identifies the County's labor and non-labor resources, establishes the full cost of service for fee-related activities, determines the County's current cost recovery rate, and establishes a framework for cost recovery policies and fee recommendations.

The approach used to conduct the study included the following:

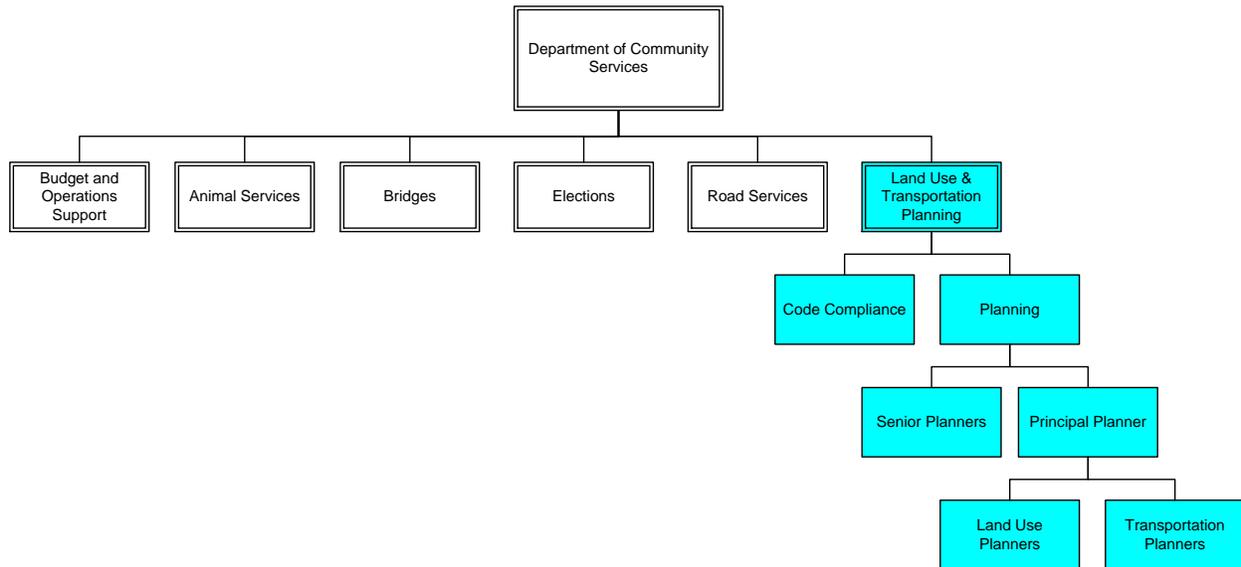
- ◆ Working with the County's land use management and staff who are involved with fee and non-fee related activities for planning,
- ◆ Analyzing FY 2011 timekeeping and financial documentation and the data associated with planning related activities and fees,
- ◆ Identifying the direct labor time needed for each planning related activity and/or fee based on time records between FY 2008 and FY 2011,
- ◆ Working with the land use management staff to develop three different cost recovery scenarios,
- ◆ Surveying a sample of planning fees for a group of comparable and nearby counties,
- ◆ Reviewing with County land use management staff the direct and indirect labor estimates, non-labor and overhead cost allocation results, the cost of service analysis, and the cost recovery results, and
- ◆ Presenting the study's conclusions and recommendations to the County Commissioners.

The process used for collecting and analyzing the data required active participation by the planning management staff. We also want to take the opportunity to recognize the time, participation, and effort that all County staff devoted to the study and to scheduling and organizing the meetings, especially Chuck Beasley.

BACKGROUND ON THE LAND USE PLANNING DIVISION

The Land Use Planning Division (LUP) is part of the County's Department of Community Services, which also provides animal, bridge, road, and election services as well as land use and transportation planning services. The Land Use Planning Division's services that include direct "walk-in" services to the public, land use and building permit processing, long range planning, and administrative support services. The typical permit processes include land use permit intake and fee receipt, issuance of land use decisions, and zoning approval of building permit plans. LUP also administers an in-house grading and erosion control program for which fees are charged for permit processing and inspection. The land use services are supported by fees and the County's General Fund. Exhibit 1 shows the department's organization.

**Exhibit 1
 Community Services and Land Use Planning Organizational Chart**



The LUP staff consists of a division director, one principal planner, two senior planners, four planners, and two transportation planners. In addition, 2.7 full time equivalent positions have been allocated to LUP from the Department’s Budget and Operations Support Division. The Code Compliance section has two full time equivalent positions that support this non-fee service. In FY 2011 actual expenditures for the LUP are shown below in Exhibit 2.

**Exhibit 2
 FY 2011 Land Use Planning Division Expenditures**

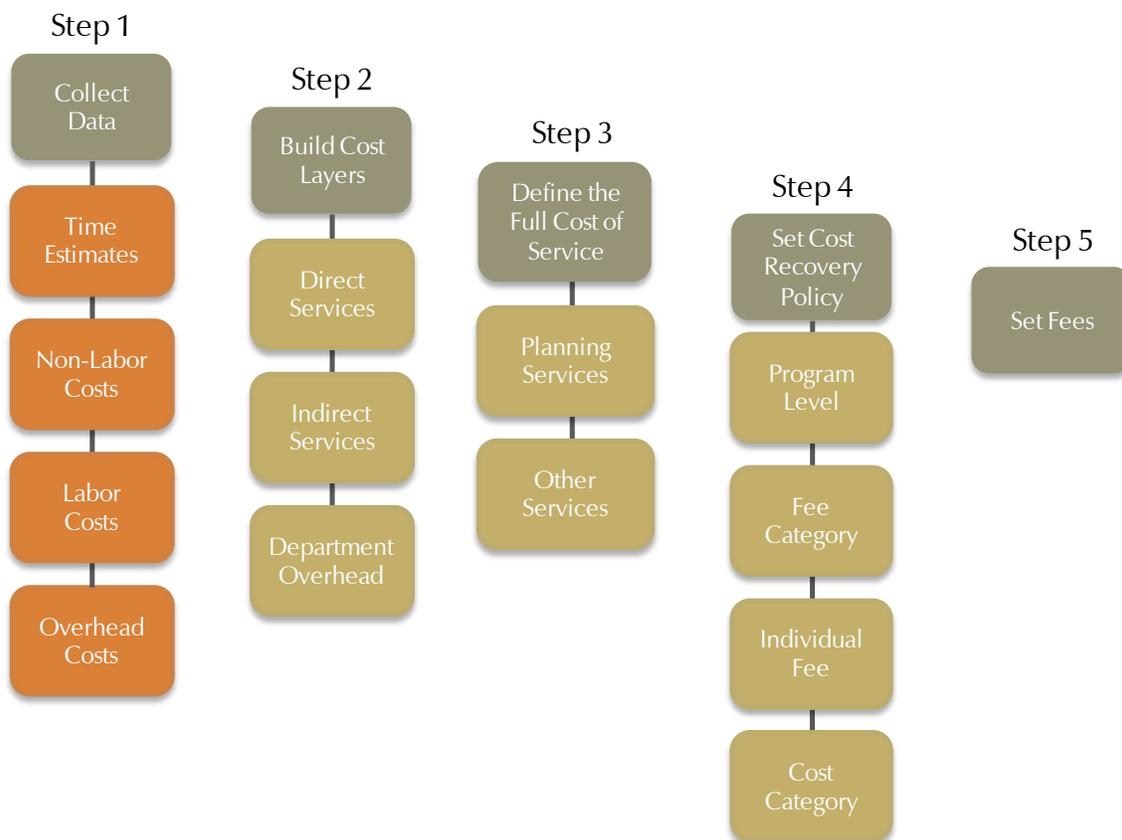
<u>Expenditure Category</u>	<u>Amount</u>
Salaries & Benefits	\$732,399
Supplies, Services, and Charges	58,486
Interfund Charges	384,155
Total	\$1,175,040

The following chapters discuss the cost of service and cost recovery methodology, cost of service results, cost recovery, the survey of other counties, and cost recovery policy analysis.

CHAPTER II: COST OF SERVICE METHODOLOGY

The cost of service analysis applied in this study followed a defined task plan as outlined below in Exhibit 3. This methodology identified both the labor and non-labor resources that are required to perform the services and activities and includes an analysis of the level of cost recovery for each of LUP's fee and non-fee services. This analysis establishes the basis for the cost of service and provides LUP staff with the foundation for determining which services should have fees and whether any changes should be made concerning the existing fees and free services.

Exhibit 3
Cost of Service Methodology



It is also important to recognize that this study represents a snapshot in time. Cost data reflect FY 2011 costs and workload. Because not all types of permits are processed in any one year, the time period was expanded to include time data for FY 2008-2011 to identify the average time spent for completing work on permits during that period. While management verified staff time estimates and cost data was reviewed to validate the data sets, development regulations often change over time and development cycles are difficult to predict. In light of this, the cost of providing planning services should be evaluated periodically at least every three or four years.

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 taking an inventory of the LUP’s services that should be included in the study. Both services with fees and no fees were included, and the indirect support activities related to the overall operation of the LUP were identified. By working with the staff, reviewing the LUP’s fee schedule, and the SAP time categories, the LUP’s services and activities were identified and divided into the following three categories:

- ◆ **Direct Services** – Services provided as a result of a project, permit application, or specific activity and that are often tied to a specific fee (e.g. conditional use). Services provided directly for or to the public that are not fee-related such as code compliance and transportation services were also identified.
- ◆ **Indirect Support Services** – Services provided to support direct services (e.g. public information, code development, general administration, counter assistance, etc.) and that cannot be assigned to a specific project, application, service, or request.
- ◆ **Department/Division Administration** – General management and administrative costs primarily related to Countywide and departmental/divisional indirect costs and allocations that support the division’s operations and services. This category includes the cost of the Planning Director, the cost of the administrative staff from the Budget and Operations Support division, and the principal planner’s general administrative time.

Exhibits 4 and 5 show the list of the fee and non-fee services and activities identified and analyzed for this study.

Exhibit 4 Planning Services

- ◆ Address Assignment
- ◆ Accessory Use Determination
- ◆ Admin Decision by Planning Director
- ◆ Adjustment
- ◆ Admin Modification of Conditions
- ◆ Address Reassignment
- ◆ Agricultural Building Review
- ◆ Building Permit Plan Check
- ◆ Community Service
- ◆ Conditional Use
- ◆ Conditional Use - Type B Home
- ◆ DMV Auto Dealer Review
- ◆ Design Review
- ◆ Exceptions
- ◆ Floodplain Development
- ◆ Floodplain Dev - 1 & 2 family dwelling
- ◆ Floating Home Relocation Permit
- ◆ Grading and Erosion Control
- ◆ Hillside Development
- ◆ Health Hardship Permit
- ◆ Health Hardship Renewal
- ◆ Hearing Appeals
- ◆ Variance (Hearing)
- ◆ Modification of Conditions of Hearing Officer Decision (Full Fee for Original Determination)
- ◆ Alteration of Non-Conforming Use
- ◆ New Forest Dwelling
- ◆ National Scenic Area Review
- ◆ National Scenic Area Conditional Use
- ◆ National Scenic Area Review-Expedited
- ◆ Non-Hearing Variance
- ◆ NSA Minor Variance
- ◆ Other Hearing Case
- ◆ Pre-Application Conference
- ◆ Pre-application Conf Home Occupation
- ◆ Planned Development
- ◆ Pre-Filing Conference
- ◆ Property Line Final
- ◆ Property Line Adjustment
- ◆ Comprehensive Plan Revision
- ◆ Replat
- ◆ Road Rules Variance
- ◆ Research Request Fee (\$41 per hour)
- ◆ Sign Permit
- ◆ Signs - Notice of Hearing

- ◆ Inspection Fee - Erosion Control
- ◆ Lot Consolidation
- ◆ Land Division Category 1 (fee for up to 20 lots)
- ◆ Land Division Category 3
- ◆ Land Division Category 4
- ◆ Lot of Exception - Type 2
- ◆ Lot of Record
- ◆ Land Use Compatibility Sign-off
- ◆ Regional Sanitary Landfill
- ◆ Significant Environmental Concern
- ◆ Time Extension [LUPRT1TE]
- ◆ Time Extension
- ◆ Temporary Permit
- ◆ Transportation Impact
- ◆ Willamette River Greenway
- ◆ Wrecker License

Exhibit 5 Non-Fee/Other Services

- ◆ Code Enforcement
- ◆ Inspections
- ◆ Portland Code Amendments
- ◆ Legislative
- ◆ Interagency Planning and Coordination
- ◆ Transportation Planning

The indirect support services identified in this study are listed and described as follows:

- ◆ **Counter Time/Public Assistance** – This is time spent assisting customers and the public with information and questions about LUP services that was not related to a specific permit including all phone calls not related to an active case, and all other POD tasks. In LUP’s time keeping system, this type of assistance is tracked as counter time/public assistance.
- ◆ **Special Projects** – This category involves time spent on projects such as efficiency improvements, department budget committee, and other County initiatives.
- ◆ **General Administration & Management** – This represents time spent on general office tasks, such as division management, supervision, internal meetings/calls/e-mails, filing, and other miscellaneous activities.
- ◆ **Training** – This is time spent receiving or providing employee training.
- ◆ **Staff & Board Meetings** – Staff meeting time is spent on sharing information, discussing and assigning tasks, problem solving, and training. Time spent on Board meetings supports ordinance amendments needed to maintain County land use regulations and includes briefings to assist Board members with land use related matters.

One of the most critical elements in this step is to gather data on how the LUP staff spends their time. The Land Use Planning Division initiated time keeping in 2004 and continues to collect time data through daily time sheets. This data was available for the period March 2004 through June 2007 and included planner and administrative time entered into a database by the individuals involved during the permit process. The initial objective of this approach was to measure permit processing costs and was used to determine average cost for setting fees. LUP initiated a more complete time sheet program on July 1, 2007 to record staff time for use in understanding overall program costs, including direct and indirect costs, and for calculating the actual or average cost of permit processing. The time sheet data is entered into the County’s SAP system and data for FY 2008-2011 was used in this study. In the current time sheet system, time is tracked by different task areas or functions as well as specific types of permits.

Based on the time sheet data for FY 2011, Appendix A shows how each employee spent their time in FY 2011. Using the time sheet data, the data collection effort then focused on collecting FY 2011 cost

data involving the services and activities. Labor costs were based on 2011 salary and wages. The total annual hours from the time data was used for the annual paid hours, and the actual available time was calculated by deducting any leave hours and other time off from the total. The remaining hours represent the indirect and direct hours spent by each staff member.

To determine how much time it takes to process each individual permit, time data for FY 2008 through FY 2011 were used to identify the average time that it takes to process a permit or provide service. To identify the average staff times spent on each fee service, the following was done:

- ◆ Four years (FY08-FY11) of SAP data were combined into one database. The data contained hours worked related to specific permits and was specified by employee and WBS Element. From this WBS Element code (e.g. LUPRT2NFD), we were able to determine the Project Object (e.g. New Forest Dwelling) which was easier to recognize and organize.
- ◆ This SAP data were cross referenced with two different permit count databases (permit type and case type). These two databases did not have associated hours, but did have other pertinent data such as final determination (Withdrawn, Other, Approved, Denied) and the date a permit was received or entered into the system.
 - The critical link between the SAP database (hours) and the permit information databases was the “case number” (e.g. T2-09-034)
 - If there was no matching case number between the SAP database and the permit database, the hours and permit count associated with that case number were excluded from the final analysis.
 - If there were inconsistencies between the two permit databases themselves, the data was excluded from the final analysis.
 - We excluded all permits and associated hours that were designated as “Withdrawn” in the determination field.
- ◆ Based on the analysis, a table of Permit Types (e.g. Wrecker License) containing associated case numbers (T1-08-052), work order codes (500765), determinations (approved), and the total number of hours worked by employee on each case number was developed. The final permit hours and count numbers came from the SAP data, so that the hours for each permit had a corresponding permit count.
- ◆ The total permit counts came from the number of case numbers associated with a permit type. For example, if Design Review had 12 different completed case numbers, the permit count equaled 12 permits.
- ◆ Based on a review by LUP staff, data that was either outside of the case range or was miscoded was removed. This process helped to remove erroneous data that would skew totals and averages.

Step 2: Build Cost Layers – The next stage in the process was to develop a cost of service and analytical model for calculating the costs related to each category and fee. The design and structure for the analytical model were based on the fee and non-fee services and activities identified by LUP staff and were associated with the three service categories: direct, indirect, and department/division administration.

