



Community Development Department

Planning Division Building Safety Division Environmental Soils Division

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MEMORANDUM

DATE: October 7, 2015
TO: Board of County Commissioners
FROM: Nick Lelack, Community Development Director
RE: Community Development Department Comprehensive User Fee Study & Operating Plan

The purpose of this work session is to present and discuss the draft Community Development Department (CDD) Comprehensive User Fee Study and Operating Plan, and to share input received from stakeholders.

Prior to the Board work session, CDD will conduct two stakeholder meetings – one focused on building fees and performance measures and the other on planning fees and performance measures.

The Deschutes County Community Development User Fee and Operating Plan



Capital Accounting Partners, LLC
October 2015

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INTRODUCTION AND SCOPE

As part of its effort to manage its financial resources wisely, the Deschutes County engaged Capital Accounting Partners to prepare a detailed cost analysis of its Community Development Department fees. There were three primary objectives for the study:

- 1) Ensure that the County is fully accounting for all of its costs and recovering adequate revenues to reimburse the County for its expenses. Specific fees included planning, building, and environmental soils:
- 2) Develop a long term financial plan that will allow Departmental leadership the ability to project staffing needs, impact on costs, and plan for future programs and services;
- 3) Create a Balanced Scorecard that will assist the Department in two areas:
 - a. Managing daily operations; and
 - b. Communicating to the public the performance of the Department.

The process used for collecting and analyzing the data required active participation by the County's management and staff. We want to take this opportunity to recognize their participation, time, and effort to collect the data and discuss the analysis, results, and recommendations.

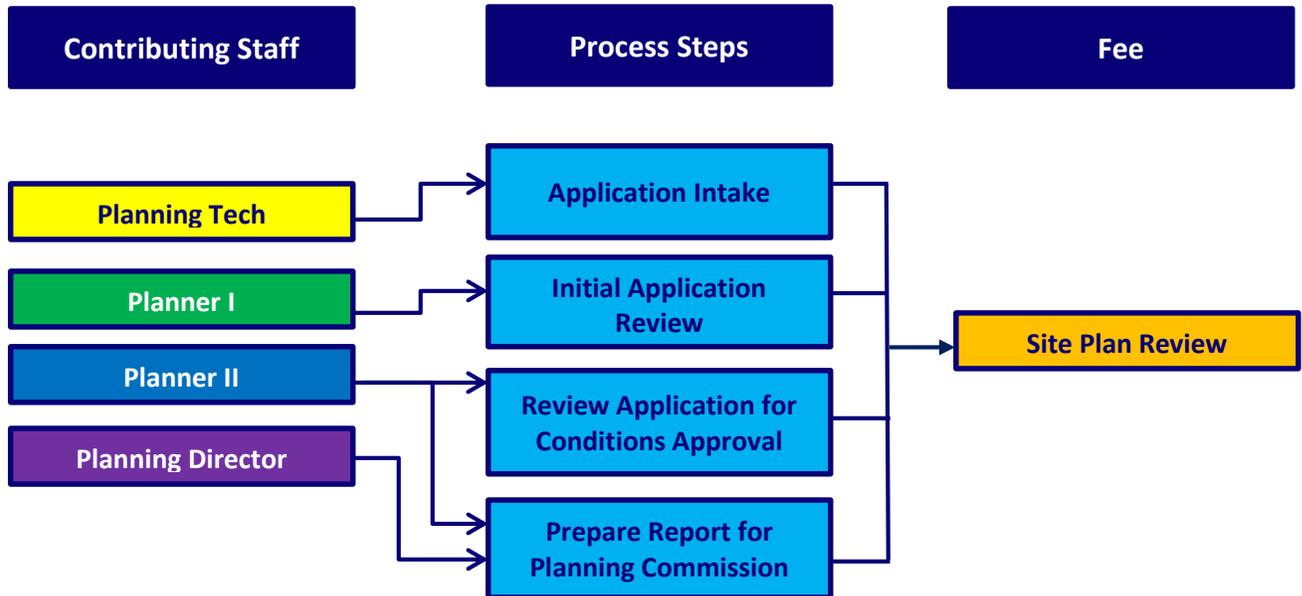


SUMMARY OF COSTING METHODOLOGIES

DRIVER BASED COSTING MODELS

Developing driver based costing models is a detailed and robust method of calculating the cost of a specific service. It is based on the principles of activity based costing so it seeks to understand cost at an operational level. The value of this approach means that we calculate cost as each staff position contributes time, effort, and energy toward the service. Graphically, the following figure illustrates this methodology.

Hypothetical Illustration of a Driver Based Costing Model



Step 1: Collect Data – This first step involves discussions with staff to identify those positions within each department that provide and support direct services. It also involves collecting departmental budget and expenditure data, identifying the salary and benefits for each position, and identifying non-personnel expenditures, as well as any departmental and Countywide overhead. Specifically, the steps involve the following:

- **Identifying staff positions** – This includes identifying both position titles and names.
- **Calculating the number of productive hours** – For each position, vacation time, sick leave, paid holidays, professional development (training), routine staff meetings, and daily work breaks are deducted from the standard 2,080 annual hours. The result is a range of hours available for each position on an annual basis. This range is typically 1,250 to 1,600 hours. Factors that influence this range are length of service with the jurisdiction and local policies for holiday and personal leave time.
- **Identifying and allocating non-personnel costs** – Costs for materials and supplies are allocated to the salary and benefits for each position.
- **Assigning any other expenses that are budgeted in other areas** – There are often expenses that should be included with the total cost of services. Examples of such costs might include amortized capital expenses for vehicles and technology.
- **Identifying core business processes or activities** – This step also involves discussions with staff to understand, at an operational level, the work of the operating unit. Core business processes used to provide services are identified and then defined by the tasks that are involved. Processes are also organized by direct and indirect categories:

- **Direct processes and activities** – Those processes that directly contribute to the processing of an application or permit are first identified. Examples of a direct activity are electrical building inspection, application intake, and pre-application review.
- **Indirect processes and activities** – Those processes that support, but do not directly apply to the processing of a specific application or permit. An example of an indirect activity is customer service or staff training to maintain certifications. Most jurisdictions highly value customer service, but it is difficult to assign a specific cost or unit of time to an individual service.

Step 2: Building cost structures – This second step involves significant interaction with staff and the development of time estimates for both direct and indirect processes in each department. Specifically, this step is at the core of the analysis. There are three processes that comprise this step:

- **Gathering time estimates for direct processes** – By interviewing staff in individual and group meetings, an estimate of time was assigned to each service by the process that is indicated. For example, in processing planning fees the following specific steps are involved in the processing of these fees:

- Application intake;
- Application review for completeness;
- Review application for conformance with approval criteria;
- Prepare administrative decision on application or staff report for hearings body.

In this analysis, staff time is estimated and assigned to each step. The sum of all the process steps is the total time that is required to provide that specific service.

- **Assigning indirect and annual process time** – An annual time estimate is gathered from staff for those indirect or support processes in which they are involved. Some of these costs are assigned to the direct cost of a service on an allocated basis. Some might not be assigned at all. For example, in the case of planning fees, the costs associated with advanced planning have been identified but not allocated to the fees. Advanced planning has its own fee category, consistent with the current fee structure.
- **Calculating fully loaded hourly rates and the cost of service** – Once the total time for each direct and indirect service is estimated, the cost of service is calculated by using the fully loaded hourly rates for each staff member or position that is involved with the service. The fully loaded hourly rate for each employee is based on the employee's salary and benefit costs plus a share of non-personnel and County overhead costs divided by the employee's available work hours (i.e. 2,080 hours minus all leave hours). Thus, the direct and indirect cost by activity also includes departmental and county-wide overhead as well as non-labor costs. For this study, fiscal 2014-2015 budget expenses were used in all of the calculations.
- **Gathering activity or volume data** – A critical element in the analysis is the number of times a given service is provided on an annual basis. This is critical data for three reasons:
 - It allows a calculated projection of current revenue based on current prices. This is compared with actual revenue to see if there is a close match as the data should match.
 - It allows for a calculated projection of revenue at full cost. This is compared to actual expenditures to see if there is a close match as the data should match.
 - It allows for a calculation of total hours consumed. Hours consumed must closely match actual hours available.

If any of the three calculations do not approximate actual numbers, then time estimates and/or volume data need to be re-evaluated. These are critical quality checks for costing accuracy.