To build the cost layers, the staff time allocations for each category (i.e. direct, indirect, and administration) 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). The analysis was done separately for fee and non fee services. The analysis also included the code enforcement and transportation planning

services. Appendix B shows the labor cost for each staff member and the cost for each type of service on which they spent time.

After the labor costs for each staff member and each service were calculated, the non-labor costs needed to support LUP were identified. The non-labor line items were reviewed, and any costs that were not associated with LUP planning services were excluded or assigned to the other non-fee services. Any professional service or other non-labor cost that could be assigned directly to a specific permit or activity was included as part of direct service costs. For example, the costs for the Hearings Officer are included as a direct non-labor cost. The costs of materials, supplies, and other general non-labor costs were allocated to their direct and indirect services in proportion to the level of staff time reported for each service. Non-labor costs only included the costs for LUP and did not include those budgeted for Transportation.

Next, the indirect support costs were distributed among the direct fee and non-fee services. The indirect costs for counter time/public assistance were only allocated to the direct planning fee services, and not to the non-fee services. The other indirect support services costs were allocated between the direct fee and non-fee services in proportion to the level of staff time reported for fee services and non-fee services.

Step 3: Determine the Full Cost of Service - This stage of the study calculated the full cost of service. The initial steps of the cost of service analyses were focused on taking LUP's FY 2011 cost of operations and distributing those costs among the different fee and non-fee service categories to establish the cost layers that ultimately make up the total costs. By determining the full cost of service, the costs are brought back together. The full cost of service is calculated as both a total dollar amount and a fully loaded hourly rate. To avoid double-charging, any professional or contracted services charged in addition to the hourly rate were subtracted from the total when calculating the hourly rate.

Besides calculating the overall cost of LUP's fee services, the cost for each individual fee service was also calculated by applying the fully loaded hourly rates to the average staff time estimates developed and verified as part of Step 1. Based on discussions with the LUP staff, additional time for an Office Assistant that was not explicitly applied to specific permits in the time data was added to each permit to reflect the actual amount of time spent on each permit.

- ◆ Time for indirect support activities and non-fee services was also identified for each employee (e.g. Legislative, Interagency Planning & Coordination, Special Projects, General Administration, Training, Staff & Board Meetings, Counter Time/Public Assistance, Compliance, Inspections, Portland Code Amendments, etc)
- ◆ Time related to transportation planning was also identified separately as a non-fee service provided by the transportation planners and other staff.

Step 4: Set Cost Recovery Objectives – Once the full cost of service was identified, the next step was to establish cost recovery objectives. The cost of the various services was compared to the revenue generated by each service to determine the level of cost recovery (e.g. percentage of full costs compared to revenue generated). For example, when services cost more than the revenue generated, the LUP division needs General Fund support to cover the gap between its costs and revenues.

Cost recovery objectives are policy decisions that can be based on a variety of qualitative factors. If an activity has a public benefit, it might be more appropriately supported by taxes. 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 taxes. To assist LUP in its analysis, three different cost recovery scenarios were developed and compared as part of Chapter IV.

Step 5: Design Fees – The final step of the cost of service and fee analysis is to add to or revise the County’s fees for fee supported services. Once the cost recovery levels are established, the County has a number of different options for designing fees that will meet the cost recovery targets. The County might simply increase existing fees or develop alternative fee structures that could be based on volume or time spent. Other considerations in fee-setting besides the analytical cost recovery objectives include key questions such as:

- ◆ Is it feasible to set fees to the target cost recovery 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 County goals?
- ◆ Are there feasible process changes that might bring costs into better balance with revenues?

CHAPTER III: COST OF SERVICE

Based on the methodology described in the prior chapter, the estimated FY 2011 full cost of service for all LUP fee-supported services was developed, as well as the full cost for all non-fee supported services. The cost of service analysis shows the costs by type of cost category, overall fee category, and individual fee. LUP's land use planning services can involve several people from a number of staff in Community Services' planning division, and as a result, the actual cost of service might be greater than just the costs of LUP which is responsible for issuing a land use permit or approving an application. As shown in Exhibit 6, the full cost of planning fee-supported services was \$655,643 within the LUP section plus another \$9,695 from the Transportation section for a total of \$665,338. LUP direct services, including professional services for the Hearings Officer, represented \$308,824, or about 47% of the full cost of LUP fee services. LUP indirect counter services/public assistance made up 22% of the full cost of service, while other indirect support and Department and division overhead costs made up the remaining 31%.

**Exhibit 6
Full Cost of Service for LUP Services**

Land Use Planning Cost of Service		Full Cost of Service				
		Labor	Non-Labor	Total	Direct Hours	Cost per Direct Hour
Direct Fee Services	Total Direct Services	\$ 203,226	\$ 105,598	\$ 308,824	3,645	\$ 84.74
	Indirect Svcs	Counter Time/Public Assistance	105,450	40,954	146,404	3,645
Support Services	Special Projects	22,161	8,011	30,172	3,645	8.28
	General Administration	41,601	15,578	57,180	3,645	15.69
	Training	6,051	2,231	8,283	3,645	2.27
	Staff & Board Meetings	14,265	5,294	19,559	3,645	5.37
	Department-Wide Admin	80,777	4,444	85,221	3,645	23.38
Subtotal Fee Services Cost Pool		\$ 473,533	\$ 182,110	\$ 655,643	3,645	\$ 179.90
Non-Fee Services	Direct Services	\$ 424,057	90,571	\$ 514,628	7,967	\$ 64.59
	Special Projects	27,107	9,798	36,905	7,967	4.63
	General Administration	50,885	19,055	69,939	7,967	8.78
	Training	7,402	2,729	10,131	7,967	1.27
	Staff & Board Meetings	17,448	6,475	23,923	7,967	3.00
	Department-Wide Admin	103,812	5,436	109,248	7,967	13.71
Land Use Planning Total		\$ 1,104,242	\$ 316,175	\$ 1,420,417	11,612	\$ 122.33

Exhibit 7 shows the cost layers for the Transportation staff regarding the direct LUP services and the transportation non-fee services. The non-fee costs do not include the Transportation Division's non labor costs.

**Exhibit 7
Full Cost of Service for Transportation Staff**

Transportation Cost of Service		Full Cost of Service				
		Labor	Non-Labor	Total	Direct Hours	Cost per Direct Hour
Direct Fee Services	Total Direct Services	\$ 5,882	\$ 3,274	\$ 9,156	113	\$ 81.03
	Indirect Svcs					
	Counter Time/Public Assistance	-	-	-	113	-
Support Services	Special Projects	-	-	-	113	-
	General Administration	34	-	34	113	0.30
	Training	-	-	-	113	-
	Staff & Board Meetings	-	-	-	113	-
	Department-Wide Admin	505	-	505	113	4.47
Subtotal LUP Fee Cost Pool		\$ 6,421	\$ 3,274	\$ 9,695	113	\$ 85.80
Non-Fee Services	Direct Services	\$ 167,851	\$ -	\$ 167,851	3,559	\$ 47.16
	Special Projects	-	-	-	3,559	-
	General Administration	539	-	539	3,559	0.15
	Training	-	-	-	3,559	-
	Staff & Board Meetings	-	-	-	3,559	-
	Department-Wide Admin	7,989	-	7,989	3,559	2.24
Transportation Total		\$ 182,800	\$ 3,274	\$ 186,074	3,672	\$ 50.67

OVERALL COST OF SERVICE FOR FY 2011 FEE SERVICES

Based on the cost layers analysis, the FY 2011 cost of service for the LUP fee services was established as described in the previous chapter. A break out of the FY 2011 costs by LUP fee service and by Community Services division/section is shown below in Exhibit 8. The vast majority of the costs for LUP planning fee services were incurred by LUP, but the Budget and Operations Support division contributed about \$54,200 in costs for their role in processing the permits. For FY 2011 the top five fee services where LUP and other staff spent the most time and effort represented 53% of the total FY 2011 costs for fee services. It should be noted that no fee is actually charged for pre-filing conferences.

- ◆ Pre-filing conferences (\$110,091)
- ◆ National Scenic Area Review (\$82,700)
- ◆ Building Permit Plan Check (\$59,722)
- ◆ Significant Environmental Concern (\$56,665)
- ◆ Administrative Decision by the Planning Director (\$44,779)

Exhibit 8
Actual FY 2011 Full Cost of Service for LUP Fee Services

Fee Category	Full Cost of Service				Full Cost of Fee Services
	Land Use Planning Division	Code Enforcement Section	Budget & Ops. Support Division	Transportation Section	
Address Assignment	\$ -	\$ -	\$ 119	\$ -	\$ 119
Accessory Use Determination	\$ 439	\$ -	\$ -	\$ -	\$ 439
Admin Decision by Planning Director	\$ 42,991	\$ -	\$ 1,789	\$ -	\$ 44,779
Adjustment	\$ 14,467	\$ -	\$ 1,056	\$ -	\$ 15,523
Admin Modification of Conditions	\$ 2,606	\$ -	\$ 243	\$ -	\$ 2,849
Address Reassignment	\$ 6,256	\$ -	\$ 488	\$ -	\$ 6,744
Building Permit Plan Check	\$ 43,354	\$ -	\$ 16,368	\$ -	\$ 59,722
Community Service	\$ 3,460	\$ -	\$ 238	\$ 1,115	\$ 4,814
Conditional Use	\$ 28,206	\$ -	\$ 1,820	\$ 1,459	\$ 31,485
Conditional Use - Type B Home	\$ 1,488	\$ -	\$ 158	\$ -	\$ 1,647
DMV Auto Dealer Review	\$ -	\$ -	\$ -	\$ -	\$ -
Design Review	\$ 22,374	\$ -	\$ 1,257	\$ 429	\$ 24,060
Exceptions	\$ 5,703	\$ -	\$ 158	\$ -	\$ 5,862
Floodplain Development	\$ 1,412	\$ -	\$ 79	\$ 429	\$ 1,920
Floodplain Dev - 1 & 2 family dwelling	\$ 93	\$ -	\$ 82	\$ 1,115	\$ 1,290
Floating Home Relocation Permit	\$ 137	\$ -	\$ 81	\$ -	\$ 217
Grading and Erosion Control	\$ 13,311	\$ -	\$ 716	\$ 1,158	\$ 15,186
Hillside Development	\$ 15,094	\$ -	\$ 403	\$ -	\$ 15,497
Health Hardship Permit	\$ 705	\$ -	\$ 406	\$ -	\$ 1,111
Health Hardship Renewal	\$ -	\$ -	\$ -	\$ -	\$ -
Variance (Hearing)	\$ 2,652	\$ -	\$ 320	\$ -	\$ 2,972
Inspection Fee - Erosion Control	\$ 1,457	\$ -	\$ 634	\$ -	\$ 2,091
Lot Consolidation	\$ 1,028	\$ -	\$ 40	\$ -	\$ 1,067
Land Division Category 1 (fee for up to 20)	\$ -	\$ -	\$ 40	\$ -	\$ 40
Land Division Category 3	\$ 6,266	\$ -	\$ -	\$ -	\$ 6,266
Land Division Category 4	\$ 3,793	\$ -	\$ -	\$ -	\$ 3,793
Lot of Exception	\$ -	\$ -	\$ -	\$ -	\$ -
Lot of Exception - Type 2	\$ 93	\$ -	\$ -	\$ -	\$ 93
Lot of Exception - Type 3	\$ -	\$ -	\$ -	\$ -	\$ -
Lot of Record	\$ 11,455	\$ -	\$ 405	\$ -	\$ 11,860
Land Use Compatibility Sign-off	\$ 2,915	\$ -	\$ 3,851	\$ -	\$ 6,766
Modification of Conditions of Hearing Office	\$ -	\$ -	\$ -	\$ -	\$ -
Alteration of Non-Conforming Use	\$ 23,964	\$ -	\$ 1,096	\$ -	\$ 25,060
New Forest Dwelling	\$ 9,927	\$ -	\$ 40	\$ -	\$ 9,966
National Scenic Area Review	\$ 76,312	\$ -	\$ 3,213	\$ 3,175	\$ 82,700
National Scenic Area Conditional Use	\$ 10,742	\$ -	\$ 396	\$ -	\$ 11,138
National Scenic Area Review-Expedited	\$ 2,947	\$ -	\$ 521	\$ -	\$ 3,467
NSA Hearing Variance	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Hearing Variance	\$ 137	\$ -	\$ 80	\$ -	\$ 217
NSA Minor Variance	\$ -	\$ -	\$ 40	\$ -	\$ 40
Other Hearing Case	\$ -	\$ -	\$ -	\$ -	\$ -
Pre-Application Conference	\$ 23,116	\$ -	\$ 1,131	\$ -	\$ 24,247
Pre-application Conf Home Occupation	\$ -	\$ -	\$ 40	\$ -	\$ 40
Planned Development	\$ -	\$ -	\$ -	\$ -	\$ -
Pre-Filing Conference	\$ 105,579	\$ -	\$ 4,041	\$ 472	\$ 110,091
Property Line Adjustment	\$ 23,707	\$ -	\$ 1,826	\$ -	\$ 25,533
Replat	\$ 2,599	\$ -	\$ 366	\$ -	\$ 2,965
Road Rules Variance	\$ 6,799	\$ -	\$ 607	\$ -	\$ 7,406
Research Request Fee (\$41 per hour)	\$ -	\$ -	\$ 1,426	\$ -	\$ 1,426
Sign Permit	\$ -	\$ -	\$ -	\$ -	\$ -
Signs - Notice of Hearing	\$ 439	\$ -	\$ -	\$ -	\$ 439
Regional Sanitary Landfill	\$ -	\$ -	\$ -	\$ -	\$ -
Significant Environmental Concern	\$ 53,952	\$ -	\$ 2,713	\$ -	\$ 56,665
Time Extension [LUPRT1TE]	\$ 3,048	\$ -	\$ 158	\$ -	\$ 3,207
Time Extension	\$ 11,787	\$ -	\$ 367	\$ -	\$ 12,154
Temporary Permit	\$ -	\$ -	\$ -	\$ -	\$ -
Willamette River Greenway	\$ 3,372	\$ -	\$ 4,897	\$ 343	\$ 8,612
Wrecker License	\$ 6,111	\$ -	\$ 239	\$ -	\$ 6,350
Zone Change	\$ -	\$ -	\$ -	\$ -	\$ -
Type 1 Permits	\$ 597	\$ -	\$ -	\$ -	\$ 597
Hearing Appeals	\$ 4,527	\$ -	\$ 161	\$ -	\$ 4,688
Agricultural Building Review	\$ -	\$ -	\$ -	\$ -	\$ -
Property Line Final	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation Impact	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 601,418	\$ -	\$ 54,225	\$ 9,695	\$ 665,338

COST OF SERVICE FOR EACH FEE SERVICE

In addition to identifying the cost of services provided by LUP and other Department/division staff in FY 2011, the cost to process an individual LUP permit or application was also calculated based on the average time spent for completed cases between FY 2008 and FY 2011. For permit or application types that had no cases during the period, staff time estimates were used. Exhibit 9 shows the full cost of service for each fee service based on the case data and the staff time estimates.

Based on the average processing times from cases between FY 2008 and FY 2011 (See Appendix C), the five LUP fee services with the highest cost of service are the following as shown in Exhibit 9:

- ◆ National Scenic Area Conditional Use (\$18,244),
- ◆ New Forest Dwelling (\$8,668),
- ◆ National Scenic Area Review (\$8,175),
- ◆ Conditional Use Type B Home Occupation (\$7,730), and
- ◆ Conditional Use (\$5,441).

The six LUP Services with the lowest cost of service are based on estimated times to provide the service and are the following as shown in Exhibit 9:

- ◆ Agricultural Building Review (\$84),
- ◆ Sign Notice of Hearing (\$88),
- ◆ DMV Auto Dealer Review (\$131),
- ◆ Transportation Impact (\$137),
- ◆ Land Use Compatibility Sign-off (\$172), and
- ◆ Inspection Fee - Erosion Control (\$172).

Exhibit 9 shows the individual cost to provide each LUP fee service based on the actual average case time and staff time estimates. Because different staff spent time providing each individual service between FY 2008 and FY 2011, the direct labor costs represent a weighted average cost based on each staff member's salary and benefits and the average time spent on a particular permit or service. For permits whose cost is based on time estimates, average times were based on the specific types of positions that might work on a particular permit. The counter time, Department/division administration, and the indirect support costs are based on an average cost per hour based on Exhibits 6 and 7 for the fee services.

Exhibit 9
Full Cost of Service by Individual LUP Fee Service
Based on Staff Estimates and Average Processing Times For Cases Between 2008-2011

LUP Fee Service	Full Cost
Address Assignment	\$ 458
Accessory Use Determination	\$ 1,978
Admin Decision by Planning Director	\$ 3,866
Adjustment	\$ 2,478
Admin Modification of Conditions	\$ 3,263
Address Reassignment	\$ 458
Building Permit Plan Check	\$ 400
Community Service	\$ 2,274
Conditional Use	\$ 5,441
Conditional Use - Type B Home	\$ 7,730
DMV Auto Dealer Review	\$ 131
Design Review	\$ 4,754
Exceptions	\$ 1,765
Floodplain Development	\$ 856
Floodplain Dev - 1 & 2 family dwelling	\$ 2,349
Floating Home Relocation Permit	\$ 217
Grading and Erosion Control	\$ 980
Hillside Development	\$ 2,893
Health Hardship Permit	\$ 6,013
Health Hardship Renewal	\$ 1,232
Variance (Hearing)	\$ 5,246
Inspection Fee - Erosion Control	\$ 172
Lot Consolidation	\$ 1,546
Land Division Category 1 (fee for up to 20 lots)	\$ 8,533
Land Division Category 3	\$ 5,551
Land Division Category 4	\$ 4,827
Lot of Exception - Type 2	\$ 6,781
Lot of Record	\$ 2,481
Land Use Compatibility Sign-off	\$ 172
Modification of Conditions of Hearing Officer Decision	\$ 2,751
Alteration of Non-Conforming Use	\$ 4,241
New Forest Dwelling	\$ 8,668
National Scenic Area Review	\$ 8,175
National Scenic Area Conditional Use	\$ 18,244
National Scenic Area Review-Expedited	\$ 623
Non-Hearing Variance	\$ 3,496
NSA Minor Variance	\$ 3,780
Other Hearing Case	\$ 5,441
Pre-Application Conference	\$ 2,134
Pre-application Conf Home Occupation	\$ 1,523
Planned Development	\$ 9,738
Pre-Filing Conference	\$ 874
Property Line Adjustment	\$ 4,003
Replat	\$ 3,724
Road Rules Variance	\$ 2,236
Research Request Fee (\$41 per hour)	\$ 81
Sign Permit	\$ 627
Signs - Notice of Hearing	\$ 88
Regional Sanitary Landfill	\$ 10,479
Significant Environmental Concern	\$ 4,265
Time Extension [LUPRT1TE]	\$ 954
Time Extension	\$ 1,200
Temporary Permit	\$ 2,054
Willamette River Greenway	\$ 5,413
Wrecker License	\$ 1,708
Hearing Appeals	\$ 5,007
Agricultural Building Review	\$ 84
Property Line Final	\$ 224
Transportation Impact	\$ 137

OTHER LUP SERVICES

Besides the fee supported services, the remaining part of the full cost of service analysis included other LUP non-fee services. As shown in Exhibit 10, the full cost for these other services was \$941,153 and the services with the highest FY 2011 costs were code enforcement, transportation planning, and legislative (e.g. Planning Commission).

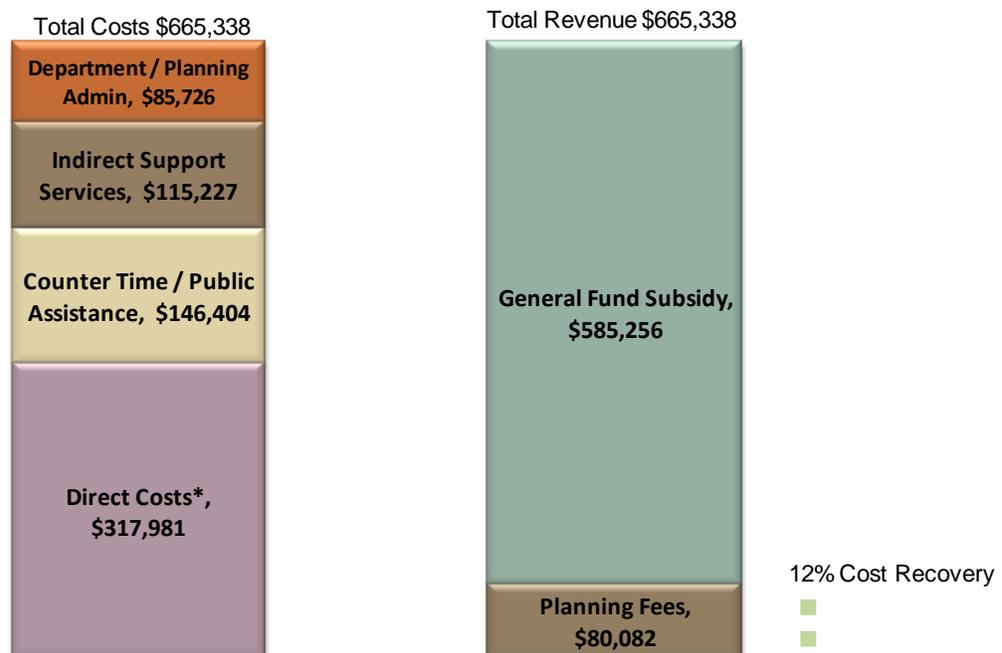
Exhibit 10 Full Cost of Service for Non-Fee Services

Non-Fee Service	Full Cost of Service
Code Enforcement Compliance	\$ 327,466
Inspections	745
Portland Code Amendments	7,206
Legislative	222,360
Interagency Planning & Coordination	78,311
Transportation Planning	<u>305,064</u>
Total	\$941,153

CHAPTER IV: COST RECOVERY

The previous chapter established the full cost of service for the fee services provided in FY 2011, and for each individual fee service. The next step is to compare the cost of service with fee revenues and with the individual fees to determine the level of cost recovery. The cost recovery analysis included the actual revenues for FY 2011 compared to the FY 2011 actual costs for the LUP planning fee services as a whole and as an individual fee service. Exhibit 11 shows FY 2011 actual costs for LUP fee services at \$665,338, and based on FY 2011 revenues, LUP services recovered only about 12% of their full cost of services with \$80,082 in total planning fee revenues.

Exhibit 11
Cost Recovery for Current Planning Services



*Includes Hearing Officer Costs

For LUP planning fee services, the cost of each fee service was also calculated using the fully loaded hourly rates and staff time estimates, as discussed in Chapter III. The current fees and cost recovery percentages for each individual planning fee service is shown in Exhibit 12. Based on an analysis of the differences between the full costs and current fees for only the fee services that had case data, the top five planning fee services with the largest differences (i.e. costs greater than the fees) were:

- ◆ National Scenic Area Conditional Use (\$16,412),
- ◆ National Scenic Area Review (\$7,465),
- ◆ New Forest Dwelling (\$7,192),
- ◆ Conditional Use Type B Home Occupation (\$6,878), and

- ◆ Lot of Exception – Type 2 (\$6,651).

It should also be noted that there were instances where the cost difference was much closer to the fee. The permits and services that had costs slightly more than the fee were the following:

- ◆ Sign Notice of Hearing (\$78).
- ◆ DMV Auto Dealer Review (\$88),
- ◆ Inspection Fee – Erosion Control (\$95),
- ◆ Floating Home Relocation (\$122), and
- ◆ Land Use Compatibility Sign-off (\$129).

Exhibit 12 shows the cost recovery percentage and the difference between the actual or estimated costs and the current fee for all the individual permits. In several cases, the County does not charge a fee, and these permits and services are the following:

- ◆ Agriculture Building Review,
- ◆ Pre-filing Conference,
- ◆ Road Rules Variance,
- ◆ Property Line Final, and
- ◆ Transportation Impact.

**Exhibit 12
Cost Recovery for Individual LUP Planning Services***

LUP Fee Service	Full Cost	Current Fees	% of Costs Covered by Current Fee	Cost Difference
Address Assignment	\$ 458	\$ 85	19%	\$ 373
Accessory Use Determination	\$ 1,978	701	35%	\$ 1,277
Admin Decision by Planning Director	\$ 3,866	833	22%	\$ 3,033
Adjustment	\$ 2,478	279	11%	\$ 2,199
Admin Modification of Conditions	\$ 3,263	589	18%	\$ 2,674
Address Reassignment	\$ 458	127	28%	\$ 331
Building Permit Plan Check	\$ 400	53	13%	\$ 347
Community Service	\$ 2,274	1,832	81%	\$ 442
Conditional Use	\$ 5,441	1,832	34%	\$ 3,609
Conditional Use - Type B Home	\$ 7,730	852	11%	\$ 6,878
DMV Auto Dealer Review	\$ 131	43	33%	\$ 88
Design Review	\$ 4,754	708	15%	\$ 4,046
Exceptions	\$ 1,765	130	7%	\$ 1,635
Floodplain Development	\$ 856	350	41%	\$ 506
Floodplain Dev - 1 & 2 family dwelling	\$ 2,349	85	4%	\$ 2,264
Floating Home Relocation Permit	\$ 217	95	44%	\$ 122
Grading and Erosion Control	\$ 980	224	23%	\$ 756
Hillside Development	\$ 2,893	554	19%	\$ 2,339
Health Hardship Permit	\$ 6,013	571	9%	\$ 5,442
Health Hardship Renewal	\$ 1,232	95	8%	\$ 1,137
Variance (Hearing)	\$ 5,246	603	11%	\$ 4,643
Inspection Fee - Erosion Control	\$ 172	77	45%	\$ 95
Lot Consolidation	\$ 1,546	148	10%	\$ 1,398
Land Division Category 1 (fee for up to 20 lots)	\$ 8,533	1,613	19%	\$ 6,920
Land Division Category 3	\$ 5,551	549	10%	\$ 5,002
Land Division Category 4	\$ 4,827	249	5%	\$ 4,578
Lot of Exception - Type 2	\$ 6,781	130	2%	\$ 6,651
Lot of Record	\$ 2,481	622	25%	\$ 1,859
Land Use Compatibility Sign-off	\$ 172	43	25%	\$ 129
Modification of Conditions of Hearing Officer Decision	\$ 2,751	-	0%	\$ 2,751
Alteration of Non-Conforming Use	\$ 4,241	950	22%	\$ 3,291
New Forest Dwelling	\$ 8,668	1,476	17%	\$ 7,192
National Scenic Area Review	\$ 8,175	710	9%	\$ 7,465
National Scenic Area Conditional Use	\$ 18,244	1,832	10%	\$ 16,412
National Scenic Area Review-Expedited	\$ 623	100	16%	\$ 523
Non-Hearing Variance	\$ 3,496	279	8%	\$ 3,217
NSA Minor Variance	\$ 3,780	-	0%	\$ 3,780
Other Hearing Case	\$ 5,441	626	12%	\$ 4,815
Pre-Application Conference	\$ 2,134	431	20%	\$ 1,703
Pre-application Conf Home Occupation	\$ 1,523	168	11%	\$ 1,355
Planned Development	\$ 9,738	2,198	23%	\$ 7,540
Pre-Filing Conference	\$ 874	-	0%	\$ 874
Property Line Adjustment	\$ 4,003	610	15%	\$ 3,393
Replat	\$ 3,724	249	7%	\$ 3,475
Road Rules Variance	\$ 2,236	-	0%	\$ 2,236
Research Request Fee (\$41 per hour)	\$ 81	82	102%	\$ (1)
Sign Permit	\$ 627	30	5%	\$ 597
Signs - Notice of Hearing	\$ 88	10	11%	\$ 78
Regional Sanitary Landfill	\$ 10,479	2,365	23%	\$ 8,114
Significant Environmental Concern	\$ 4,265	709	17%	\$ 3,556
Time Extension [LUPRT1TE]	\$ 954	363	38%	\$ 591
Time Extension	\$ 1,200	363	30%	\$ 837
Temporary Permit	\$ 2,054	189	9%	\$ 1,865
Willamette River Greenway	\$ 5,413	692	13%	\$ 4,721
Wrecker License	\$ 1,708	192	11%	\$ 1,516
Hearing Appeals	\$ 5,007	-	0%	\$ 5,007
Agricultural Building Review	\$ 84	-	0%	\$ 84
Property Line Final	\$ 224	-	0%	\$ 224
Transportation Impact	\$ 137	-	0%	\$ 137

*Permits in red are based on estimated times because there were no case data

CHAPTER V: COMPARABLE COUNTY FEE SURVEY

To determine how the County's development fees currently compare to other nearby or similar jurisdictions, FCS GROUP conducted a survey of three other counties to compare cost of service and cost recovery policies as well as specific fees. The comparable counties included Clackamas County, Washington County, and Lane County, and the departments/divisions were the following:

- ◆ The Clackamas County Planning & Zoning Division of the Department of Transportation & Development (Clackamas County).
- ◆ The Lane County Planning & Zoning section within the Department of Public Works, Land Management Division (Lane County). The Division includes both current planning and long-range planning functions.
- ◆ The Washington County Current Planning section of the Development Services Division within the Department of Land Use and Transportation (Washington County).

Staff representatives from each county planning function were interviewed; revenue and expenditure data examined and reviewed; and published land use planning fees were compared. To conduct the comparisons, the survey approach included the following:

- ◆ Interviewing planning directors from each county's land use planning organizations;
- ◆ Collecting FY 2010-2011 data including budgeted and actual revenues, expenditures, Full Time Equivalent (FTE) positions, and work output (number of applications processed) where available in order to compare expenditures per application processed; and
- ◆ Collecting published fee schedules from each county.
- ◆ Comparing published fee categories and fees charged among counties.

In addition, a copy of the most recent fee study from each county was requested if available. Two counties – Lane and Washington – had previously conducted fee studies but were unable to provide copies of these.

The interviewees included:

- ◆ Kent Howe, Planning Director, Lane County Department of Public Works, Land Management Division.
- ◆ Mike McCallister, Planning Director, Clackamas County Department of Transportation & Development, Planning & Zoning Division.
- ◆ Steve Franks, Development Services Manager, Washington County Department of Land Use & Transportation, Development Services Division.
- ◆ Nadine Smith Cook, Principal Planner, Washington County Department of Land Use & Transportation, Development Services Division.

FEE STRUCTURES AND POLICIES

Development of Land Use Planning Fees

Two of the three county planning agencies used formal fee studies to establish base fees. Lane County contracted with consulting firm Maximus in 2006-2007 to complete its fee study. Washington County conducted a fee study approximately 10-15 years ago.¹ Clackamas County has not completed a formal fee study and instead relies on internal reviews of direct labor costs and informal surveys of peer organizations to develop and evaluate fees. None of the counties has any immediate plans to conduct or update fee studies.

Clackamas and Washington County planning fees are approved by their respective Boards of County Commissioners on an annual basis; fees in these counties have been in effect since 7/1/2011. Annual fee increases, if they occur at all, tend to be inflationary adjustments. Lane County's published planning fees have been in effect since 4/1/2010.

Types and Structures of Fees

Published fee schedules reveal differences in fee complexity among the counties. Washington County's fee structure is most complex. Like Multnomah County, Washington County organizes fees by planning action or decision type (Type I, Type II, and Type III) as defined in county code. However, Washington County establishes separate fees for rural and urban applications, and includes separate application fees and final approval fees for most fee categories. Washington County applies certain fees based on the cost of development or number of lots. This structure results in 38 unique application fees for "Development Review" and 18 unique application fees for "Land Divisions". Overall, Washington County's "FY 2011-12 Fee Schedule for Current Planning Services" includes 135 application types and 248 possible fees or surcharges. For comparison, Multnomah County's current fee schedule includes 60 fees.²

Lane County's fee schedule also distinguishes between purely administrative actions and those that require more deliberation, planning director approval or a hearing. Lane County includes preliminary and final fees for partitions and subdivisions. Fees are organized into eleven sections. Lane County's "New Planning Fees Effective 4/1/2010" includes 142 fees or surcharges.

Clackamas County's fee schedule is the least complex of the three counties. Fees are organized into three sections. The County's "Land Use Planning Fee Schedule, Effective July 1, 2011 – June 30, 2012" lists 79 fees.

All three counties require **deposits** for certain complex or open-ended planning applications. Counties collect a specified deposit amount at the time of application and bill customers for actual labor costs in excess of the deposit (or refund the difference). Washington County uses a deposit system for each of its Type III applications³. Lane County collects an initial deposit for "Research

¹ Neither study was available for our review. Washington County representatives could not produce a copy of the study, and Lane County's assumptions and fee calculations are documented in a spreadsheet-based rate model.

² "Land Use Planning Fees, Effective August 25th, 2007."

³ In Washington County, Type III applications are those involving an appeal of a Type II determination or any quasi-judicial application requiring a public hearing by the Hearings Officer or Planning Commission.