Step 3: Calculating the full cost of services – This third step calculates the full cost of service for each direct service in a department. In the previous step, the cost of service was calculated for each direct and indirect service. In this step, the cost layers are brought together to establish the full cost of service for a specific direct service, program, or activity. As previously mentioned the cost of each direct service is calculated. To determine the full cost of service, the cost of indirect services is allocated to each direct service. The indirect services costs are allocated to each direct service based on each direct services proportion of labor spent processing each permit and application. By summing the direct and allocated indirect costs and multiplying that by the activity data, a total cost of service is calculated for both an individual service and the operating unit as a whole.

The following chart illustrates an example of these calculations. This same process was used for planning fees, land development/environmental soils fees, and building fees.

Hypothetical Illustration of Calculating the Cost of a Single Fee (service)

Application or Fee Title	Assigning Staff Cost and Time				Totals
	Community Development Director	Planning Manager	Associate Planner	Executive Assistant	
<i>Signing Programs (Five or More Signs)</i>					
Pre-submittal meeting		0.5	0.5		1
Land Use Application Intake		0.25	0.25	0.25	0.75
Application Review		1	6.5		7.5
Development Review Committee (DRC)		0.5	2		2.5
Prepare for decision	0.5	1.25	5	1	7.75
Public hearing	0.33	0.33	2	0.33	2.99
Plan Check of accepted plans – post entitlement			1.25	0.5	1.75
Total Time by Position	0.83	3.83	17.50	2.08	24.24
Calculated Full Loaded Hourly Rate	203.67	183.96	152.38	128.66	
Total Direct Cost by Position	169	705	2,667	268	3,808
Total support or indirect costs assigned					\$ 574
Total Cost Assigned					\$ 4,382

Step 4: Set cost recovery policy – Once the full cost of service is calculated for each direct service in a department, the cost of service for that direct service is then compared to the revenue generated by the fee charged for the service. This cost recovery analysis identifies the cost recovery level for that direct service. Depending on County policies and other considerations, the level of cost recovery is a decision that should be made for each type or group of direct services. For example, the County might want to recover the full cost for building related permits, but might only want to recover 80% for planning permits.

Step 5: Set fees

Based on any new, existing, or revised cost recovery policies, the recommended fees can be established.

SUMMARY RESULTS FOR COMMUNITY DEVELOPMENT – CURRENT COST STRUCTURE

We observe that as the County recovers from the recent recession cost structures are changing. In fact, we see this trend from all of our clients. Most municipal agencies cut their budgets “to the bone” during the recession and now costs are moderating upward. This means reserves are being rebuilt, staffing additions are being considered, and administrative support is increasing.

We also observe that the County has done a very good job maintaining the appropriate balance between costs and revenues. The following graphic illustrates our findings that while fees need to increase to match expenses, however, we normally see much more dramatic requirements for fee increases.

Division	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
Planning	\$ 1,026,200	\$ 757,550	(\$268,650)
Building	\$ 3,442,886	\$ 3,274,157	(\$175,593)
Environmental Soils	\$ 561,077	\$ 481,541	(\$79,536)
Advanced planning fee	\$ 621,953	\$ 410,000	(\$211,953)
Code compliance fee	\$ 320,729	\$ 255,000	(\$65,729)
Totals	\$ 5,972,844	\$ 5,178,248	(\$801,460)

This graphic illustrates our analysis that the Department is under recovering its costs. The two largest sources of under recovering costs is in the Planning program. Both current and Advanced Planning are not fully recovering costs. From our perspective, this is rather normal. We observe several reasons for this:

1. As our economy is recovering from the recent recession Cities and Counties both avoided any increase in fees. Now these programs are under recovering costs.
2. Recovering the cost of Advanced Planning is something most cities and counties struggle with. While many will have some kind of administrative fee for Advanced Planning that is added to Current and/or Building fees, many do not calculate the long term costs.
3. From our experience, Current Planning is a function where costs are consistently under recovered. In our view, the regulatory requirements often outpace any adjustments to fee pricing. These applications are increasing more complex and controversial. This results in more staff time to evaluate and respond to concerns of the public. As complexity goes up, so does staff workloads and fees are slow to catch up.
4. We find that in a tight budget environment, Advanced Planning is a function that is often delayed. Unfortunately, the result is often an uncertain development environment.

ANALYSIS OF THE PLANNING DIVISION

CURRENT PLANNING

Current Planning is responsible for reviewing land use applications for compliance with Deschutes County Code (DCC) and State law, including zoning, subdivision and development regulations, and facilitating public hearings with hearings officers and the Board of County Commissioners (BOCC). Based on our analysis, fees charged to Current Planning customers are insufficient to recover the cost of processing applications. For the reasons detailed above, we generally find that Planning operations generally show the greatest opportunity for cost recovery. This appears to be true with the County.

ADVANCED PLANNING

Advanced Planning is responsible for planning for the future of Deschutes County, including developing and implementing land use policy with the Board of County Commissioners, Planning Commission, community and partner organizations. It is in charge of updating the County Comprehensive Plan and zoning regulations, coordinating with cities and agencies on various planning projects taking place in the region, and coordinating population forecasts with Portland State University and cities. Recovering the costs associated with long range planning is often a challenge. Some municipal agencies prefer for this to be a general fund obligation. Some prefer to make it an obligation tied to current planning fees while some spread it across all development services – planning, building and development engineering.

According to our analysis Advanced Planning cost \$621,953 (fiscal 14-15). The revenues to pay for Advanced Planning are derived from administrative fees added to Building permits. This revenue was projected to be \$410,000, which means that the Department is under recovering its costs for Long Range Planning.

ANALYSIS OF THE BUILDING DIVISION

Deschutes County's Building Safety Division interprets and enforces the State-mandated Building Codes for the people of the community through a process of education and a clear and fair application of the Specialty Codes. There are two basic types of Building fees:

1. Fees that are calculated based on project valuation; and
2. Flat fees that are calculations of how much time effort and energy is required to provide the service. Typically these are inspections of mechanical, electrical, and plumbing projects.

Valuation based fees tend to maintain revenues because of the automatic inflationary adjustments inherent with development activity. Flat fees are often updated infrequently and therefore more prone to under recovery. From our analysis we see opportunities to adjust flat fees. However, we would not recommend any adjustment to those fees that are calculated based on the value of the project. These appear to be recovering an appropriate level of cost.



ANALYSIS OF THE ENVIRONMENTAL SOILS DIVISION

The purpose of the Onsite Program is to provide the homeowner with a sewage treatment and dispersal system that is as trouble free as possible and that protects residents from health problems relating to exposure to surfacing sewage and prevent contamination of the water supply. As such, this division plays an important environmental role within the County.



Cost recovery for this program is currently recovering less than its total cost.

COORDINATED SERVICES DIVISION

Coordinated Services Division is the main contact for customers visiting or contacting Deschutes County Community Development. Within the division, Permit Technicians serve customers, take phone calls and process related paperwork in support of all the department divisions. In our analysis, we allocated the cost of permit technicians and the “front counter” to Building, Planning, and Environmental Soils on an allocated basis. The majority of this cost was allocated to Building based on the work load demands from processing Building applications. In addition, it oversees the Code Enforcement function for the Department.

Code Enforcement is a subset of Coordinated Services. Within the County, Code Enforcement is paid for by an administrative fee attached to Building permits. Based on our analysis, projected fiscal 14-15 revenues were \$255,000 while actual costs for Code Enforcement were \$320,729.

In addition, the Department and the Coordinated Services Division supports an intentional high level of services. This includes satellite offices and partnering with smaller communities such as Sisters and the City of Redmond. While this is not unusual, our observation is that the Department proactivity creates opportunities to service the broader community.

FIVE YEAR FINANCIAL PLAN

From our perspective, the Department is financially on fairly solid ground and improving. There are no major expenses looming on the horizon that will cause fees to go up dramatically. After several years of revenues dropping revenues seem to be rising. In addition, management is taking a very conservative approach to adding expenses such as additional staff. From our observation, they are waiting to add staff and additional cost until it is absolutely mandatory. Furthermore, they are waiting to add additional administrative staff until the final payment on the building has been made in fiscal 2016.

RESERVES

Building reserves is the one area of long-term concern. During the recent recession reserves were depleted and the Department was dependent upon infusions from the County’s general fund. While reserves are gradually being rebuilt, it is our view that this is happening because budgeted positions are being delayed until absolutely necessary.

Furthermore, we see an opportunity to establish meaningful policy regarding reserves. This would include several components:

1. A target such as 9 or 12 months of operating expenses;
2. An upper limit such as 16 months;
3. A lower limit such as 6 months; and
4. Management polices when the upper and lower control limits are exceeded.

In our analysis, and in discussion with Department leadership we concluded that a reasonable target for reserves would be 9-12 months of operating expenses to be held in reserves. Furthermore, to target five years as a build up for this amount.

WHY RESERVES?

Holding financial reserves for a commercial firm allows the firm to weather volatility in their market while maintaining a stable workforce. Furthermore, without adequate reserves the firm cannot invest in new technologies that will allow them to provide higher value products and services to their customers.

Readers may ask, why should the Community Development Department target reserves and why 9-12 months of operating expenses?

- 1) In the same way reserves help commercial firms provide a consistency of service during normal swings in their markets, so reserves for the Department will allow them to provide a consistency of service.
- 2) There is no general fund support. We find that frequently citizens and development associations feel that the general fund does or should support development services. However, the direction of the Deschutes County Community Development Department is to be fully self-supported. Outside an emergency, the County does not provide general fund support with the exception of Long Range Planning. Revenues from development fees must fully reimburse the Department for its expenses.
- 3) Technology enhancements. We frequently find municipal clients with no ability to fund technology upgrades. When the department has to go to the County Board of Commissioners for funding a new permitting system or an upgrade to the system, they need to get in line with every other funding request. However, when reserves are present, funding for these upgrades are available.
- 4) Maintaining institutional knowledge of regulations. Development related services are driven by regulations at the regional, state and even federal levels. Keeping a workforce that knows these regulations is critical for long-term sustainability.

BALANCED SCORECARD – MANAGING LONG-TERM PERFORMANCE

We are pleased to report that leadership within the Deschutes County Community Development Department has demonstrated a clear intent to being a high performing organization. We have seldom seen this kind of commitment to high performance in the complex world of public service and the

tensions of engaging customers with competing demands. Furthermore, we have seldom observed the desire to adopt management tools that are common place in the private sector and apply them in the public sector.

While many public agencies are adopting measures as a way of reporting on their performance, few are using these measures either strategically or operationally. From our observation, few agencies use their performance measures to improve their operations or the value of their services to the public.

One tool that has enjoyed wide spread application in the private sector is a Balanced Scorecard (BSC). This BSC concept was first developed by Drs. Robert Kaplan and David Norton of the Harvard Business School. The concept is a method of aligning mission critical business process in cause and effect relationships that are aligned with both mission and vision. The result is an organization that understands what is critical to customers and a structure of performance measures that recognizes the complexities of a public agency.

A well-crafted Balanced Scorecard has four “perspectives”. In total, these perspectives provides a method of structuring performance reporting that comprehensively assesses total organizational performance.

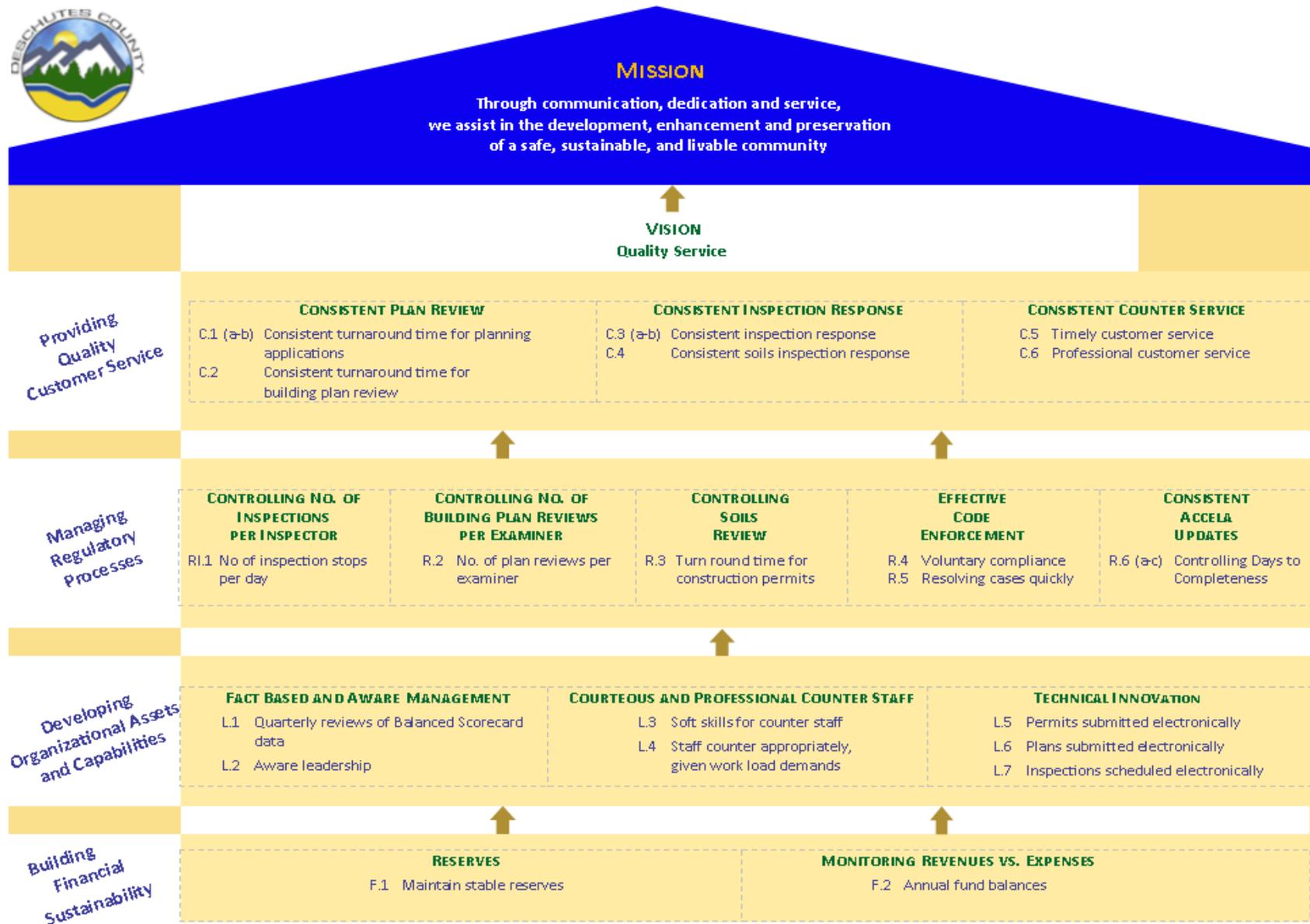
To customize the four perspectives and make them applicable to the Department, we made the following modifications

Traditional “Perspective” Title		Modified Title
Customer		Providing Quality Customer Service
Internal Process		Managing Regulatory Processes
Organizational assets		Organizational Assets and Capabilities
Financial	Building Financial Sustainability	

In the process of creating a Balanced Scorecard for the Department we spent considerable time with staff in interactive group engagements. One of the most important changes to a traditional BSC is the realization that there are two, often opposing, perspectives inherent with the Department. However, both perspectives are valid and need to be recognized. We identified the potential for inherent conflict within the customer perspective and the regulatory perspective. While customers want fast, efficient, and expected outcomes, the regulatory process often requires something different and not always what the customer wants to hear. However, both perspectives need to be addressed and respected. We feel this scorecard does exactly this.

These engagements resulted in two broad outcomes:

- 1) Specific objectives for each of the perspectives above; and
- 2) Decision points to manage critical business processes.



MANAGING ORGANIZATIONAL PERFORMANCE

The beauty of this Balanced Scorecard is that it provides a clear structure for developing performance measures that are comprehensive – every vital function of the organization is measured. Furthermore, each objective referenced above comes with three measures:

1. Target measure;
2. Upper control limit; and
3. Lower control limit.

This structure takes the unusual approach to performance measures and turns data into management tools that can be utilized to affect performance improvement. For example, organizations will often publish performance measures. However, they often lack structure or alignment with mission critical business processes or customer requirements. In addition, they often fail to provide any value to the management of the agency.

The structure that the Department has adopted goes significantly further, in three ways:

Target Measures – Performance measures without a target is a random number that lacks relevance. For example, when the Building division sets a target of building plan review of 5 days it automatically has established a level of performance that is measurable.

Upper Control Limits – Provides a management tool that has value in two ways:

- 1) If the actual number of five days moves higher than its upper limit of eight days it suggests new staffing or resources (i.e. on-call personnel, partner organizations) are required to meet the demand; and
- 2) It tells staff that this number is important to the customer.