Requests”, “Metro Plan Amendment Type I (with and without a zone change)” and “Plan Amendment Major (rural plan amendment only”). Clackamas County requires a deposit for “Conditional Use”, “Groundwater Hydrogeologic Review”, and “Subdivisions (11 or more lots)” applications.

In addition to fees and deposits, Washington and Lane Counties apply **surcharges** to selected transactions. Washington County applies a \$68 groundwater study surcharge to all rural applications and applies application surcharges for expedited review, Measure 49 initial permits and applications, planned developments, transportation reports, and Type II to Type III applications. Lane County uses surcharges primarily to recover indirect and administrative costs (see Exhibit 13) but also assesses a \$60 Department of Environmental Quality (DEQ) surcharge for “Temporary Hardship Renewal – Sanitation Inspection”.

Like Multnomah County, Washington County charges development **compliance fees** (for DMV review, OLCC review, changes in ownership, and sign permits for example). Neither the Lane nor Clackamas Counties fee schedules include these fees.

Cost Recovery Policies and Practices

Only Lane County includes the full cost of providing land use services in its fees. Lane County has determined that Planning & Zoning must be fee-supported⁴. Both Clackamas and Washington County recover less than the full costs of processing planning applications. The Clackamas County Planning Director estimates that cost recovery ranges from 30-100%, depending on the application type. Washington County representatives indicated that it is “clearly understood” that Current Planning should be self-supporting, but agreed that fees are no longer adequate to fully cover costs.

Direct Costs

Lane County’s 2006-2007 fee study included a detailed “door to door” review of all direct costs related to each application type. Maximus consultants observed and timed employees completing work on each application type, beginning with an applicant first approaching the counter and ending with the mailing of a decision. Maximus used these observations and the resultant data to calculate direct labor costs.

Clackamas and Washington County routinely review the hours that Permit Specialists employees report or bill to application-related work (staff work, hearing time, report preparation etc.) in order to monitor direct labor costs. Both counties report that they conduct periodic, informal surveys of peer organizations to evaluate fees.

Indirect Costs

Two counties – Lane and Washington – have included indirect costs in land use planning fees or are recovering these costs through surcharges or separate fees. These are described in Exhibit 13:

⁴ Lane County’s Land Management Division (and Planning & Zoning section) receives some or all of the proceeds of a landfill “tipping fee”, implemented July 1, 2009 to help offset the costs of services such as public information, development assistance, long range planning and compliance services.

**Exhibit 13
Inclusion of Indirect Costs in Planning Fees**

	Clackamas County	Lane County	Washington County
Long-range planning costs	Not included in fees.	All planning fees include a 13% surcharge.	Not included in fees.
Costs related to the Planning Commission	Not included in fees.	Costs are included in applications required to be reviewed by the Planning Commission (initially or on appeal)	Not included. (County uses a Hearings Officer model; Planning Commission deals with long range issues only.)
Counter time/customer service time	Not included in fees.	Captured in fees for each application type.	Likely captured in original fee study; current fees do not adequately cover.
General administrative time	Not included in fees.	All planning fees include a 15% administrative surcharge.	Likely captured in original fee study; current fees do not adequately cover costs.
Other indirect or overhead costs (such as IT)	Not included in fees.	All planning fees include a 10% surcharge.	Likely captured in original fee study; current fees do not adequately cover costs.

FEE COMPARISON

Multnomah County asked us to determine if 17 specific fee categories were being used by Clackamas, Lane and Washington Counties. Specific results are described in Exhibit 14. In general, we found the following:

- ◆ None of the three counties had a fee similar to “Adjustment” (although all counties had a fee for “Property Line Adjustment”.) “Adjustment” in the MCC is a variance that is processed as a Type II administrative land use decision.
- ◆ No counties had a specific fee for “Willamette River Greenway”, but Clackamas and Lane Counties had fees related to greenway development. Fees for actions that are similar to the Multnomah process are \$924 for Clackamas County, and \$2,660 in Lane County.
- ◆ Multnomah County had the lowest published fees in five of the 17 categories. The remaining 12 fees were neither highest nor lowest.

We also compared the remaining Multnomah County fee categories with those used by the comparative counties. (See Exhibit 15.) We found the following:

- ◆ Clackamas, Lane, and Washington Counties did not appear to have comparable fee categories for the following:

Type I Actions

- Wrecker License Review
- Lot Consolidations
- Moving of a Floating Home Permit

Type II Actions

- Exceptions and Lot Exceptions

Type III Actions

- National Scenic Area Expedited Review
- National Scenic Area Site Review
- Significant Environmental Concerns
- Zoning Code Interpretation
- Other Hearing Case
- Regional Sanitary Landfill

Miscellaneous

- Color Aerial Photography
- ◆ All counties offer a refund of fees for Withdrawal of Application. However, only Washington and Multnomah Counties deduct any costs that were incurred by the County.

Exhibit 14
Comparison of 17 Selected Fee Categories

Multnomah County Fee Category	Clackamas County	Lane County	Washington County
Type I Action			
Address Assignment \$85	No	\$190	No
Building Permit Review \$53	Yes, for SFR and MFG Homes: \$158	\$350 base fee. Specific components, such as access review add \$75. Other base fees range from \$75 to \$200.	Building Permit Review Fee: (<\$75,000 value) \$56 Building Permit Review Fee: (\$75,000 - 500,000) \$394 Building Permit Review Fee: (>\$500,000) \$584 Also: Measure 49: Initial building permit/land development application \$5,850
Floodplain Development Permit – one and two family dwellings \$85	Floodplain Development \$924	Floodplain - Dwelling/addition \$690	Flood Plain/Drainage Hazard Alteration \$782
Floodplain Development Permit – (all other uses) \$350	Floodway Fish Enhancement \$305 Flood Hazard Determination \$121 Floodplain Delineation Map \$200	Lane has 13 additional floodplain categories: Fill/Removal 0 - 500 cubic yards Fill/Removal 501 - 3000 cubic yards Fill/Removal 3001 - 30,000 cubic yards Fill/Removal 30,001 and up Floodplain - Accessory Building Floodplain - Bridge Floodplain - Dwelling/addition Floodplain Combination Permit Floodplain Mobile Home Floodplain Mobile Home Park	Flood Plain Elevation \$30 Flood Plain Determination (Site Inspection) \$102

Multnomah County Fee Category	Clackamas County	Lane County	Washington County
		Floodplain Verification: Field Floodplain Verification: Office Floodway Permit (Step-backwater Analysis) Variance to Wet Floodproof	
Land Use Compatibility Review \$43	Clackamas says a fee exists but it is not in its fee schedule.	Land Use Compatibility Complex \$690 Land Use Compatibility Simple \$138	No
Type II Action			
Administrative Decision by Planning Director \$833	Planning Director Review \$814 Interpretation -Planning Director \$704	No general Planning Director review category. See various Planning Director Approval categories.	No. (The County does not have this process.)
Alteration of Non-Conforming Use \$950	Non-Conforming Use -Alteration and/or Verification \$609	Non-Conforming Use \$2,660	Non-Conforming Use (Alteration/Expansion) \$2,968
Category 3 Land Division \$549 (A partition located at the end of a street; abutting a street; results in a flag lot, results in parcels of a certain size; is classified as a SEC, WRG, Flood Hazard, EFU, or SPA; results in creation of lot requiring Exception or Variance.)	One fee for all partitions: \$2,499	No separate category for this kind of land division. Fee for preliminary partition: \$3,940 Fee for final partition: \$2,020	No separate category for this kind of land division. Fees for land divisions are based on number of lots (rural) or dwellings (urban). Rural range: \$2,968 to \$7,846. Urban range: \$5,348 - \$85,000. Also: Property Line Adjustment (Flag Lot Only – Type II): \$1,956
Category 4 Land Division \$249 (Partitions not included elsewhere.)	One fee for all partitions: \$2,499	No separate category for this kind of land division. Fee for preliminary partition: \$3,940 Fee for final partition: \$2,020	See Category 3 Land Division above.
New Forest Dwelling \$1,476	Forest -Lot of Record Dwelling \$924	Forest Dwelling - new (Planning Director Approval) \$2,660	Dwelling in the EFC District \$2,454

Multnomah County Fee Category	Clackamas County	Lane County	Washington County
Adjustment (Minor Variance – No Hearing) \$279	Variance (all types) \$525.00	Variance only (no “minor” variances or use variances) \$2,660	Lot Area Variance \$2,576
Property Line Adjustment \$610	Property Line Adjustment \$305	Property Line Adjustment Review (Ministerial/Administrative) \$414 Property Line Adjustment Review & Notice (Planning Director) \$2,148 Property Line Adjustment & Legal Lot Verification Review + Notice \$2,148 + 640 per legal lot + \$128 per deed	Property Line Adjustment \$1,400
Time Extension \$363	Time Extension; 25% of current fee	Extension of Approval - timelines only \$276	Extension \$1,400
Willamette River Greenway \$692	Willamette River Greenway Conditional Use (development within 150’ of mean low waterline) \$924 Greenway Conditional Use (dock only or development beyond 150’ of mean low waterline) \$604	Willamette River Greenway Development Permit \$2,660	No
Type III Action			
Conditional Use \$1,832	Conditional Use* \$3,833 (includes deposit for Hearings Officer)	Conditional Use Permit by HO \$5,220 Non-Conforming Use \$2,660 Special Use Permit \$2,660	Has Miscellaneous Type III deposit of \$4,320
Variance - Hearing \$603	No hearing.	No hearing. Planning Director review only. The Hearings Officer	Variance (for Type I-II) \$4,310 deposit

Multnomah County Fee Category	Clackamas County	Lane County	Washington County
		reviews a variance decision on appeal only. Regular appeal fee would apply: \$250 off record, \$2,327.20 on record.	
Pre-application Conference \$431	Pre-application Conference*** \$273 (fee may be credited toward the application fee.)	Pre-Application Conference \$690	No. (Are proposing for next year.)

**Exhibit 15
Comparison of Other Noteworthy Fees**

Multnomah County Fee Category	Clackamas County	Lane County	Washington County
Type II Action			
Accessory Use Determination \$701	AG – Accessory Dwelling \$924	None	Accessory Structure in EFC \$424 Accessory Dwelling Unit \$1,956
Design Review \$708	Design Review .384% of construction cost \$625 min, \$35,417 max.	None	None
Temporary Permit \$189	Temporary Dwelling for Care \$121 Temporary Use Otherwise Prohibited \$499 Temporary Dwelling while Building/Emergency Shelter \$504	Temporary Permit \$5,220	Temporary Use \$1,008
Withdrawal of Application			
Before application status letter is written – full refund	Full refund	None	Full refund, less costs incurred by County
After status letter is written \$164	No refund	None	Full refund, less costs incurred by County
Type III Action			
Category 1 Land Division – up to 20 lots (any rural; urban over 10 lots) \$1,613	Partition \$2,249 Subdivision (4 to 10 lots) \$2,249 Subdivision (11 or more lots) \$4,935	Preliminary Partition \$3,940 Preliminary Subdivision \$4,000 plus \$200 per lot Final Partition \$2,020	Various land division fees, based on size. Range: \$2,968 to \$8,546 (for

Multnomah County Fee Category	Clackamas County	Lane County	Washington County
	plus \$44 per lot	Final Subdivision \$2,660	application) and \$620 to \$1,462 for final.
Category 2 Land Division – per lot over 20 (rural or urban) \$30 per lot	Partition \$2,249 Subdivision (11 or more lots) \$4,935 plus \$44 per lot	Preliminary Partition \$3,940 Preliminary Subdivision \$4,000 plus \$200 per lot Final Partition \$2,020 Final Subdivision \$2,660	Various land division fees, based on size. Range: \$4,918 to \$85,628 (for application) and \$1,008 to \$8,546 for final.
Type IV Action			
Quasi-judicial Plan Revision \$2,290 deposit	None	Various (ranges from \$5,220 to \$21,348)	None
Quasi-judicial Zone Change 2,290 deposit	Zone change and plan revision PC/BCC review \$2,415	Various (ranges from \$5,220 to \$21,348)	None

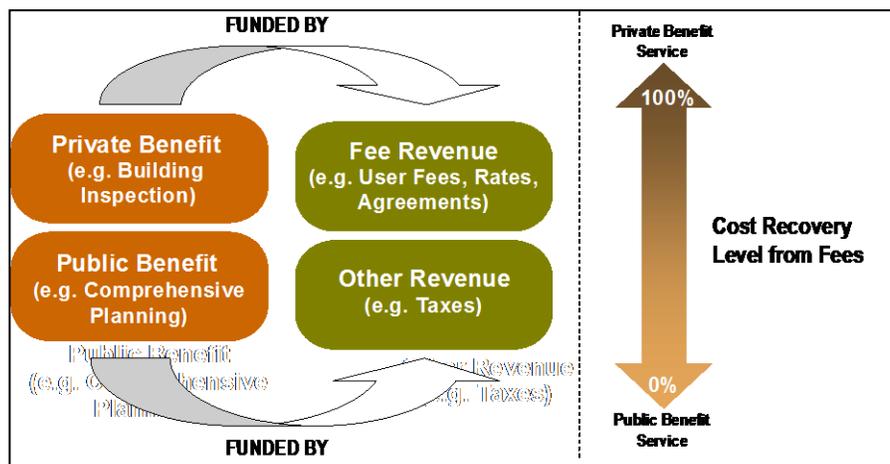
CHAPTER VI: COST RECOVERY AND FEE UPDATES

The results of this study can be used to help develop cost recovery policies and update fees. The specific policy issues or actions that County staff and the County Commissioners might want to consider include:

- ◆ Reconfirming any existing cost recovery policies for LUP services,
- ◆ Establishing new or revised cost recovery policies,
- ◆ Adopting potential fee changes and adjustments, and
- ◆ Establishing a cost recovery analysis period (e.g. 3-year average) for future updates.

As discussed in Chapter II, cost recovery objectives are policy decisions that 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 taxes. 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 taxes. Exhibit 16 illustrates the application of public-versus-private benefit decisions in determining what level of the full cost of service should be recovered from fees.

Exhibit 16
Public Versus Private Benefit and Cost Recovery Decisions



The County’s FY 2011 financial policy on user fees provides a similar policy framework. According to the County’s FY 2011 budget, the County’s financial policy concerning user fees, sales, and service charges is that the Commissioner’s general policy is that “user fees and service charges be established at a level to recover the costs to provide services. Exceptions to this policy will be made depending on the benefit to the user of the service, the ability of the user to pay for the service, the benefit to County citizens, and the type of service provided”. If the County decides to revise this cost recovery policy, it should also consider:

- ◆ Which types of costs should it recover (i.e. direct costs, indirect costs, department overhead, Countywide overhead)?
- ◆ What should be the overall cost recovery level for LUP fee services?

All services that do not recover their full costs through fees require revenues from another source to make up the difference, typically from the General Fund for planning fee services. Exhibit 17 shows each current fee, the full cost of the permit, and the fee based on different levels of cost recovery for comparison. One scenario identifies the cost recovery goals for specific cost components, while the other two scenarios are based on an overall cost recovery rate for all cost layers. The three different cost recovery scenarios set the cost recovery levels at the following:

- ◆ Recover 80% of direct costs and 20% of counter time and public assistance. No costs for other indirect support or Department/division administration would be recovered.
- ◆ Recover 18% of all costs which is 50% more than the current cost recovery level at 12%, and
- ◆ Recover the costs at the current 12% cost recovery level.

In addition to adopting a specific cost recovery level, there are a number of other fee services where LUP does not currently have an established fee. The revenue impact associated with each of these fees is variable and the decision to expand the number of fees charged should be weighed against program costs incurred to collect the fee. These services include the following:

- ◆ Pre Filing Conference: The average cost for this service is \$874, and the department processes a significant number, averaging 110 each year. This amounts to a significant cost for which no revenue is received.
- ◆ Road Rules Variance: Land use planning processes variances to County Road Rules as Type II decisions, and the average cost is \$2,236
- ◆ Agricultural Building Sign-off: Determination that proposed structures meet requirements for structures exempt from building permit requirements, and the average cost is \$84.
- ◆ Property Line Adjustment Final: Approval of final map and deed descriptions prior to recording with the County Recorder. The estimated average cost of this service is \$224.
- ◆ Transportation Impact: Development that adds a transportation impact to public roads requires review and coordination by land use with the transportation section. The estimated average cost of this service is \$137.