Lower Control Limits – Provides another management tool that has value in two ways:

- 1) When the actual number goes below the lower limit of 2 days it means that staffing levels are too high relative to demand and adjustments may need to be made to staffing levels or staff need to be resigned; and/or
- 2) The data can also be a barometer of plan review quality. If plans are being pushed through the system too fast it may indicate review of insufficient detail.

The following chart details the objectives established for each perspective within the Balanced Scorecard, the target measure of performance as well as the upper and lower control limits.

INTEGRATED PERFORMANCE MEASURES

CUSTOMER PERSPECTIVE	Objective	Measures	Targets		
			L. Limit	Primary	U. Limit
C.1(a)	Consistent turn around for planning applications	Turnaround time for processing administrative determinations (no prior notice) planning applications	14 Days	21 Days	35 Days
C.1(b)	Consistent turn around for planning applications	Turnaround time for processing administrative determinations (with prior notice) planning applications	30 days	45 Days	60 Day
C.2	Consistent turn around for residential plan review	Turnaround time for Building plan review	2 Days	5 Days	8 Days
C.3 (a)	Consistent inspection response - residential (non-electrical)	_ % of building inspections done within 1 day	90%	95%	100%
C.3 (b)	Consistent inspection response -electrical	_ % of building inspections done within 72 hours	90%	95%	100%
C.4	Consistent Soils inspection response	_ % Of Pre-Cover inspections done when requested	1 Day	3 Days	5 Days
C.5	Timely customer service	Average wait Permit Tech services	3 Min	5 Min	15 Min
C.6	Professional customer service	Survey - Department customer service			

Internal Processes Perspective - Meeting Regulatory Requirements			Targets		
	Objective	Measures	L. Limit	Primary	U. Limit
R.1	Residential building inspections	Average # stops/day	6 Day	8 Day	10 Day
R.2	Residential building plan review	Average # plan review / examiner	2 / Day	3/Day	4 Day
R.3	Soils process control	Turn around for new construction permits	5 Days	10 Days	15 Day
R.4	Code Enforcement	Achieving voluntary compliance	75%	85%	100%
R.5	Code Enforcement	Resolving cases within 12 months	75%	85%	100%
R.6	Consistent Accella updates	Total days to completeness determination (method of Accella updates)	20 Days	25 days	30 Days
R.7	Consistent planning processes	Turnaround time for processing administrative determinations (no prior notice) planning applications	14 Days	21 Days	35 Days

R.8	Consistent planning processes	Turnaround time for processing administrative determinations (with prior notice) or hearings schedule	30 days	45 Days	60 Day
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Organizational Assets	Objective	Measures	Targets		
			L. Limit	Primary	U. Limit
L.1	Fact based management	Quarterly review of Balanced Scorecard data			
L.2	Aware leadership	361 Degree annual staff reviews			
L.3	Soft skills for counter staff	Counter survey tool			
L.4	Appropriately staffed for workload	# Permits issued per tech (counter)	75%	50%	25%
L.5	Technical innovation	% Of permits submitted electronically	25%	50%	75%
L.6	Technical innovation	% Of plan reviews submitted electronically	25%	50%	75%
L.7	Technical innovation	% Of inspections scheduled electronically	90%	100%	100%

Financial Perspective	Objective	Measures	Targets		
			L. Limit	Primary	U. Limit
F.1	Reserves	9-12 Months operating expenses	6	9	12
F.2	Revenues	Revenues exceed expenses	1%	5%	7%
F.3	Appropriately staffed for workload	# Planning applications per planner	28 Month	36 Month	48 Month
F.4	Appropriately staffed for workload	# Building stops per inspector per day	6 Day	8 Day	10 Day

Glossary of Terms

Objectives: Action statements that clarify how we will implement the strategy.

Measures: Track progress toward achieving the objective against expected performance.

Targets: Set and communicate the expected performance level for the organization.

Initiatives: Articulate the key project or programs that are resourced and managed in order to accomplish the strategy.

COMPARISON REVIEW

As part of this analysis, a survey was conducted of similar Counties as well as the City of Bend. The analysis compared similar fees and projects in an effort to determine trends in cost recovery. To increase value staff identified individual services (fees) that provide a reasonable basis of comparison. We caution the reader about these comparisons. Many communities do not routinely update their fees, and when they do, it might not be based on a thorough analysis of cost. This means the data that follows is the County's *cost* compared to another County's *price*. In addition, communities have different policies regarding user fees. Some desire to subsidize their fees while others want to charge full cost.

Additional factors that make comparing fees difficult:

1. **Comparing cost with price.** What we have prepared for Deschutes County is an analysis of cost. This is compared with a price the benchmark agencies are charging which may or may not have a direct relationship to cost.
2. **Differences in fee structure.** Individual agencies will use different methods for pricing user fees. For example, some cities and counties base building fees on an independent formula for determining value, while others base the fees on construction cost. While the actual fee might be identically the same, how the final fee is calculated can be very different.
3. **Differences in funding, and recovery.** Some counties and cities will intentionally subsidize development services as a way of encouraging economic development. Others will subsidize it unintentionally because their financial systems are not adequate enough.
4. **Service levels can vary.** Some counties and cities will adopt the State of Oregon's requirement for processing applications and permits while other want to do better. These will create processes and procedures to meet local demand and expectations. This all impacts cost.

SELECTING BENCHMARK COUNTIES AND CITIES

In selecting benchmark counties and cities we worked with Departmental leadership to select those communities that have some similarity to Deschutes County. Consequently we chose the City of Bend because of its geographical proximity to the County. We also chose Jackson, Land and Clackamas Counties because of similar size. To create a broad spectrum we also benchmarked two Washington State counties – Whatcom and Clark Counties. We felt that these Counties are somewhat similar but also different enough that they would provide a broader perspective than just Oregon Counties alone.

THE FOLLOWING TABLE SUMMARIZES COMPARISON FINDINGS

Building Fees	Calculated Cost / Deposit	Current Fee/Deposit levels	Jackson County	Jackamas Count	Lane County	hatcom County, W	Clark County, WA	City of Bend	Average
New Single-Family Home: 2745SF, 500 SF garage, value = \$328434	\$ 2,331	\$ 2,331	\$ 1,658	\$ 1,451	\$ 2,688	\$ 4,194	\$ 2,939	\$ 2,804	\$ 2,580.75
Electrical SF	\$ 405	\$ 405	\$ 215	\$ 462	\$ 286		\$ 666	\$ 425	\$ 351.33
Single-Family Addition: (635 SF) value = \$88,256	\$ 505	\$ 505	\$ 1,149	\$ 981	\$ 1,106	\$ 959	\$ 1,601	\$ 665	\$ 923.06
New Multi-Family: (10-units, 8,000 Sq. Ft.) value = \$813,760	\$ 7,440	\$ 7,440	\$ 5,182	\$ 5,484	\$ 5,790	\$ 6,254	\$ 11,028	\$ 3,753	\$ 6,418.64
New Commercial Office: (30,000 Sq. Ft. Office) value = \$3,546,000	\$ 32,406	\$ 32,406	\$ 26,268	\$ 22,390	\$ 22,148	\$ 14,716	\$ 30,904	\$ 15,310	\$ 23,448.87
Commercial Alteration: \$75,000 valuation	\$ 685	\$ 685	\$ 872	\$ 883	\$ 1,009	\$ 958	\$ 2,586	\$ 601	\$ 1,084.74
Mechanical #Appliances;									\$ -
Furnace up to 100,000btu	\$ 49	\$ 23	\$ 7	\$ 18	\$ 46	\$ 16	\$ 66	\$ 22	\$ 32.01
Outdoor condenser (heat pump)	\$ 49	\$ 19	\$ 12.00	\$ 18	\$ 61	\$ 12	\$ 66	\$ 74	\$ 41.66
3 Bath fans	\$ 61	\$ 26	\$ 38.40	\$ 27	\$ 36	\$ 10	\$ 66	\$ 25	\$ 37.61
Range hood	\$ 49	\$ 11	\$ 5.50	\$ 12	\$ 40	\$ 10	\$ 66	\$ 12	\$ 27.80
Gas dryer vent	\$ 49	\$ 15	\$ 3.70	\$ 9	\$ 36	\$ 10	\$ 66	\$ 12	\$ 26.44
Gas fire place	\$ 61	\$ 27	\$ 7.30	\$ 18	\$ 92	\$ 10	\$ 66	\$ 22	\$ 39.38
Plumbing # WC	\$ 62	\$ 26	\$ 18.63	\$ 31	\$ 48	\$ 10	\$ 122		\$ 41.62
Planning Fees	Calculated Cost / Deposit	Current Fee/Deposit levels	Jackson County	Jackamas Count	Lane County	hatcom County, W	Clark County, WA	City of Bend	Average
Conditional Use permit	\$ 3,025	\$ 2,365	\$ 1,700	\$ 3,945	\$ 2,600	\$ 2,300	\$ 5,678	\$ 2,895	\$ 3,163
Final Plat - 10 lots	\$ 1,891	\$ 670	\$ 620	\$ 2,600	\$ 2,600	\$ 500	\$ 2,627	\$ 1,228	\$ 1,724
Property Line Adjustment	\$ 732	\$ 485		\$ 315	\$ 390	\$ 1,050	\$ 408	\$ 1,024	\$ 560
Site Plan Review	\$ 6,070	\$ 3,200	\$ 1,193	\$ 510	\$ 2,600		\$ 3,453	\$ 10,125	\$ 3,422
Subdivision Tentative Plat - 25 lots	\$ 7,801	\$ 5,895		\$ 6,215	\$ 9,000	\$ 5,250	\$ 7,773	\$ 9,996	\$ 6,576