COST RECOVERY SCENARIOS

To help the County establish a cost recovery policy for its land use planning fees, three different scenarios were developed with the LUP's staff. As previously mentioned, one scenario identifies cost recovery goals for specific cost components, while the other two scenarios are based on an overall cost recovery rate for all cost layers. The cost recovery policy is based on achieving a certain amount of total revenue compared to overall LUP costs. To illustrate how a cost recovery scenario might affect a specific fee service, Exhibit 17 shows the results for each fee for the different scenarios. Because fees were not previously set based on a specific cost recovery policy, the current fees can be higher or lower than the fee calculated for a particular cost recovery scenario. The exhibit provides a comparison of the current fee for each service with the full FY 2011 cost of service and with the three cost recovery scenarios. The amount shown for each fee service in the last three columns is based on an allocation of costs to achieve a specific percentage of cost recovery for that particular service. Because of the current mix of fees, LUP might be able to achieve a certain cost recovery level by charging for services that are now free, increasing or keeping existing fees, improving equity, and increasing the number of cases for a given fee type. Any fees proposed in the future would be intended to achieve the desired overall amount of cost recovery and might vary from the fee amounts shown in Exhibit 17. More specific detail on each scenario showing the differences between the targeted costs and the current fee can be found in Appendix D.

Exhibit 17
Comparison of Current Fees with Fees at Different Cost Recovery Levels

LUP Fee Service	Current Fees	Full Cost Recovery (100%)	80% Direct with 20% Counter Time	18% of Cost Recovery	Current Cost Recovery at 12%
Address Assignment	\$ 85	\$ 458	\$ 194	\$ 82	\$ 55
Accessory Use Determination	701	1,978	1,169	356	237
Admin Decision by Planning Director	833	3,866	1,672	696	464
Adjustment	279	2,478	1,086	446	297
Admin Modification of Conditions	589	3,263	1,513	587	392
Address Reassignment	127	458	194	82	55
Building Permit Plan Check	53	400	166	72	48
Community Service	1,832	2,274	1,223	409	273
Conditional Use	1,832	5,441	2,615	979	653
Conditional Use - Type B Home	852	7,730	3,290	1,391	928
DMV Auto Dealer Review	43	131	53	24	16
Design Review	708	4,754	2,277	856	570
Exceptions	130	1,765	771	318	212
Floodplain Development	350	856	416	154	103
Floodplain Dev - 1 & 2 family dwelling	85	2,349	982	423	282
Floating Home Relocation Permit	95	217	89	39	26
Grading and Erosion Control	224	980	435	176	118
Hillside Development	554	2,893	1,358	521	347
Health Hardship Permit	571	6,013	2,569	1,082	722
Health Hardship Renewal	95	1,232	492	222	148
Variance (Hearing)	603	5,246	2,339	944	630
Inspection Fee - Erosion Control	77	172	69	31	21
Lot Consolidation	148	1,546	671	278	185
Land Division Category 1 (fee for up to 20 lots)	1,613	8,533	3,609	1,536	1,024
Land Division Category 3	549	5,551	2,323	999	666
Land Division Category 4	249	4,827	2,040	869	579
Lot of Exception - Type 2	130	6,781	2,803	1,221	814
Lot of Record	622	2,481	1,037	447	298
Land Use Compatibility Sign-off	43	172	69	31	21
Modification of Conditions of Hearing Officer Decision	-	2,751	1,166	495	330
Alteration of Non-Conforming Use	950	4,241	1,888	763	509
New Forest Dwelling	1,476	8,668	3,927	1,560	1,040
National Scenic Area Review	710	8,175	3,697	1,471	981
National Scenic Area Conditional Use	1,832	18,244	7,735	3,284	2,189
National Scenic Area Review-Expedited	100	623	263	112	75
Non-Hearing Variance	279	3,496	1,486	629	419
NSA Minor Variance	-	3,780	1,628	680	454
Other Hearing Case	626	5,441	2,615	979	653
Pre-Application Conference	431	2,134	922	384	256
Pre-application Conf Home Occupation	168	1,523	657	274	183
Planned Development	2,198	9,738	4,181	1,753	1,169
Pre-Filing Conference	-	874	393	157	105
Property Line Adjustment	610	4,003	1,697	721	480
Replat	249	3,724	1,574	670	447
Road Rules Variance	-	2,236	944	403	268
Research Request Fee (\$41 per hour)	82	81	31	15	10
Sign Permit	30	627	263	113	75
Signs - Notice of Hearing	10	88	36	16	11
Regional Sanitary Landfill	2,365	10,479	4,502	1,886	1,257
Significant Environmental Concern	709	4,265	1,894	768	512
Time Extension [LUPRT1TE]	363	954	408	172	115
Time Extension	363	1,200	506	216	144
Temporary Permit	189	2,054	877	370	246
Willamette River Greenway	692	5,413	2,524	974	650
Wrecker License	192	1,708	848	307	205
Hearing Appeals	-	5,007	2,167	901	601
Agricultural Building Review	-	84	33	15	10
Property Line Final	-	224	94	40	27
Transportation Impact	-	137	58	25	16

*Permits in red are based on estimated times because there were no case data

APPENDIX A: 2011 STAFF TIME BY SERVICE

2011 STAFF TIME BY SERVICE

		Group: Land Use Planning									
		Karen Schilling	Jane McFarland	Adam Barber	Charles Beasley	Kevin Cook	Don Kienholz	George Plummer	Lisa Estrin-Gleason		
Empl. Name:		Planning Director - Karen Schilling	Principal Planner - Jane McFarland	Senior Planner - Adam Barber	Senior Planner - Charles Beasley	Planner - Kevin Cook	Planner - Don Kienholz	Planner - George Plummer	Planner - Lisa Estrin-Gleason	Subtotal - Land Use Planning	
Total Personnel Costs		\$ 1,344,716	\$ 34,217	\$ 109,580	\$ 108,321	\$ 114,015	\$ 93,523	\$ 104,102	\$ 104,166	\$ 104,761	\$ 772,685
Hours	Regular Labor	29,888	418	2,088.00	2,113.75	2,160.75	2,096.25	2,103.75	2,101.25	2,113.50	15,195
	Annual Overtime	0									0
	Annual Labor	29,888	417.60	2,088.00	2,113.75	2,160.75	2,096.25	2,103.75	2,101.25	2,113.50	15,195
	Annual Leave	4,678	81	306	348.75	384.50	278.75	383.00	306.00	397.50	2,485
	Total Available Work Hours	25,209	337	1,782	1,765	1,776	1,818	1,721	1,795	1,716	12,710
	Special Projects	795.25		126.00	279.75	261.25	7.50	48.25	49.25	23.25	795
	General Administration	1,557.50			332.00	241.00	210.25	328.00	196.00	239.25	1,547
	Training	221.50			145.00	22.50	6.50	3.00	40.50	4.00	222
	Staff & Board Meetings	525.50		138.00	69.25	78.75	49.50	65.75	62.00	62.25	526
	Counter Time/Public Assistance	1,828.75			206.25	69.00	583.00	405.00	218.50	347.00	1,829
Department-Wide Admin	4,997.20	271.20	170.00							441.2	
Net Annual Labor Related to Individual Projects/Permits/Other Direct Services	15,284	66	1,348	733	1,104	961	871	1,229	1,040	7,351	
Land Use Planning	Address Assignment	0.75	-	-	-	-	-	-	-	0	
	Accessory Use Determination	2.50	-	-	-	-	2.50	-	-	3	
	Admin Decision by Planning Director	247.25	-	-	19.00	10.25	78.00	84.50	1.00	43.50	236
	Adjustment	88.25	-	-	6.50	-	68.25	0.75	6.25	-	82
	Admin Modification of Conditions	15.75	-	-	2.00	-	-	-	11.25	1.00	14
	Address Reassignment	37.50	-	-	4.00	-	10.75	11.50	8.25	-	35
	Building Permit Plan Check	340.00	-	-	-	-	-	-	238.00	-	238
	Community Service	33.25	-	-	3.25	-	-	-	4.25	11.25	19
	Conditional Use	182.50	-	-	17.50	0.25	11.75	39.00	76.25	9.50	154
	Conditional Use - Type B Home	9.25	-	-	2.00	-	3.25	-	3.00	-	8
	DMV Auto Dealer Review	-	-	-	-	-	-	-	0	-	0
	Design Review	136.25	-	-	13.50	-	43.75	20.50	23.00	22.75	124
	Exceptions	33.25	-	-	3.75	-	28.00	-	0.50	-	32
	Floodplain Development	13.25	-	-	2.25	-	2.00	-	1.50	2.00	8
	Floodplain Dev - 1 & 2 family dwelling	14.00	-	-	0.50	-	-	-	-	-	1
	Floating Home Relocation Permit	1.25	-	-	-	-	-	-	0.75	-	1
	Grading and Erosion Control	90.50	-	-	14.75	1.00	6.50	29.50	14.50	6.25	73
	Hillside Development	86.00	-	-	7.25	-	24.75	-	44.25	7.25	84
	Health Hardship Permit	6.50	-	-	0.25	-	3.75	-	-	-	4
	Health Hardship Renewal	-	-	-	-	-	-	-	-	-	0
	Variance (Hearing)	16.50	-	-	2.75	0.25	-	-	11.50	-	15
	Inspection Fee - Erosion Control	12.00	-	-	-	-	-	-	8.00	-	8
	Lot Consolidation	6.00	-	-	1.00	-	3.50	-	1.25	-	6
	Land Division Category 1 (fee for up to	0.25	-	-	-	-	-	-	-	-	0
	Land Division Category 3	35.25	-	-	2.50	-	27.00	5.75	-	-	35
	Land Division Category 4	20.50	-	-	0.25	-	-	6.00	-	14.25	21
	Lot of Exception	-	-	-	-	-	-	-	-	-	0
	Lot of Exception - Type 2	0.50	-	-	0.50	-	-	-	-	-	1
	Lot of Exception - Type 3	-	-	-	-	-	-	-	-	-	0
	Lot of Record	66.50	-	-	10.00	-	41.75	-	-	12.25	64
	Land Use Compatibility Sign-off	40.00	-	-	-	-	-	-	16.00	-	16
	Modification of Conditions of Hearing C	-	-	-	-	-	-	-	-	-	0
	Alteration of Non-Conforming Use	138.00	-	-	10.50	0.75	25.25	46.25	26.25	22.25	131
	New Forest Dwelling	56.50	-	-	4.50	-	51.25	-	-	0.50	56
	National Scenic Area Review	475.50	-	-	21.75	3.00	42.25	94.25	231.75	25.25	418
	National Scenic Area Conditional Use	60.50	-	-	6.25	-	-	-	0.25	51.50	58
	National Scenic Area Review-Expedite	19.75	-	-	-	1.50	11.75	1.50	-	1.75	17
	NSA Hearing Variance	-	-	-	-	-	-	-	-	-	0
	Non-Hearing Variance	1.25	-	-	-	-	-	-	0.75	-	1
	NSA Minor Variance	0.25	-	-	-	-	-	-	-	-	0
	Other Hearing Case	-	-	-	-	-	-	-	-	-	0
	Pre-Application Conference	134.75	-	-	7.00	0.25	38.75	21.75	53.25	6.75	128
	Pre-application Conf Home Occupatio	0.25	-	-	-	-	-	-	-	-	0
	Planned Development	-	-	-	-	-	-	-	-	-	0
	Pre-Filing Conference	611.00	-	-	38.00	0.50	125.25	159.50	183.00	73.75	580
	Property Line Adjustment	141.00	-	-	14.25	0.75	26.00	41.75	18.25	28.75	130
	Replat	16.50	-	-	1.00	-	-	-	13.25	-	14
	Road Rules Variance	41.50	-	-	3.25	2.00	19.00	9.75	3.75	-	38
	Research Request Fee (\$41 per hour)	9.00	-	-	-	-	-	-	-	-	0
	Sign Permit	-	-	-	-	-	-	-	-	-	0
Signs - Notice of Hearing	2.50	-	-	-	-	2.50	-	-	-	3	
Regional Sanitary Landfill	-	-	-	-	-	-	-	-	-	0	
Significant Environmental Concern	313.50	-	-	27.00	-	78.00	76.00	72.75	43.00	297	
Time Extension [LUPRT1TE]	17.50	-	-	2.00	-	-	14.50	-	-	17	
Time Extension	65.75	-	-	8.00	8.50	-	3.00	-	44.00	64	
Temporary Permit	-	-	-	-	-	-	-	-	-	0	
Willamette River Greenway	53.00	-	-	3.75	-	-	14.25	0.25	-	18	
Wrecker License	34.50	-	-	-	-	-	-	-	33.00	33	
Zone Change	-	-	-	-	-	-	-	-	-	0	
Type 1 Permits	3.25	-	-	1.00	-	-	0.75	1.50	-	3	
Hearing Appeals	25.50	-	-	4.50	-	-	20.00	-	-	25	
Agricultural Building Review	-	-	-	-	-	-	-	-	-	0	
Property Line Final	-	-	-	-	-	-	-	-	-	0	
Transportation Impact	-	-	-	-	-	-	-	-	-	0	
Non-Fee Direct	Compliance	3,758	-	-	25.25	3.25	37.25	44.50	34.00	13.00	157
	Inspections	7	-	-	3.00	-	-	-	2.75	1.50	7
	Portland Code Amendments	68	-	-	27.00	7.75	13.25	-	-	48	
	Legislative	2,303	-	-	148.50	695.00	121.00	125.50	117.75	547.25	1,755
	Interagency Planning & Coordination	751	-	63.00	262.75	368.75	13.75	-	-	18.00	726
Transportation Planning	4,639	65.60	1,285.00							1,351	
Total Direct Hours	15,284	66	1,348	733	1,104	961	871	1,229	1,040	7,351	

2011 STAFF TIME BY SERVICE

	Code Enforcement			Budget & Ops. Support					Subtotal - Budget & Ops. Support	Transportation		
	Code Compliance Manager - Michael Grimm	Code Compliance Staff - Bill Gotzinger	Subtotal - Code Enforcement	Stuart Farmer	Kathleen Fisher	Nancy Woodard	Vickie Crayne	Gregory Mullen		Joanna Valencia	Subtotal - Transportation	
				Administrative Analyst - Stuart Farmer	Office Assistant Senior - Kathleen Fisher	Office Assistant 2 - Nancy Woodard	Office Assistant 2 - Vickie Crayne	Admin - Gregory Mullen		Transportation Planner - Joanna Valencia		
Total Personnel Costs	\$ 71,342	\$ 86,194	\$ 157,536	\$ 122,402	\$ 63,950	\$ 65,282	\$ 63,317	\$ 314,951	\$ 99,543	\$ 99,543		
Hours	Regular Labor	2,088	2,088	4,176	2,097.25	2,127.25	2,089.00	2,088.00	2	8,403	2,113.75	2,114
	Annual Overtime			0						0		0
	Annual Labor	2,088	2,088	4,176	2,097.25	2,127.25	2,089.00	2,088.00	2	8,403	2,113.75	2,114
	Annual Leave	288.00	288.00	576	422.00	264.25	409.75	319.50		1,416	201.50	202
	Total Available Work Hours	1,800	1,800	3,600	1,675	1,863	1,679.25	1,769	2	6,988	1,912	1,912
	Special Projects			0						0		0
	General Administration										11.00	11
	Training			0						0		0
	Staff & Board Meetings			0						0		0
	Counter Time/Public Assistance			0						0		0
Department-Wide Admin			0	1,325	1,520	812	899		4,556		0	
Net Annual Labor Related to Individual Projects/Permits/Other Direct Services	1,800	1,800	3,600	350	343	867	870	2	2,432	1,901	1,901	
Land Use Planning	Address Assignment			0	-	0.75	-	-	-	1	-	0
	Accessory Use Determination			0	-	-	-	-	-	0	-	0
	Admin Decision by Planning Director			0	-	1.00	10.00	-	-	11	-	0
	Adjustment			0	-	0.75	5.75	-	-	7	-	0
	Admin Modification of Conditions			0	-	0.25	1.25	-	-	2	-	0
	Address Reassignment			0	-	0.25	2.75	-	-	3	-	0
	Building Permit Plan Check			0	-	34.00	34.00	34.00	-	102	-	0
	Community Service			0	-	1.50	-	-	-	2	13.00	13
	Conditional Use			0	-	3.00	8.25	-	-	11	17.00	17
	Conditional Use - Type B Home			0	-	1.00	-	-	-	1	-	0
	DMV Auto Dealer Review			0	-	-	-	-	-	0	-	0
	Design Review			0	-	1.50	6.25	-	-	8	5.00	5
	Exceptions			0	-	1.00	-	-	-	1	-	0
	Floodplain Development			0	-	0.50	-	-	-	1	5.00	5
	Floodplain Dev - 1 & 2 family dwelling			0	-	-	0.50	-	-	1	13.00	13
	Floating Home Relocation Permit			0	-	-	0.25	0.25	-	1	-	0
	Grading and Erosion Control			0	-	3.75	0.75	-	-	5	13.50	14
	Hillside Development			0	-	1.00	1.50	-	-	3	-	0
	Health Hardship Permit			0	-	0.25	2.25	-	-	3	-	0
	Health Hardship Renewal			0	-	-	-	-	-	0	-	0
	Variance (Hearing)			0	-	-	-	2.00	-	2	-	0
	Inspection Fee - Erosion Control			0	-	4.00	-	-	-	4	-	0
	Lot Consolidation			0	-	0.25	-	-	-	0	-	0
	Land Division Category 1 (fee for up to 20 lots)			0	-	0.25	-	-	-	0	-	0
	Land Division Category 3			0	-	-	-	-	-	0	-	0
	Land Division Category 4			0	-	-	-	-	-	0	-	0
	Lot of Exception			0	-	-	-	-	-	0	-	0
	Lot of Exception - Type 2			0	-	-	-	-	-	0	-	0
	Lot of Exception - Type 3			0	-	-	-	-	-	0	-	0
	Lot of Record			0	-	0.50	2.00	-	-	3	-	0
	Land Use Compatibility Sign-off			0	-	8.00	8.00	8.00	-	24	-	0
	Modification of Conditions of Hearing Officer Decision (Full Fee for Ori			0	-	-	-	-	-	0	-	0
	Alteration of Non-Conforming Use			0	-	1.00	5.75	-	-	7	-	0
	New Forest Dwelling			0	-	0.25	-	-	-	0	-	0
	National Scenic Area Review			0	-	2.25	10.25	6.25	1.50	20	37.00	37
	National Scenic Area Conditional Use			0	-	2.50	-	-	-	3	-	0
	National Scenic Area Review-Expedited			0	-	2.00	1.25	-	-	3	-	0
	NSA Hearing Variance			0	-	-	-	-	-	0	-	0
	Non-Hearing Variance			0	-	-	-	0.50	-	1	-	0
	NSA Minor Variance			0	-	0.25	-	-	-	0	-	0
	Other Hearing Case			0	-	-	-	-	-	0	-	0
	Pre-Application Conference			0	-	2.25	4.75	-	-	7	-	0
	Pre-application Conf Home Occupation			0	-	0.25	-	-	-	0	-	0
	Planned Development			0	-	-	-	-	-	0	-	0
	Pre-Filing Conference			0	-	25.50	-	-	-	26	5.50	6
	Property Line Adjustment			0	-	1.75	9.50	-	-	11	-	0
	Replat			0	-	0.25	2.00	-	-	2	-	0
	Road Rules Variance			0	-	1.00	2.75	-	-	4	-	0
	Research Request Fee (\$41 per hour)			0	-	9.00	-	-	-	9	-	0
	Sign Permit			0	-	-	-	-	-	0	-	0
Signs - Notice of Hearing			0	-	-	-	-	-	0	-	0	
Regional Sanitary Landfill			0	-	-	-	-	-	0	-	0	
Significant Environmental Concern			0	-	2.75	12.25	1.75	-	17	-	0	
Time Extension (LUPRT1TE)			0	-	1.00	-	-	-	1	-	0	
Time Extension			0	-	-	2.25	-	-	2	-	0	
Temporary Permit			0	-	-	-	-	-	0	-	0	
Willamette River Greenway			0	-	25.50	5.25	-	-	31	4.00	4	
Wrecker License			0	-	0.75	-	0.75	-	2	-	0	
Zone Change			0	-	-	-	-	-	0	-	0	
Type 1 Permits			0	-	-	-	-	-	0	-	0	
Hearing Appeals			0	-	0.50	0.50	-	-	1	-	0	
Agricultural Building Review			0	-	-	-	-	-	0	-	0	
Property Line Final			0	-	-	-	-	-	0	-	0	
Transportation Impact			0	-	-	-	-	-	0	-	0	
Non-Fee Direct	Compliance	1,800	1,800	3,600	1.00	-	-	-	-	1	-	0
	Inspections			0	-	-	-	-	-	0	-	0
	Portland Code Amendments			0	20.00	-	-	-	-	20	-	0
	Legislative			0	76.00	200.00	18.00	-	-	294	254.00	254
	Interagency Planning & Coordination			0	6.50	-	-	1.25	-	8	17.00	17
Transportation Planning			0	246.50	-	709.25	815.00	-	1,771	1,517.25	1,517	
Total Direct Hours	1,800	1,800	3,600	350	343	867	870	2	2,432	1,901	1,901	

APPENDIX B: 2011 STAFF COSTS BY SERVICE

2011 STAFF COSTS BY SERVICE

		Group: Land Use Planning									
		Empl. Name:	Planning Director - Karen Schilling	Principal Planner - Jane McFarland	Senior Planner - Adam Barber	Senior Planner - Charles Beasley	Planner - Kevin Cook	Planner - Don Kienholz	Planner - George Plummer	Planner - Lisa Estrin-Gleason	Subtotal - Land Use Planning
Total Personnel Costs		\$ 1,344,716	\$ 34,217	\$ 109,580	\$ 108,321	\$ 114,015	\$ 93,523	\$ 104,102	\$ 104,166	\$ 104,761	\$ 772,685
Hours	Regular Labor	29,888	418	2,088	2,114	2,161	2,096	2,104	2,101	2,114	15,195
	Annual Overtime	0	0	0	0	0	0	0	0	0	0
	Annual Labor	29,888	418	2,088	2,114	2,161	2,096	2,104	2,101	2,114	15,195
	Annual Leave	4,678	81	306	349	385	279	383	306	398	2,485
	Total Available Work Hours	25,209	337	1,782	1,765	1,776	1,818	1,721	1,795	1,716	12,710
Hourly Rate		\$53.34	\$101.59	\$61.49	\$61.37	\$64.19	\$51.46	\$60.50	\$58.02	\$61.05	\$60.80
Indirect Costs	Special Projects	\$ 49,268	\$ -	\$ 7,748	\$ 17,169	\$ 16,769	\$ 386	\$ 2,919	\$ 2,858	\$ 1,419	\$ 49,268
	General Administration	\$ 93,058	\$ -	\$ -	\$ 20,375	\$ 15,469	\$ 10,819	\$ 19,843	\$ 11,373	\$ 14,606	\$ 92,486
	Training	\$ 13,453	\$ -	\$ -	\$ 8,899	\$ 1,444	\$ 334	\$ 181	\$ 2,350	\$ 244	\$ 13,453
	Staff & Board Meetings	\$ 31,713	\$ -	\$ 8,486	\$ 4,250	\$ 5,055	\$ 2,547	\$ 3,978	\$ 3,597	\$ 3,800	\$ 31,713
	Counter Time/Public Assistance	\$ 105,450	\$ -	\$ -	\$ 12,658	\$ 4,429	\$ 29,999	\$ 24,502	\$ 12,678	\$ 21,184	\$ 105,450
	Department-Wide Admin	\$ 250,756	\$ 27,552	\$ 10,454	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Annual Cost Related to Individual Projects/Permits/Other Direct Services		\$ 801,016	\$ 6,665	\$ 82,893	\$ 44,970	\$ 70,848	\$ 49,437	\$ 52,679	\$ 71,310	\$ 63,507	\$ 442,308
Land Use Planning	Address Assignment	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Accessory Use Determination	\$ 129	\$ -	\$ -	\$ -	\$ -	\$ 129	\$ -	\$ -	\$ -	\$ 129
	Admin Decision by Planning Director	\$ 14,086	\$ -	\$ -	\$ 1,166	\$ 658	\$ 4,014	\$ 5,112	\$ 58	\$ 2,856	\$ 13,663
	Adjustment	\$ 4,568	\$ -	\$ -	\$ 399	\$ -	\$ 3,512	\$ 45	\$ 363	\$ -	\$ 4,319
	Admin Modification of Conditions	\$ 894	\$ -	\$ -	\$ 123	\$ -	\$ -	\$ -	\$ 653	\$ 61	\$ 837
	Address Reassignment	\$ 2,089	\$ -	\$ -	\$ 245	\$ -	\$ 553	\$ 696	\$ 479	\$ -	\$ 1,973
	Building Permit Plan Check	\$ 17,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,809	\$ -	\$ 13,809
	Community Service	\$ 1,861	\$ -	\$ -	\$ 199	\$ -	\$ -	\$ -	\$ 247	\$ 687	\$ 1,133
	Conditional Use	\$ 10,367	\$ -	\$ -	\$ 1,074	\$ 16	\$ 605	\$ 2,359	\$ 4,424	\$ 580	\$ 9,058
	Conditional Use - Type B Home	\$ 498	\$ -	\$ -	\$ 123	\$ -	\$ 167	\$ -	\$ 174	\$ -	\$ 464
	DMV Auto Dealer Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Design Review	\$ 7,598	\$ -	\$ -	\$ 829	\$ -	\$ 2,251	\$ 1,240	\$ 1,335	\$ 1,389	\$ 7,043
	Exceptions	\$ 1,734	\$ -	\$ -	\$ 230	\$ -	\$ 1,441	\$ -	\$ 29	\$ -	\$ 1,700
	Floodplain Development	\$ 728	\$ -	\$ -	\$ 138	\$ -	\$ 103	\$ -	\$ 87	\$ 122	\$ 450
	Floodplain Dev - 1 & 2 family dwelling	\$ 727	\$ -	\$ -	\$ 31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31
	Floating Home Relocation Permit	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44	\$ -	\$ 44
	Grading and Erosion Control	\$ 5,172	\$ -	\$ -	\$ 905	\$ 64	\$ 334	\$ 1,785	\$ 84	\$ 382	\$ 4,311
	Hillside Development	\$ 4,821	\$ -	\$ -	\$ 445	\$ -	\$ 1,274	\$ -	\$ 2,568	\$ 443	\$ 4,729
	Health Hardship Permit	\$ 304	\$ -	\$ -	\$ 15	\$ -	\$ 193	\$ -	\$ -	\$ -	\$ 208
	Health Hardship Renewal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Variance (Hearing)	\$ 924	\$ -	\$ -	\$ 169	\$ 16	\$ -	\$ -	\$ 667	\$ -	\$ 852
	Inspection Fee - Erosion Control	\$ 601	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 464	\$ -	\$ 464
	Lot Consolidation	\$ 323	\$ -	\$ -	\$ 61	\$ -	\$ 180	\$ -	\$ 73	\$ -	\$ 314
	Land Division Category 1 (fee for up to 9	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Land Division Category 3	\$ 1,891	\$ -	\$ -	\$ 153	\$ -	\$ 1,389	\$ 348	\$ -	\$ -	\$ 1,891
	Land Division Category 4	\$ 1,248	\$ -	\$ -	\$ 15	\$ -	\$ -	\$ 363	\$ -	\$ 870	\$ 1,248
	Lot of Exception	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Lot of Exception - Type 2	\$ 31	\$ -	\$ -	\$ 31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31
	Lot of Exception - Type 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Lot of Record	\$ 3,605	\$ -	\$ -	\$ 614	\$ -	\$ 2,148	\$ -	\$ -	\$ 748	\$ 3,510
	Land Use Compatibility Sign-off	\$ 1,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 928	\$ -	\$ 928
	Modification of Conditions of Hearing C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Alteration of Non-Conforming Use	\$ 7,929	\$ -	\$ -	\$ 644	\$ 48	\$ 1,299	\$ 2,798	\$ 1,523	\$ 1,358	\$ 7,671
	New Forest Dwelling	\$ 2,952	\$ -	\$ -	\$ 276	\$ -	\$ 2,637	\$ -	\$ -	\$ 31	\$ 2,944
	National Scenic Area Review	\$ 27,017	\$ -	\$ -	\$ 1,335	\$ 193	\$ 2,174	\$ 5,702	\$ 13,447	\$ 1,542	\$ 24,392
	National Scenic Area Conditional Use	\$ 3,628	\$ -	\$ -	\$ 384	\$ -	\$ -	\$ -	\$ 15	\$ 3,144	\$ 3,542
	National Scenic Area Review-Expedite	\$ 1,016	\$ -	\$ -	\$ -	\$ 96	\$ 605	\$ 91	\$ -	\$ 107	\$ 898
	NSA Hearing Variance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Non-Hearing Variance	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44	\$ -	\$ 44
	NSA Minor Variance	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9
	Other Hearing Case	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pre-Application Conference	\$ 7,519	\$ -	\$ -	\$ 430	\$ 16	\$ 1,994	\$ 1,316	\$ 3,090	\$ 412	\$ 7,257
	Pre-application Conf Home Occupation	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9
	Planned Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pre-Filing Conference	\$ 34,741	\$ -	\$ -	\$ 2,332	\$ 32	\$ 6,445	\$ 9,649	\$ 10,618	\$ 4,502	\$ 33,579
	Property Line Adjustment	\$ 8,030	\$ -	\$ -	\$ 875	\$ 48	\$ 1,338	\$ 2,526	\$ 1,059	\$ 1,755	\$ 7,600
	Replat	\$ 917	\$ -	\$ -	\$ 61	\$ -	\$ -	\$ -	\$ 769	\$ -	\$ 830
	Road Rules Variance	\$ 2,254	\$ -	\$ -	\$ 199	\$ 128	\$ 978	\$ 590	\$ 218	\$ -	\$ 2,113
	Research Request Fee (\$41 per hour)	\$ 309	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 309
	Sign Permit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Signs - Notice of Hearing	\$ 129	\$ -	\$ -	\$ -	\$ -	\$ 129	\$ -	\$ -	\$ -	\$ 129	
Regional Sanitary Landfill	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Significant Environmental Concern	\$ 17,748	\$ -	\$ -	\$ 1,657	\$ -	\$ 4,014	\$ 4,598	\$ 4,221	\$ 2,625	\$ 17,115	
Time Extension [LUPRT1TE]	\$ 1,034	\$ -	\$ -	\$ 123	\$ -	\$ -	\$ 877	\$ -	\$ -	\$ 1,000	
Time Extension	\$ 3,992	\$ -	\$ -	\$ 491	\$ 546	\$ -	\$ 181	\$ -	\$ 2,686	\$ 3,904	
Temporary Permit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Willamette River Greenway	\$ 2,394	\$ -	\$ -	\$ 230	\$ -	\$ -	\$ 862	\$ 15	\$ -	\$ 1,107	
Wrecker License	\$ 2,067	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,015	\$ 2,015	
Zone Change	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Type 1 Permits	\$ 194	\$ -	\$ -	\$ 61	\$ -	\$ -	\$ 45	\$ 87	\$ -	\$ 194	
Hearing Appeals	\$ 1,523	\$ -	\$ -	\$ 276	\$ -	\$ -	\$ 1,210	\$ -	\$ -	\$ 1,486	
Agricultural Building Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property Line Final	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transportation Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Non-Fee Direct	Compliance	\$ 166,743	\$ -	\$ -	\$ 1,550	\$ 209	\$ 1,917	\$ 2,692	\$ 1,973	\$ 794	\$ 9,134
	Inspections	\$ 435	\$ -	\$ -	\$ 184	\$ -	\$ -	\$ -	\$ 160	\$ 92	\$ 435
	Portland Code Amendments	\$ 4,298	\$ -	\$ -	\$ 1,657	\$ 497	\$ 682	\$ -	\$ -	\$ -	\$ 2,836
	Legislative	\$ 134,125	\$ -	\$ -	\$ 9,114	\$ 44,611	\$ 6,226	\$ 7,593	\$ 6,832	\$ 33,409	\$ 107,785
	Interagency Planning & Coordination	\$ 46,880	\$ -	\$ 3,874	\$ 16,125	\$ 23,669	\$ 708	\$ -	\$ -	\$ 1,099	\$ 45,475
Transportation Planning	\$ 239,427	\$ 6,665	\$ 79,018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,683	
Total Direct Costs		\$ 801,016	\$ 6,665	\$ 82,893	\$ 44,970	\$ 70,848	\$ 49,437	\$ 52,679	\$ 71,310	\$ 63,507	\$ 442,308