After reviewing the comparative data, our conclusions are that the County's fees, at full cost compare reasonably well with the benchmark communities. We would expect to see valuation based building fees to be pretty consistent with other Oregon Counties. We would also expect to see the flat fees to need upward adjustments. In addition, we observe that planning fees at full cost are still within a reasonable range of the benchmark communities and well within a reasonable range when comparing against the average.

OBSERVATIONS AND RECOMMENDATIONS

GENERAL OBSERVATIONS

We observe that the management of the Community Development Department has a clear understanding of its role and mission within the community. We also observe that they see this role as more than just enforcing regulatory mandates. They understand their role as providing an important service to the development community including partner organizations, stakeholder groups, and individual citizens. These see each of these groups as their customers. After working with several dozen Community Development Departments, we find this a refreshing and unique set of perspectives.

ADJUSTING THE FEE SCHEDULE

As a matter of practice we recommend annual adjustments to fees wherever possible. We also recommend a complete review of costs for fee services every three to five years. With the annual update of fees we recommend using a simple CPI type increase that is attached to the County's labor cost. For example, if the labor cost for the County goes up by 2% then adjust each fee by 2%. This is the simplest and most common method of adjusting fees annually.

RESERVES

Reserves are an important function for the financial sustainability of any organization. The Deschutes County's Community Development Department is no different. In our view, it is important to clearly define reserves and how to manage them.

DEFINITION

It is common for cities and counties to look at budget surpluses and consider them as reserves. For development related organizations, this might not be true. In our view, a reserve fund is a separate line item marked as reserve for the specific purpose of closing gaps between revenues and expenses during economic contractions. This is different than budget surpluses that are usually pre-funded plan review and inspection work that is going to take place over the next 6-18 months.

MANAGING RESERVES

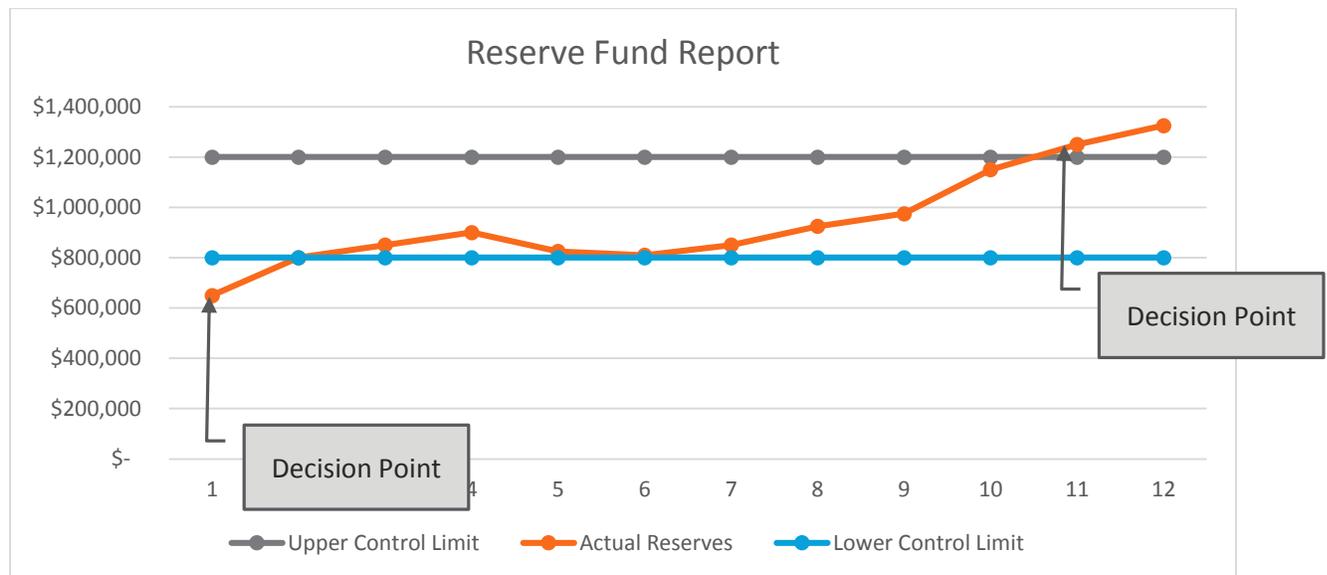
It is important to have a policy or at least a plan on managing reserves. Reserves that are too high and the County runs the risk of being out of compliance with the State of Oregon. Too few reserves and it may impact the County's ability to maintain consistent service levels.

Therefore, our first recommendation is to publish regular reports on reserve levels. These reports should show both the target and upper and lower control limits. These control limits are decision points. If the target is 12 months of operating expenses, then an upper limit might be 15 months and a lower limit might be 9 months. As long as the actual amount is within these limits then no further action is required. But if the actual amount goes either above or lower than the control limits then a decision needs to be made.

It is also our recommendation that once the target has been reached, then managing revenues so they do not continue to escalate is critical. In our view, the easiest way to do this is by annual adjustments to

fees. If the target has been reached, then skip an annual fee adjustment so the rate of increase will slow down. If the actual level of reserves falls below the target, then maybe it is time to lower expenditures.

The following graph illustrates a sample reserve fund report with a hypothetical target of \$1,000,000.



In addition, we find that those cities and counties that create organizations for long term sustainability do so by setting policies or practices that will provide for a continuity of services through economic contractions. For example, in our view, setting a policy for how Long Range or Advance Planning is funded is one of the most important deliverables for a fee study. Funding Advanced Planning during economic growth might be relatively easy. However, economic contraction does not mean that Advanced Planning activities can be ignored. So policies or practices to fund this activity is critical to the long-term health and sustainability of the County.

MANAGING AND REPORTING ON THE BALANCED SCORECARD

The Balanced Scorecard will provide leadership the ability to manage its organization with data and facts. Managing by fact is one of the key elements to high performing organizations. As outlined in the body of the report, there are four perspectives to the Scorecard:

1. Providing Quality Customer Service:
2. Managing Regulatory Processes:
3. Organizational Assets and Capabilities: and
4. Building Financial Sustainability.

Performance objectives for each of these perspectives have been identified, (please see the detail in the appendix). Automated reports have been created for customer service and managing regulatory processes. Reports for measuring organizational assets & capabilities as well as financial sustainability

have yet to be created. We understand that data to monitor these objectives come from different data sources.

ONGOING SCORECARD DEVELOPMENT

No scorecard is set “in stone”. It is a dynamic element that is an integral part of a high performing organization. Therefore, we would expect to see this change over time. Objectives that have been identified will be modified. Measures will be modified to reflect data that matures over time. We strongly recommend this understanding would hope that as the Department matures so would its scorecard.