2011 STAFF COSTS BY SERVICE

		Code Enforcement			Budget & Ops. Support					Transportation		
		Code Compliance Manager - Michael Gimmett	Code Compliance Staff - Bill Gotzinger	Subtotal - Code Enforcement	Administrative Analyst - Stuart Farmer	Office Assistant Senior - Kathleen Fisher	Office Assistant 2 - Nancy Woodard	Office Assistant 2 - Vickie Crayne	Admin - Gregory Mullen	Subtotal - Budget & Ops. Support	Transportation Planner - Joanna Valencia	Subtotal - Transportation
Total Personnel Costs		\$ 71,342	\$ 86,194	\$ 157,536	\$ 122,402	\$ 63,950	\$ 65,282	\$ 63,317	\$ -	\$ 314,951	\$ 99,543	\$ 99,543
Hours	Regular Labor	2,088	2,088	4,176	2,097	2,127	2,089	2,088	2	8,403	2,114	2,114
	Annual Overtime	0	0	0	0	0	0	0	0	0	0	0
	Annual Labor	2,088	2,088	4,176	2,097	2,127	2,089	2,088	2	8,403	2,114	2,114
	Annual Leave	288	288	576	422	264	410	320	0	1,416	202	202
	Total Available Work Hours	1,800	1,800	3,600	1,675	1,863	1,679	1,769	2	6,988	1,912	1,912
Hourly Rate		\$39.63	\$47.89	\$43.76	\$73.06	\$34.33	\$38.88	\$35.80	\$0.00	\$45.07	\$52.06	\$52.06
Indirect Costs	Special Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	General Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 573	\$ 573
	Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Staff & Board Meetings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Counter Time/Public Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Department-Wide Admin	\$ -	\$ -	\$ -	\$ 96,829	\$ 52,176	\$ 31,567	\$ 32,178	\$ -	\$ 212,750	\$ -	\$ -
Net Annual Cost Related to Individual Projects/Permits/Other Direct Services		\$ 71,342	\$ 86,194	\$ 157,536	\$ 25,573	\$ 11,774	\$ 33,715	\$ 31,140	\$ -	\$ 102,201	\$ 98,971	\$ 98,971
Land Use Planning	Address Assignment	\$ -	\$ -	\$ -	\$ -	\$ 26	\$ -	\$ -	\$ -	\$ 26	\$ -	\$ -
	Accessory Use Determination	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Admin Decision by Planning Director Adjustment	\$ -	\$ -	\$ -	\$ -	\$ 34	\$ 389	\$ -	\$ -	\$ 423	\$ -	\$ -
	Admin Modification of Conditions	\$ -	\$ -	\$ -	\$ -	\$ 26	\$ 224	\$ -	\$ -	\$ 249	\$ -	\$ -
	Address Reassignment	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ 49	\$ -	\$ -	\$ 57	\$ -	\$ -
	Building Permit Plan Check	\$ -	\$ -	\$ -	\$ -	\$ 1,167	\$ 1,322	\$ 1,217	\$ -	\$ 3,706	\$ -	\$ -
	Community Service	\$ -	\$ -	\$ -	\$ -	\$ 51	\$ -	\$ -	\$ -	\$ 51	\$ 677	\$ 677
	Conditional Use	\$ -	\$ -	\$ -	\$ -	\$ 103	\$ 321	\$ -	\$ -	\$ 424	\$ 885	\$ 885
	Conditional Use - Type B Home	\$ -	\$ -	\$ -	\$ -	\$ 34	\$ -	\$ -	\$ -	\$ 34	\$ -	\$ -
	DMV Auto Dealer Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Design Review	\$ -	\$ -	\$ -	\$ -	\$ 51	\$ 243	\$ -	\$ -	\$ 294	\$ 260	\$ 260
	Exceptions	\$ -	\$ -	\$ -	\$ -	\$ 34	\$ -	\$ -	\$ -	\$ 34	\$ -	\$ -
	Floodplain Development	\$ -	\$ -	\$ -	\$ -	\$ 17	\$ -	\$ -	\$ -	\$ 17	\$ 260	\$ 260
	Floodplain Dev - 1 & 2 family dwelling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19	\$ -	\$ -	\$ 19	\$ 677	\$ 677
	Floating Home Relocation Permit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ 9	\$ -	\$ 19	\$ -	\$ -
	Grading and Erosion Control	\$ -	\$ -	\$ -	\$ -	\$ 129	\$ 29	\$ -	\$ -	\$ 158	\$ 703	\$ 703
	Hillside Development	\$ -	\$ -	\$ -	\$ -	\$ 34	\$ 58	\$ -	\$ -	\$ 93	\$ -	\$ -
	Health Hardship Permit	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ 87	\$ -	\$ -	\$ 96	\$ -	\$ -
	Health Hardship Renewal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Variance (Hearing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72	\$ -	\$ 72	\$ -	\$ -
	Inspection Fee - Erosion Control	\$ -	\$ -	\$ -	\$ -	\$ 137	\$ -	\$ -	\$ -	\$ 137	\$ -	\$ -
	Lot Consolidation	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -
	Land Division Category 1 (fee for up to	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -
	Land Division Category 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Land Division Category 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Lot of Exception	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Lot of Exception - Type 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Lot of Exception - Type 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Lot of Record	\$ -	\$ -	\$ -	\$ -	\$ 17	\$ 78	\$ -	\$ -	\$ 95	\$ -	\$ -
	Land Use Compatibility Sign-off	\$ -	\$ -	\$ -	\$ -	\$ 275	\$ 311	\$ 286	\$ -	\$ 872	\$ -	\$ -
	Modification of Conditions of Hearing C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Alteration of Non-Conforming Use	\$ -	\$ -	\$ -	\$ -	\$ 34	\$ 224	\$ -	\$ -	\$ 258	\$ -	\$ -
	New Forest Dwelling	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -
	National Scenic Area Review	\$ -	\$ -	\$ -	\$ -	\$ 77	\$ 398	\$ 224	\$ -	\$ 699	\$ 1,926	\$ 1,926
	National Scenic Area Conditional Use	\$ -	\$ -	\$ -	\$ -	\$ 86	\$ -	\$ -	\$ -	\$ 86	\$ -	\$ -
	National Scenic Area Review-Expedite	\$ -	\$ -	\$ -	\$ -	\$ 69	\$ 49	\$ -	\$ -	\$ 117	\$ -	\$ -
	NSA Hearing Variance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Non-Hearing Variance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18	\$ -	\$ 18	\$ -	\$ -
	NSA Minor Variance	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -
	Other Hearing Case	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pre-Application Conference	\$ -	\$ -	\$ -	\$ -	\$ 77	\$ 185	\$ -	\$ -	\$ 262	\$ -	\$ -
	Pre-application Conf Home Occupation	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -
	Planned Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Pre-Filing Conference	\$ -	\$ -	\$ -	\$ -	\$ 875	\$ -	\$ -	\$ -	\$ 875	\$ 286	\$ 286
	Property Line Adjustment	\$ -	\$ -	\$ -	\$ -	\$ 60	\$ 369	\$ -	\$ -	\$ 429	\$ -	\$ -
	Replat	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ 78	\$ -	\$ -	\$ 86	\$ -	\$ -
	Road Rules Variance	\$ -	\$ -	\$ -	\$ -	\$ 34	\$ 107	\$ -	\$ -	\$ 141	\$ -	\$ -
	Research Request Fee (\$41 per hour)	\$ -	\$ -	\$ -	\$ -	\$ 309	\$ -	\$ -	\$ -	\$ 309	\$ -	\$ -
	Sign Permit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Signs - Notice of Hearing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Sanitary Landfill	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Significant Environmental Concern	\$ -	\$ -	\$ -	\$ -	\$ 94	\$ 476	\$ 63	\$ -	\$ 633	\$ -	\$ -	
Time Extension [LUPRT1TE]	\$ -	\$ -	\$ -	\$ -	\$ 34	\$ -	\$ -	\$ -	\$ 34	\$ -	\$ -	
Time Extension	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 87	\$ -	\$ -	\$ 87	\$ -	\$ -	
Temporary Permit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Willamette River Greenway	\$ -	\$ -	\$ -	\$ -	\$ 875	\$ 204	\$ -	\$ -	\$ 1,079	\$ 208	\$ 208	
Wrecker License	\$ -	\$ -	\$ -	\$ -	\$ 26	\$ -	\$ 27	\$ -	\$ 53	\$ -	\$ -	
Zone Change	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Type 1 Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Hearing Appeals	\$ -	\$ -	\$ -	\$ -	\$ 17	\$ 19	\$ -	\$ -	\$ 37	\$ -	\$ -	
Agricultural Building Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property Line Final	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transportation Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Non-Fee Direct	Compliance	\$ 71,342	\$ 86,194	\$ 157,536	\$ 73	\$ -	\$ -	\$ -	\$ -	\$ 73	\$ -	\$ -
	Inspections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Portland Code Amendments	\$ -	\$ -	\$ -	\$ 1,461	\$ -	\$ -	\$ -	\$ -	\$ 1,461	\$ -	\$ -
	Legislative	\$ -	\$ -	\$ -	\$ 5,553	\$ 6,865	\$ 700	\$ -	\$ -	\$ 13,118	\$ 13,222	\$ 13,222
	Interagency Planning & Coordination	\$ -	\$ -	\$ -	\$ 475	\$ -	\$ -	\$ 45	\$ -	\$ 520	\$ 885	\$ 885
Transportation Planning	\$ -	\$ -	\$ -	\$ 18,010	\$ -	\$ 27,572	\$ 29,179	\$ -	\$ 74,762	\$ 78,981	\$ 78,981	
Total Direct Costs		\$ 71,342	\$ 86,194	\$ 157,536	\$ 25,573	\$ 11,774	\$ 33,715	\$ 31,140	\$ -	\$ 102,201	\$ 98,971	\$ 98,971

APPENDIX C: 2008-2011 AVERAGE TIME BY SERVICE

Average Service Times*

LUP Service	Hours	Karen Schilling	Jane McFarland	Adam Barber	Charles Beasley	Kevin Cook	Don Kienholz	George Plummer	Lisa Estirn-Gleason	Stuart Farmer	Kathleen Fisher	Nancy Woodard	Vickie Crayne	Joanna Valencia	Sample Size
Hourly Rate		\$ 101.59	61.49	61.37	64.19	51.46	60.50	58.02	61.05	73.06	34.33	38.88	35.80	52.06	
Direct Non-Labor		\$ 28.97	28.97	28.97	28.97	28.97	28.97	28.97	28.97	28.97	28.97	28.97	28.97	28.97	
Indirect / Support Services		\$ 95.16	95.16	95.16	95.16	95.16	95.16	95.16	95.16	95.16	95.16	95.16	95.16	95.16	
Total		\$ 225.73	185.63	185.51	188.33	175.59	184.63	182.16	185.19	197.20	158.46	163.01	159.94	\$ 85.80	
Address Assignment	2.74	-	-	0.17	-	0.63	0.51	0.35	0.07	-	0.25	0.13	0.41	0.22	-
Accessory Use Determination	17.35	-	-	1.35	-	2.40	-	0.75	-	-	0.25	0.35	0.30	11.95	5
Admin Decision by Planning Director	21.84	-	-	1.11	0.05	3.51	2.65	4.80	7.58	-	0.25	0.43	0.43	1.03	20
Adjustment	14.46	-	-	1.11	0.32	3.34	1.82	3.71	1.96	-	0.25	0.18	0.39	1.38	14
Admin Modification of Conditions	20.13	-	-	1.44	-	-	1.25	5.44	6.69	-	0.25	0.81	-	4.25	4
Address Reassignment	2.74	-	-	0.17	-	0.63	0.51	0.35	0.07	-	0.25	0.13	0.41	0.22	26
Building Permit Plan Check	2.25	-	-	-	-	-	-	1.75	-	-	-	0.25	0.25	-	-
Community Service	17.25	-	-	2.25	-	-	-	-	5.00	-	1.00	-	-	9.00	2
Conditional Use	35.58	-	-	4.33	0.08	-	17.33	-	-	-	2.00	0.75	0.42	10.67	3
Conditional Use - Type B Home	42.50	-	-	2.50	-	-	-	16.38	20.13	-	2.00	-	1.50	-	2
DMV Auto Dealer Review	0.75	-	-	-	-	-	-	0.50	-	-	0.25	-	-	-	-
Design Review	31.04	-	-	2.25	0.02	3.75	4.81	5.40	4.38	-	0.25	0.52	0.52	9.15	12
Exceptions	10.45	-	-	1.15	-	4.75	-	3.10	0.10	-	0.25	-	-	1.10	5
Floodplain Development	5.84	-	-	1.16	0.03	1.22	-	0.58	0.33	-	0.25	0.05	0.22	2.01	22
Floodplain Dev - 1 & 2 family dwelling	13.17	-	-	0.83	0.25	6.75	-	4.92	-	-	0.25	-	0.17	-	3
Floating Home Relocation Permit	1.25	-	-	-	-	-	-	0.75	-	-	-	0.25	0.25	-	-
Grading and Erosion Control	5.86	-	-	0.53	0.03	1.34	1.27	0.77	0.70	-	0.25	0.01	0.18	0.78	83
Hillside Development	18.40	-	-	1.40	-	1.52	0.90	7.52	1.73	-	0.25	0.10	0.37	4.62	15
Health Hardship Permit	32.92	-	-	1.92	0.33	1.25	27.08	-	-	-	0.25	0.75	1.33	-	3
Health Hardship Renewal	7.25	-	-	0.75	-	3.50	-	-	-	-	0.75	-	2.25	-	1
Variance (Hearing)	30.58	-	-	3.08	0.08	-	-	3.83	17.75	-	0.25	-	2.08	3.50	3
Inspection Fee - Erosion Control	1.00	-	-	-	-	-	-	-	0.50	-	0.50	-	-	-	-
Lot Consolidation	8.89	-	-	1.23	0.05	3.36	-	0.05	3.32	-	0.25	-	0.02	0.61	11
Land Division Category 1 (fee for up to 20 lots)	47.25	-	-	-	-	-	-	44.00	-	-	2.50	0.75	-	-	-
Land Division Category 3	31.11	-	-	2.04	-	16.32	0.71	2.93	7.39	-	0.54	-	1.18	-	7
Land Division Category 4	26.75	-	-	0.56	0.06	10.56	10.25	-	4.50	-	0.25	0.25	0.31	-	4
Lot of Exception - Type 2	38.50	-	-	2.50	-	35.75	-	-	-	-	0.25	-	-	-	1
Lot of Record	13.92	-	-	1.13	0.02	7.79	0.25	0.42	3.44	-	0.25	0.15	0.46	-	13
Land Use Compatibility Sign-off	1.00	-	-	-	-	-	-	0.50	-	-	-	0.25	0.25	-	-
Modification of Conditions of Hearing Officer Dec	15.20	-	-	-	-	-	12.95	-	-	-	1.50	0.75	-	-	-
Alteration of Non-Conforming Use	25.25	-	-	1.84	0.07	4.18	3.41	6.43	4.26	-	0.59	0.39	0.74	3.33	19
New Forest Dwelling	52.50	-	-	2.04	-	12.54	20.82	7.18	0.11	-	0.25	0.36	0.39	8.82	7
National Scenic Area Review	48.94	-	-	2.38	0.29	4.43	10.46	13.42	8.46	0.08	0.53	0.36	0.90	7.62	39
National Scenic Area Conditional Use	100.75	-	-	9.50	-	-	-	73.75	9.25	-	2.25	6.00	-	-	1
National Scenic Area Review-Expedited	3.68	-	-	-	0.09	1.16	0.19	0.62	0.56	-	0.60	0.07	0.15	0.24	17
Non-Hearing Variance	19.25	-	-	1.00	-	-	-	17.63	-	-	0.25	-	0.38	-	2
NSA Minor Variance	20.50	-	-	1.50	-	-	18.75	-	-	-	0.25	-	-	-	1
Other Hearing Case	35.58	-	-	4.33	0.08	-	17.33	-	-	-	2.00	0.75	0.42	10.67	-
Pre-Application Conference	12.11	-	-	1.30	0.49	2.64	0.90	3.14	2.43	-	0.25	0.15	0.19	0.62	47
Pre-application Conf Home Occupation	8.25	-	-	-	0.63	-	0.38	-	7.00	-	0.25	-	-	-	2
Planned Development	53.00	-	-	-	-	-	-	-	50.00	-	2.25	0.75	-	-	-
Pre-Filing Conference	5.26	-	-	0.45	0.03	0.93	0.71	1.14	0.92	-	0.25	0.00	0.00	0.81	443
Property Line Adjustment	22.12	-	-	1.57	0.33	6.08	9.49	1.27	2.25	-	0.25	0.60	0.27	-	21
Replat	20.63	-	-	1.63	-	-	-	17.13	-	-	0.25	1.00	0.63	-	2
Road Rules Variance	12.41	-	-	0.88	0.25	2.16	2.34	5.81	-	-	0.25	0.72	-	-	8
Research Request Fee (\$41 per hour)	0.50	-	-	-	-	-	-	-	-	-	-	0.25	0.25	-	-
Sign Permit	3.50	-	-	-	-	-	-	3.00	-	-	-	0.25	0.25	-	-
Signs - Notice of Hearing	0.50	-	-	-	-	0.50	-	-	-	-	-	-	-	-	-
Regional Sanitary Landfill	57.00	-	-	-	-	-	-	-	54.00	-	2.25	0.75	-	-	-
Significant Environmental Concern	25.13	-	-	1.68	0.20	5.30	6.49	4.32	3.19	-	0.25	0.23	0.47	3.01	57
Time Extension (LUPRT1TE)	5.22	-	-	0.78	-	-	1.81	0.28	1.94	-	0.25	-	0.16	-	8
Time Extension	6.67	-	-	0.75	-	0.67	-	4.67	-	-	0.25	0.17	0.17	-	3
Temporary Permit	11.25	-	-	1.75	-	-	1.75	-	6.50	-	0.25	1.00	-	-	1
Willamette River Greenway	35.50	-	-	2.30	-	19.15	2.85	0.30	0.15	-	0.25	0.10	0.90	9.50	5
Wrecker License	11.56	-	-	1.00	-	-	-	2.56	3.44	-	0.25	-	0.13	4.19	4
Hearing Appeals	27.00	1.00	0.50	4.50	-	-	20.00	-	-	-	0.50	0.50	-	-	-
Agricultural Building Review	0.50	-	-	-	-	0.25	-	-	-	-	0.25	-	-	-	-
Property Line Final	1.25	-	-	-	-	-	1.00	-	-	-	0.25	-	-	-	-
Transportation Impact	0.75	-	-	-	-	-	-	0.75	-	-	-	-	-	-	-

*Services in red are based on estimated times because individual actions were not recorded or there were no completed case data.