APPENDICES

BUILDING FEE TABLE

PLANNING FEE TABLE

ENVIRONMENT SOILS FEE TABLE

BALANCE SCORECARD DETAIL & SAMPLE REPORTS

BUILDING FEE TABLE

Deschutes County
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary					Annual Cost Calculations w/o Reserves			
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Inspections outside normal business hours		\$ 123	\$243		\$366	\$112.00	(\$254)	\$ -		
	Inspections for which no fee is specifically indicated ³		\$ 41	\$81		\$122	\$112.00	(\$10)	\$ -		
	Minimum fee - mechanical		\$ 34	\$66		\$100	\$70.00	(\$30)	\$ -		
	Balance of minimum permit fees - mechanical		\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
Residential Electrical Fees											
	Services 200 amps or less	404	\$ 21	\$40		\$61	\$137.00	\$76	\$ 24,645	\$55,348	\$30,703
	Services 201 to 400 amps	62	\$ 21	\$40		\$61	\$167.00	\$106	\$ 3,782	\$10,354	\$6,572
	Services 401 to 599 amps	2	\$ 21	\$40		\$61	\$272.00	\$211	\$ 122	\$544	\$422
	Services 600 amps		\$ -						\$ -		
	Services 600 to 1,000 amps		\$ 30	\$59		\$90	\$243.00	\$153	\$ -		
	Services over 1,000 amps or volts		\$ 41	\$81		\$122	\$826.00	\$704	\$ -		
	Services reconnect only		\$ 21	\$40		\$61	\$112.00	\$51	\$ -		
	Branch circuits with service or feeder each circuit	366	\$ 14	\$28		\$41	\$10.75	(\$31)	\$ 15,182	\$3,935	(\$11,248)
	Branch circuits without service or feeder	536	\$ 41	\$81		\$122	\$105.00	(\$17)	\$ 65,396	\$56,280	(\$9,116)
	Additional branch circuits without service or feeder	116	\$ 14	\$27		\$41	\$10.75	(\$30)	\$ 4,727	\$1,247	(\$3,480)
	Temp Services 200 amps or less	218	\$ 21	\$40		\$61	\$112.00	\$51	\$ 13,299	\$24,416	\$11,117
	Temp Services 201 to 400 amps		\$ 21	\$40		\$61	\$153.00	\$92	\$ -		
	Temp Services 401 to 599 amps		\$ 21	\$40		\$61	\$204.00	\$143	\$ -		
	Temp Services 600 amps		\$ -						\$ -		
	Temp Services 600 to 1,000 amps		\$ 30	\$59		\$90	\$243.00	\$153	\$ -		
	Temp Services over 1,000 amps or volts		\$ 41	\$81		\$122	\$8.26	(\$114)	\$ -		
			\$ -						\$ -		
	Each manufactured home or modular dwelling service	16	\$ 21	\$40		\$61	\$112.00	\$51	\$ 976	\$1,792	\$816
	Sign or outline lighting	6	\$ 21	\$40		\$61	\$112.00	\$51	\$ 366	\$672	\$306
	Signal circuits or limited energy panel, alteration, or extension	2	\$ 21	\$40		\$61	\$112.00	\$51	\$ 122	\$224	\$102
	Limited or restricted energy: 1-2 family	417	\$ 21	\$40		\$61	\$55.00	(\$6)	\$ 25,438	\$22,935	(\$2,503)
	Limited or restricted energy: MultiFamily		\$ 41	\$81		\$122	\$102.00	(\$20)	\$ -		
	Pump or irrigation circle	60	\$ 21	\$40		\$61	\$112.00	\$51	\$ 3,660	\$6,720	\$3,060
	Renewable electrical energy - 25 kva or less	16	\$ 21	\$40		\$61	\$132.00	\$71	\$ 976	\$2,112	\$1,136
	Renewable electrical energy - 26 through 30 kva	6	\$ 55	\$109		\$163	\$138.00	(\$25)	\$ 981	\$828	(\$153)
	Renewable electrical energy - 31 through 50 kva		\$ 68	\$134		\$203	\$145.00	(\$58)	\$ -		
	Renewable electrical energy - 51 through 75 kva		\$ 82	\$162		\$244	\$153.00	(\$91)	\$ -		
	Renewable electrical energy - 76 through 100 kva		\$ 140	\$277		\$417	\$160.00	(\$257)	\$ -		
	Electrical plan review (25% of the electrical fee)		\$ -						\$ -		
	Electrical - additional plan review per hour		\$ 82	\$162		\$244	\$112.00	(\$132)	\$ -		
	Electrical investigation fee	12	\$ 82	\$162		\$244	\$92.00	(\$152)	\$ 2,928	\$1,104	(\$1,824)
	Reinspection fee - electrical		\$ 82	\$162		\$244	\$86.00	(\$158)	\$ -		
			\$ -						\$ -		
	Each additional inspection - electrical		\$ 21	\$40		\$61	\$69.00	\$8	\$ -		
	Inspections outside normal business hours (2 hr min)		\$ 123	\$243		\$366	\$112.00	(\$254)	\$ -		
	Inspections for which no fee is specifically indicated (min 1/2 hr)		\$ 41	\$81		\$122	\$112.00	(\$10)	\$ -		
	Residential wiring - first 1000 SF	356	\$ 82	\$162		\$244	\$241.00	(\$3)	\$ 87,113	\$86,037	(\$1,076)
	Residential wiring - each additional 500 SF or portion thereof	1,424	\$ 21	\$40		\$61	\$41.00	(\$20)	\$ 86,869	\$58,384	(\$28,485)
Commercial Electrical Fees											
	Services 200 amps or less	96	\$ 21	\$40		\$61	\$137.00	\$76	\$ 5,856	\$13,152	\$7,296
	Services 201 to 400 amps	11	\$ 21	\$40		\$61	\$167.00	\$106	\$ 671	\$1,837	\$1,166
	Services 401 to 599 amps	2	\$ 21	\$40		\$61	\$272.00	\$211	\$ 122	\$544	\$422
	Services 600 amps		\$ -						\$ -		
	Services 601 to 1,000 amps	6	\$ 30	\$59		\$90	\$243.00	\$153	\$ 537	\$1,458	\$921
	Services over 1,000 amps or volts	2	\$ 41	\$81		\$122	\$826.00	\$704	\$ 244	\$1,652	\$1,408
	Services reconnect only		\$ 21	\$40		\$61	\$112.00	\$51	\$ -		
	Branch circuits with service or feeder each circuit	82	\$ 14	\$28		\$41	\$10.75	(\$31)	\$ 3,402	\$882	(\$2,520)
	Branch circuits without service or feeder	90	\$ 41	\$81		\$122	\$105.00	(\$17)	\$ 10,981	\$9,450	(\$1,531)

Deschutes County
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary					Annual Cost Calculations w/o Reserves			
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Garbage disposal	28	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 1,708	\$728	(\$980)
	Hose bib	38	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 2,318	\$988	(\$1,330)
	Sink/basin/lavatory	218	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 13,299	\$5,668	(\$7,631)
	Rain drain - first 100 LnFt	2	\$ 21	\$40		\$61	\$90.00	\$29	\$ 122	\$180	\$58
	Rain drain - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Tub/shower/shower pan	198	\$ 21	\$41		\$62	\$26.00	(\$36)	\$ 12,320	\$5,148	(\$7,172)
	Urinal	2	\$ 21	\$41		\$62	\$26.00	(\$36)	\$ 124	\$52	(\$72)
	Water closet	178	\$ 21	\$41		\$62	\$26.00			\$4,628	
	Water heater	98	\$ 21	\$41		\$62	\$26.00	(\$36)	\$ 6,098	\$2,548	(\$3,550)
	Other - plumbing	44	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 2,684	\$1,144	(\$1,540)
	Alternate potable water heating system		\$ 41	\$81		\$122	\$90.00	(\$32)	\$ -		
	One and two family solar water heater (connected w/potable water)		\$ 30	\$59		\$90	\$128.00	\$38	\$ -		
	Plumbing investigation fee	14	\$ 82	\$162		\$244	\$99.00	(\$145)	\$ 3,416	\$1,386	(\$2,030)
	Plumbing plan review	2	\$ 41	\$81		\$122		(\$122)	\$ 244		(\$244)
	Pre-fabricated structures site inspections		\$ 41	\$81		\$122	\$90.00	(\$32)	\$ -		
	Special inspections - plumbing		\$ -				\$92.00	\$92	\$ -		
	Balance of minimum permit fees - plumbing	194	\$ 30	\$59		\$90		(\$90)	\$ 17,373		(\$17,373)
	Minimum fee - plumbing		\$ 34	\$66		\$100	\$70.00	(\$30)	\$ -		
			\$ -						\$ -		
Commercial Plumbing Fees			\$ -					\$ - \$ - \$ -			
	Sanitary sewer - first 100 LnFt		\$ 21	\$40		\$61	\$86.00	\$25	\$ -		
	Sanitary sewer -second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Storm sewer - first 100 LnFt	6	\$ 21	\$40		\$61	\$56.00	(\$5)	\$ 183	\$336	\$153
	Storm sewer - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$26.00	\$4	\$ -		
	Water service - First 100 LnFt	30	\$ 21	\$40		\$61	\$86.00	\$25	\$ 915	\$2,580	\$1,665
	Water service -second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Rain drain - first 100 LnFt		\$ 21	\$40		\$61	\$56.00	(\$5)	\$ -		
	Rain drain - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$26.00	\$4	\$ -		
	Fixture fee - commercial	86	\$ 42	\$83		\$124	\$26.00			\$2,236	
	Sink/basin/lavatory	2	\$ 42	\$83		\$124	\$26.00	(\$98)	\$ 124	\$52	(\$72)
	Medical gas (valuation)		\$ -						\$ -		
	Swimming pool piping		\$ 41	\$81		\$122	\$86.00	(\$36)	\$ -		
	Alternate potable water heating system		\$ 41	\$81		\$122	\$55.00	(\$67)	\$ -		
	M/H park sewer & water distribution system (per space)		\$ 14	\$27		\$41	\$90.00	\$49	\$ -		
	Pre-fabricated structural inspections - installation connection		\$ 21	\$40		\$61	\$90.00	\$29	\$ -		
	Special inspections - plumbing		\$ 82	\$162		\$244	\$99.00	(\$145)	\$ -		
	Plumbing investigation fee	11	\$ 82	\$162		\$244	\$92.00	(\$152)	\$ 1,342	\$1,012	(\$330)
	Plumbing plan review	12	\$ 46	\$91		\$137		(\$137)	\$ 823		(\$823)
	Balance of minimum permit fees - plumbing		\$ -						\$ -		
	Minimum fee - plumbing		\$ 34	\$66		\$100	\$70.00	(\$30)	\$ -		
	Minimum fee - plumbing (4 or more fixtures)		\$ 328	\$648		\$976	\$255.00	(\$721)	\$ -		
	Minimum fee - plumbing (up to 3 fixtures)		\$ 123	\$243		\$366	\$133.00	(\$233)	\$ -		
Manufactured Dwelling and RV Park Fees			\$ -					\$ - \$ - \$ -			
	Manufactured dwelling park permit		\$ -						\$ -		
	Manufactured dwelling park plan review		\$ -						\$ -		
	Manufactured dwelling park- additional plan review		\$ 92	\$182		\$274	\$102.00		\$ -		
	RV park permit		\$ -						\$ -		
	RV park plan review		\$ -						\$ -		
	RV park additional plan review per hour		\$ 92	\$182		\$274	\$102.00	(\$172)	\$ -		
	Inspections outside of normal business hours - manufacturing dwelling park		\$ 123	\$243		\$366		(\$366)	\$ -		
	Inspections outside of normal business hours - RV park		\$ 123	\$243		\$366		(\$366)	\$ -		
	Inspections for which no fee is specifically indicated - manufactured dwelling park		\$ 41	\$81		\$122		(\$122)	\$ -		
	Inspections for which no fee is specifically indicated - RV park		\$ 41	\$81		\$122		(\$122)	\$ -		

Deschutes County
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary					Annual Cost Calculations w/o Reserves			
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Structural Residential and Commercial Inspection	1	\$ 272,659	\$538,415		\$811,074	\$ 945,646.01	\$134,572	\$ 811,074	\$945,646	\$134,572
	Structural Residential and Commercial Plan Review, Including Fire Life Safety Plan Review	1	\$ 203,426	\$401,702		\$605,128	\$ 1,103,403.57	\$498,275	\$ 605,128	\$1,103,404	\$498,275
			\$ -						\$ -		
	Commercial Mechanical	1	\$ 22,640	\$44,707		\$67,348	\$ 24,846	(\$42,502)	\$ 67,348	\$24,846	(\$42,502)
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
	Residential structural fees		\$ -						\$ -		
	Building site evaluation		\$ 26	\$52		\$78	\$ 215	\$137	\$ -		
	Quick start (engineer/architect stamped plans reqd)	17	\$ 26	\$52		\$78	\$ 410	\$332	\$ 1,326	\$6,970	\$5,644
	Quick start (stamped plans not required)		\$ 26	\$52		\$78	\$ 173	\$95	\$ -		
	Structural - additional plan review	48	\$ 92	\$182		\$274	\$ 99	(\$175)	\$ 13,163	\$4,752	(\$8,411)
			\$ -						\$ -		
			\$ -						\$ -		
	Demolition permit fee	15	\$ 54	\$107		\$161	\$ 173	\$12	\$ 2,415	\$2,595	\$180
	Structural inspection for which no fee is specifically indicated		\$ 41	\$81		\$122	\$ 99	(\$23)	\$ -		
	Inspections outside normal business hours		\$ 123	\$243		\$366	\$ 112	(\$254)	\$ -		
	Reinspection - structural		\$ 82	\$162		\$244	\$ 86	(\$158)	\$ -		
	Structural investigation fee	144	\$ 82	\$162		\$244	\$ 92	(\$152)	\$ 35,138	\$13,248	(\$21,890)
	Temporary certificate of occupancy		\$ 54	\$107		\$161	\$ 143	(\$18)	\$ -		
	Prescriptive photovoltaic installations - minimum fee	8	\$ 21	\$40		\$61	\$ 163	\$102	\$ 488	\$1,304	\$816
	Permit or approval for work done prior to permit issuance		\$ -						\$ -		
	Approval of additional set of plans		\$ 21	\$40		\$61	\$ 22	(\$39)	\$ -		
	Phased application fee		\$ -			0.15%		(\$0)	\$ -		
	Phased plan review fee		\$ -			0.15%		(\$0)	\$ -		
			\$ -						\$ -		
	Collection administration fee for SDC		\$ -				\$ 17	\$17	\$ -		
	Plot plan review	812	\$ 39	\$78		\$117	\$ 87	(\$30)	\$ 95,016	\$70,644	(\$24,372)
	Research record fee	11	\$ 26	\$52		\$78	\$ 30	(\$48)	\$ 858	\$330	(\$528)
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
	Commercial Structural Fees		\$ -						\$ -		
			\$ -						\$ -		
	Structural - additional plan review	27	\$ 82	\$162		\$244	\$ 99	(\$145)	\$ 6,588	\$2,673	(\$3,915)
	Foundation only fee		\$ 410	\$810		\$1,220	\$ 550	(\$670)	\$ -		
	Plot plan review	111	\$ 35	\$69		\$105	\$ 87	(\$18)	\$ 11,603	\$9,657	(\$1,946)
			\$ -						\$ -		
	Demolition permit fee	3	\$ -				\$ 173	\$173	\$ -	\$519	\$519
	Structural inspection for which no fee is specifically indicated	2	\$ -				\$ 99	\$99	\$ -	\$198	\$198
	Inspections outside normal business hours		\$ -				\$ 99	\$99	\$ -		
	Reinspection - structural		\$ 82	\$162		\$244	\$ 86	(\$158)	\$ -		
	Special inspection		\$ 82	\$162		\$244	\$ 92	(\$152)	\$ -		
	Consultation fee		\$ -				\$ 86	\$86	\$ -		
	Structural investigation fee	12	\$ 82	\$162		\$244	\$ 92	(\$152)	\$ 2,928	\$1,104	(\$1,824)
	Temporary certificate of occupancy		\$ 105	\$207		\$312	\$ 510	\$198	\$ -		
	Temporary certificate of occupancy (over 30 days - per day)		\$ 31	\$60		\$91	\$ 100	\$9	\$ -		
			\$ -						\$ -		
	Prescriptive photovoltaic installations - minimum fee		\$ 123	\$243		\$366	\$ 163	(\$203)	\$ -		
	Phased application fee		\$ -			0.15%		(\$0)	\$ -		
	Phased plan review fee		\$ -			0.15%		(\$0)	\$ -		
	Approval of additional set of plan		\$ 21	\$40		\$61	\$ 22	(\$39)	\$ -		

Deschutes County
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary				Annual Cost Calculations w/o Reserves				
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Research record fee		\$ 13	\$26		\$39	\$ 30	(\$9)	\$ -		
	Advanced planning fee		\$ -		\$ 621,953	\$621,953	\$ 410,000	(\$211,953)	\$ 621,953	\$410,000	(\$211,953)
	Public information fee		\$ -				\$ 400,589	\$400,589	\$ -	\$400,589	\$400,589
	Code compliance fee		\$ -		\$ 320,729	\$320,729	\$ 255,000	(\$65,729)	\$ 320,729	\$255,000	(\$65,729)

Annual Revenue Impacts		
Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ 3,442,886	\$ 3,274,157	(\$175,593)