APPENDIX D: COMPARISON OF SCENARIOS TO CURRENT FEES

Scenario - 80% of Direct Costs and 20% of Counter Time and Public Assistance

LUP Fee Service	Target Cost	Current Fees	% of Costs Covered by Current Fee	Cost Difference
Address Assignment	\$ 194	\$ 85	44%	\$ 109
Accessory Use Determination	\$ 1,169	\$ 701	60%	\$ 468
Admin Decision by Planning Director	\$ 1,672	\$ 833	50%	\$ 839
Adjustment	\$ 1,086	\$ 279	26%	\$ 807
Admin Modification of Conditions	\$ 1,513	\$ 589	39%	\$ 924
Address Reassignment	\$ 194	\$ 127	65%	\$ 67
Building Permit Plan Check	\$ 166	\$ 53	32%	\$ 113
Community Service	\$ 1,223	\$ 1,832	150%	\$ (609)
Conditional Use	\$ 2,615	\$ 1,832	70%	\$ 783
Conditional Use - Type B Home	\$ 3,290	\$ 852	26%	\$ 2,438
DMV Auto Dealer Review	\$ 53	\$ 43	80%	\$ 10
Design Review	\$ 2,277	\$ 708	31%	\$ 1,569
Exceptions	\$ 771	\$ 130	17%	\$ 641
Floodplain Development	\$ 416	\$ 350	84%	\$ 66
Floodplain Dev - 1 & 2 family dwelling	\$ 982	\$ 85	9%	\$ 897
Floating Home Relocation Permit	\$ 89	\$ 95	107%	\$ (6)
Grading and Erosion Control	\$ 435	\$ 224	51%	\$ 211
Hillside Development	\$ 1,358	\$ 554	41%	\$ 804
Health Hardship Permit	\$ 2,569	\$ 571	22%	\$ 1,998
Health Hardship Renewal	\$ 492	\$ 95	19%	\$ 397
Variance (Hearing)	\$ 2,339	\$ 603	26%	\$ 1,736
Inspection Fee - Erosion Control	\$ 69	\$ 77	111%	\$ (8)
Lot Consolidation	\$ 671	\$ 148	22%	\$ 523
Land Division Category 1 (fee for up to 20 lots)	\$ 3,609	\$ 1,613	45%	\$ 1,996
Land Division Category 3	\$ 2,323	\$ 549	24%	\$ 1,774
Land Division Category 4	\$ 2,040	\$ 249	12%	\$ 1,791
Lot of Exception - Type 2	\$ 2,803	\$ 130	5%	\$ 2,673
Lot of Record	\$ 1,037	\$ 622	60%	\$ 415
Land Use Compatibility Sign-off	\$ 69	\$ 43	62%	\$ 26
Modification of Conditions of Hearing Officer Decision	\$ 1,166	\$ -	0%	\$ 1,166
Alteration of Non-Conforming Use	\$ 1,888	\$ 950	50%	\$ 938
New Forest Dwelling	\$ 3,927	\$ 1,476	38%	\$ 2,451
National Scenic Area Review	\$ 3,697	\$ 710	19%	\$ 2,987
National Scenic Area Conditional Use	\$ 7,735	\$ 1,832	24%	\$ 5,903
National Scenic Area Review-Expedited	\$ 263	\$ 100	38%	\$ 163
Non-Hearing Variance	\$ 1,486	\$ 279	19%	\$ 1,207
NSA Minor Variance	\$ 1,628	\$ -	0%	\$ 1,628
Other Hearing Case	\$ 2,615	\$ 626	24%	\$ 1,989
Pre-Application Conference	\$ 922	\$ 431	47%	\$ 491
Pre-application Conf Home Occupation	\$ 657	\$ 168	26%	\$ 489
Planned Development	\$ 4,181	\$ 2,198	53%	\$ 1,983
Pre-Filing Conference	\$ 393	\$ -	0%	\$ 393
Property Line Adjustment	\$ 1,697	\$ 610	36%	\$ 1,087
Replat	\$ 1,574	\$ 249	16%	\$ 1,325
Road Rules Variance	\$ 944	\$ -	0%	\$ 944
Research Request Fee (\$41 per hour)	\$ 31	\$ 82	268%	\$ (51)
Sign Permit	\$ 263	\$ 30	11%	\$ 233
Signs - Notice of Hearing	\$ 36	\$ 10	28%	\$ 26
Regional Sanitary Landfill	\$ 4,502	\$ 2,365	53%	\$ 2,137
Significant Environmental Concern	\$ 1,894	\$ 709	37%	\$ 1,185
Time Extension [LUPRT1TE]	\$ 408	\$ 363	89%	\$ 45
Time Extension	\$ 506	\$ 363	72%	\$ 143
Temporary Permit	\$ 877	\$ 189	22%	\$ 688
Willamette River Greenway	\$ 2,524	\$ 692	27%	\$ 1,832
Wrecker License	\$ 848	\$ 192	23%	\$ 656
Hearing Appeals	\$ 2,167	\$ -	0%	\$ 2,167
Agricultural Building Review	\$ 33	\$ -	0%	\$ 33
Property Line Final	\$ 94	\$ -	0%	\$ 94
Transportation Impact	\$ 58	\$ -	0%	\$ 58

Scenario – 18% of All Costs (50% Increase in Current Recovery)

LUP Fee Service	Target Cost	Current Fees	% of Costs Covered by Current Fee	Cost Difference
Address Assignment	\$ 82	\$ 85	103%	\$ (3)
Accessory Use Determination	\$ 356	\$ 701	197%	\$ (345)
Admin Decision by Planning Director	\$ 696	\$ 833	120%	\$ (137)
Adjustment	\$ 446	\$ 279	63%	\$ 167
Admin Modification of Conditions	\$ 587	\$ 589	100%	\$ (2)
Address Reassignment	\$ 82	\$ 127	154%	\$ (45)
Building Permit Plan Check	\$ 72	\$ 53	74%	\$ 19
Community Service	\$ 409	\$ 1,832	448%	\$ (1,423)
Conditional Use	\$ 979	\$ 1,832	187%	\$ (853)
Conditional Use - Type B Home	\$ 1,391	\$ 852	61%	\$ 539
DMV Auto Dealer Review	\$ 24	\$ 43	183%	\$ (19)
Design Review	\$ 856	\$ 708	83%	\$ 148
Exceptions	\$ 318	\$ 130	41%	\$ 188
Floodplain Development	\$ 154	\$ 350	227%	\$ (196)
Floodplain Dev - 1 & 2 family dwelling	\$ 423	\$ 85	20%	\$ 338
Floating Home Relocation Permit	\$ 39	\$ 95	243%	\$ (56)
Grading and Erosion Control	\$ 176	\$ 224	127%	\$ (48)
Hillside Development	\$ 521	\$ 554	106%	\$ (33)
Health Hardship Permit	\$ 1,082	\$ 571	53%	\$ 511
Health Hardship Renewal	\$ 222	\$ 95	43%	\$ 127
Variance (Hearing)	\$ 944	\$ 603	64%	\$ 341
Inspection Fee - Erosion Control	\$ 31	\$ 77	249%	\$ (46)
Lot Consolidation	\$ 278	\$ 148	53%	\$ 130
Land Division Category 1 (fee for up to 20 lots)	\$ 1,536	\$ 1,613	105%	\$ (77)
Land Division Category 3	\$ 999	\$ 549	55%	\$ 450
Land Division Category 4	\$ 869	\$ 249	29%	\$ 620
Lot of Exception - Type 2	\$ 1,221	\$ 130	11%	\$ 1,091
Lot of Record	\$ 447	\$ 622	139%	\$ (175)
Land Use Compatibility Sign-off	\$ 31	\$ 43	139%	\$ (12)
Modification of Conditions of Hearing Officer Decision	\$ 495	\$ -	0%	\$ 495
Alteration of Non-Conforming Use	\$ 763	\$ 950	124%	\$ (187)
New Forest Dwelling	\$ 1,560	\$ 1,476	95%	\$ 84
National Scenic Area Review	\$ 1,471	\$ 710	48%	\$ 761
National Scenic Area Conditional Use	\$ 3,284	\$ 1,832	56%	\$ 1,452
National Scenic Area Review-Expedited	\$ 112	\$ 100	89%	\$ 12
Non-Hearing Variance	\$ 629	\$ 279	44%	\$ 350
NSA Minor Variance	\$ 680	\$ -	0%	\$ 680
Other Hearing Case	\$ 979	\$ 626	64%	\$ 353
Pre-Application Conference	\$ 384	\$ 431	112%	\$ (47)
Pre-application Conf Home Occupation	\$ 274	\$ 168	61%	\$ 106
Planned Development	\$ 1,753	\$ 2,198	125%	\$ (445)
Pre-Filing Conference	\$ 157	\$ -	0%	\$ 157
Property Line Adjustment	\$ 721	\$ 610	85%	\$ 111
Replat	\$ 670	\$ 249	37%	\$ 421
Road Rules Variance	\$ 403	\$ -	0%	\$ 403
Research Request Fee (\$41 per hour)	\$ 15	\$ 82	564%	\$ (67)
Sign Permit	\$ 113	\$ 30	27%	\$ 83
Signs - Notice of Hearing	\$ 16	\$ 10	63%	\$ 6
Regional Sanitary Landfill	\$ 1,886	\$ 2,365	125%	\$ (479)
Significant Environmental Concern	\$ 768	\$ 709	92%	\$ 59
Time Extension [LUPRT1TE]	\$ 172	\$ 363	211%	\$ (191)
Time Extension	\$ 216	\$ 363	168%	\$ (147)
Temporary Permit	\$ 370	\$ 189	51%	\$ 181
Willamette River Greenway	\$ 974	\$ 692	71%	\$ 282
Wrecker License	\$ 307	\$ 192	62%	\$ 115
Hearing Appeals	\$ 901	\$ -	0%	\$ 901
Agricultural Building Review	\$ 15	\$ -	0%	\$ 15
Property Line Final	\$ 40	\$ -	0%	\$ 40
Transportation Impact	\$ 25	\$ -	0%	\$ 25

Scenario – 12% of All Costs (Current Cost Recovery)

LUP Fee Service	Target Cost	Current Fees	% of Costs Covered by Current Fee	Cost Difference
Address Assignment	\$ 55	\$ 85	155%	\$ (30)
Accessory Use Determination	\$ 237	\$ 701	295%	\$ (464)
Admin Decision by Planning Director	\$ 464	\$ 833	180%	\$ (369)
Adjustment	\$ 297	\$ 279	94%	\$ 18
Admin Modification of Conditions	\$ 392	\$ 589	150%	\$ (197)
Address Reassignment	\$ 55	\$ 127	231%	\$ (72)
Building Permit Plan Check	\$ 48	\$ 53	111%	\$ (5)
Community Service	\$ 273	\$ 1,832	671%	\$ (1,559)
Conditional Use	\$ 653	\$ 1,832	281%	\$ (1,179)
Conditional Use - Type B Home	\$ 928	\$ 852	92%	\$ 76
DMV Auto Dealer Review	\$ 16	\$ 43	274%	\$ (27)
Design Review	\$ 570	\$ 708	124%	\$ (138)
Exceptions	\$ 212	\$ 130	61%	\$ 82
Floodplain Development	\$ 103	\$ 350	341%	\$ (247)
Floodplain Dev - 1 & 2 family dwelling	\$ 282	\$ 85	30%	\$ 197
Floating Home Relocation Permit	\$ 26	\$ 95	364%	\$ (69)
Grading and Erosion Control	\$ 118	\$ 224	191%	\$ (106)
Hillside Development	\$ 347	\$ 554	160%	\$ (207)
Health Hardship Permit	\$ 722	\$ 571	79%	\$ 151
Health Hardship Renewal	\$ 148	\$ 95	64%	\$ 53
Variance (Hearing)	\$ 630	\$ 603	96%	\$ 27
Inspection Fee - Erosion Control	\$ 21	\$ 77	373%	\$ (56)
Lot Consolidation	\$ 185	\$ 148	80%	\$ 37
Land Division Category 1 (fee for up to 20 lots)	\$ 1,024	\$ 1,613	158%	\$ (589)
Land Division Category 3	\$ 666	\$ 549	82%	\$ 117
Land Division Category 4	\$ 579	\$ 249	43%	\$ 330
Lot of Exception - Type 2	\$ 814	\$ 130	16%	\$ 684
Lot of Record	\$ 298	\$ 622	209%	\$ (324)
Land Use Compatibility Sign-off	\$ 21	\$ 43	209%	\$ (22)
Modification of Conditions of Hearing Officer Decision	\$ 330	\$ -	0%	\$ 330
Alteration of Non-Conforming Use	\$ 509	\$ 950	187%	\$ (441)
New Forest Dwelling	\$ 1,040	\$ 1,476	142%	\$ (436)
National Scenic Area Review	\$ 981	\$ 710	72%	\$ 271
National Scenic Area Conditional Use	\$ 2,189	\$ 1,832	84%	\$ 357
National Scenic Area Review-Expedited	\$ 75	\$ 100	134%	\$ (25)
Non-Hearing Variance	\$ 419	\$ 279	67%	\$ 140
NSA Minor Variance	\$ 454	\$ -	0%	\$ 454
Other Hearing Case	\$ 653	\$ 626	96%	\$ 27
Pre-Application Conference	\$ 256	\$ 431	168%	\$ (175)
Pre-application Conf Home Occupation	\$ 183	\$ 168	92%	\$ 15
Planned Development	\$ 1,169	\$ 2,198	188%	\$ (1,029)
Pre-Filing Conference	\$ 105	\$ -	0%	\$ 105
Property Line Adjustment	\$ 480	\$ 610	127%	\$ (130)
Replat	\$ 447	\$ 249	56%	\$ 198
Road Rules Variance	\$ 268	\$ -	0%	\$ 268
Research Request Fee (\$41 per hour)	\$ 10	\$ 82	846%	\$ (72)
Sign Permit	\$ 75	\$ 30	40%	\$ 45
Signs - Notice of Hearing	\$ 11	\$ 10	95%	\$ 1
Regional Sanitary Landfill	\$ 1,257	\$ 2,365	188%	\$ (1,108)
Significant Environmental Concern	\$ 512	\$ 709	139%	\$ (197)
Time Extension [LUPRT1TE]	\$ 115	\$ 363	317%	\$ (248)
Time Extension	\$ 144	\$ 363	252%	\$ (219)
Temporary Permit	\$ 246	\$ 189	77%	\$ 57
Willamette River Greenway	\$ 650	\$ 692	107%	\$ (42)
Wrecker License	\$ 205	\$ 192	94%	\$ 13
Hearing Appeals	\$ 601	\$ -	0%	\$ 601
Agricultural Building Review	\$ 10	\$ -	0%	\$ 10
Property Line Final	\$ 27	\$ -	0%	\$ 27
Transportation Impact	\$ 16	\$ -	0%	\$ 16