**Deschutes County
Community Development Fees**



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Residential Mechanical Fees	\$ 680,749		3.5% Annual Increase				
	Air handling unit of up to 10,000 cfm	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Air handling unit of up to 10,001 cfm and over	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Appliance or piece of equipment regulated by code but not classified in other appliance categories	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Appliance vent installation, relocation or replacement not included in an appliance permit	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system up to 30 HP or 1,000,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system up to 50 HP or 1,750,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system up to 15 HP or 500,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system up to 3 HP or 100,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system over 50 HP or 1,750,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Evaporative cooler other than portable	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Floor furnace, including vent	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Furnace - greater than 100,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Furnace - up to 100,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Gas fuel piping outlets	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Heat pump	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Hood served by mechanical exhaust, including ducts for hood	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Hydronic hot water system	\$22	\$131.52	\$136	\$141	\$146	\$151	\$156
	Fuel fired or electrical heat exchanger (used in hydronic heating system)	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Installation or relocation domestic-type incinerator	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Commercial or industrial type incinerator	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Mini split system	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Heat recovery ventilator system (HRV)	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Repair, alteration, or addition to mechanical appliance including installation of controls	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Suspended heater, recessed wall heater, or floor mounted unit heater	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Ventilation fan connected to single duct	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Ventilation system not a portion of heating or air-conditioned system authorized by permit	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Wood/pellet stove	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Other fuel appliance	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Mechanical plan review	\$27	\$164.22	\$170	\$176	\$182	\$188	\$195
	Mechanical - additional plan review	\$27	\$164.22	\$170	\$176	\$182	\$188	\$195
	Reinspection fee - mechanical	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Inspections outside normal business hours	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections for which no fee is specifically indicated	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Mechanical investigation fee	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Minimum fee-mechanical	\$20	\$119.78	\$124	\$128	\$133	\$137	\$142
	Balance of minimum permit fees- mechanical							
	Commercial Mechanical Fees							
	Mechanical -additional plan review per hour	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Seismic review - essential facilities							
	Reinspection fee - mechanical	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347

Deschutes County
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Garbage disposal	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Hose bib	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Sink/basin/lavatory	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Rain drain - first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Rain drain - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Tub/shower/shower pan	\$12	\$74.53	\$77	\$80	\$83	\$86	\$89
	Urinal	\$12	\$74.53	\$77	\$80	\$83	\$86	\$89
	Water closet		\$62.22	\$64	\$67	\$69	\$71	\$74
	Water heater	\$12	\$74.53	\$77	\$80	\$83	\$86	\$89
	Other - plumbing	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Alternate potable water heating system	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	One and two family solar water heater (connected w/potable water)	\$18	\$107.26	\$111	\$115	\$119	\$123	\$127
	Plumbing investigation fee	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Plumbing plan review	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Pre-fabricated structures site inspections	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Special inspections - plumbing							
	Balance of minimum permit fees - plumbing	\$18	\$107.26	\$111	\$115	\$119	\$123	\$127
	Minimum fee - plumbing	\$20	\$119.78	\$124	\$128	\$133	\$137	\$142
	Commercial Plumbing Fees	\$	-					
	Sanitary sewer - first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Sanitary sewer -second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Storm sewer - first 100 LnFt	\$6	\$67.03	\$69	\$72	\$74	\$77	\$80
	Storm sewer - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Water service - First 100 LnFt	\$6	\$67.03	\$69	\$72	\$74	\$77	\$80
	Water service -second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Rain drain - first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Rain drain - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Fixture fee - commercial		\$124.45	\$129	\$133	\$138	\$143	\$148
	Sink/basin/lavatory	\$12	\$136.75	\$142	\$146	\$152	\$157	\$162
	Medical gas (valuation)							
	Swimming pool piping	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Alternate potable water heating system	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	M/H park sewer & water distribution system (per space)	\$8	\$48.81	\$51	\$52	\$54	\$56	\$58
	Pre-fabricated structural inspections - installation connection	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Special inspections - plumbing	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Plumbing investigation fee	\$24	\$268.14	\$278	\$287	\$297	\$308	\$318
	Plumbing plan review	\$14	\$150.67	\$156	\$161	\$167	\$173	\$179
	Balance of minimum permit fees - plumbing							
	Minimum fee - plumbing	\$20	\$119.78	\$124	\$128	\$133	\$137	\$142
	Minimum fee - plumbing (4 or more fixtures)	\$193	\$1,169.04	\$1,210	\$1,252	\$1,296	\$1,342	\$1,388
	Minimum fee - plumbing (up to 3 fixtures)	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Manufactured Dwelling and RV Park Fees	\$	-					
	Manufactured dwelling park permit							
	Manufactured dwelling park plan review							
	Manufactured dwelling park- additional plan review	\$54	\$328.44	\$340	\$352	\$364	\$377	\$390
	RV park permit							
	RV park plan review							
	RV park additional plan review per hour	\$54	\$328.44	\$340	\$352	\$364	\$377	\$390
	Inspections outside of normal business hours - manufacturing dwelling park	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections outside of normal business hours - RV park	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections for which no fee is specifically indicated - manufactured dwelling park	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Inspections for which no fee is specifically indicated - RV park	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174

Deschutes County
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Structural Residential and Commercial Inspection	\$160,371	\$ 971,444.74	\$1,005,445	\$1,040,636	\$1,077,058	\$1,114,755	\$1,153,772
	Structural Residential and Commercial Plan Review, Including Fire Life Safety Plan Review	\$119,650	\$ 724,778.21	\$750,145	\$776,401	\$803,575	\$831,700	\$860,809
			\$ -					
	Commercial Mechanical	\$13,316	\$ 80,664	\$83,487	\$86,409	\$89,434	\$92,564	\$95,804
			\$ -					
			\$ -					
			\$ -					
	Residential structural fees		\$ -					
	Building site evaluation	\$15	\$ 93	\$97	\$100	\$104	\$107	\$111
	Quick start (engineer/architect stamped plans rqd)	\$15	\$ 93	\$97	\$100	\$104	\$107	\$111
	Quick start (stamped plans not required)	\$15	\$ 93	\$97	\$100	\$104	\$107	\$111
	Structural - additional plan review	\$54	\$ 328	\$340	\$352	\$364	\$377	\$390
			\$ -					
			\$ -					
	Demolition permit fee	\$32	\$ 193	\$200	\$207	\$214	\$221	\$229
	Structural inspection for which no fee is specifically indicated	\$24	\$ 146	\$151	\$157	\$162	\$168	\$174
	Inspections outside normal business hours	\$72	\$ 438	\$454	\$470	\$486	\$503	\$521
	Reinspection - structural	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Structural investigation fee	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Temporary certificate of occupancy	\$32	\$ 193	\$200	\$207	\$214	\$221	\$229
	Prescriptive photovoltaic installations - minimum fee	\$12	\$ 73	\$76	\$78	\$81	\$84	\$87
	Permit or approval for work done prior to permit issuance		\$ -					
	Approval of additional set of plans	\$12	\$ 73	\$76	\$78	\$81	\$84	\$87
	Phased application fee	\$0	\$ 0	\$0	\$0	\$0	\$0	\$0
	Phased plan review fee	\$0	\$ 0	\$0	\$0	\$0	\$0	\$0
			\$ -					
	Collection administration fee for SDC		\$ -					
	Plot plan review	\$23	\$ 140	\$145	\$150	\$155	\$161	\$166
	Research record fee	\$15	\$ 93	\$97	\$100	\$104	\$107	\$111
			\$ -					
			\$ -					
			\$ -					
			\$ -					
	Commercial Structural Fees		\$ -					
			\$ -					
	Structural - additional plan review	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Foundation only fee	\$241	\$ 1,461	\$1,512	\$1,565	\$1,620	\$1,677	\$1,736
	Plot plan review	\$21	\$ 125	\$130	\$134	\$139	\$144	\$149
			\$ -					
	Demolition permit fee		\$ -					
	Structural inspection for which no fee is specifically indicated		\$ -					
	Inspections outside normal business hours		\$ -					
	Reinspection - structural	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Special inspection	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Consultation fee		\$ -					
	Structural investigation fee	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Temporary certificate of occupancy	\$62	\$ 373	\$387	\$400	\$414	\$429	\$444
	Temporary certificate of occupancy (over 30 days - per day)	\$18	\$ 109	\$113	\$117	\$121	\$125	\$129
			\$ -					
	Prescriptive photovoltaic installations - minimum fee	\$72	\$ 438	\$454	\$470	\$486	\$503	\$521
	Phased application fee	\$0	\$ 0	\$0	\$0	\$0	\$0	\$0
	Phased plan review fee	\$0	\$ 0	\$0	\$0	\$0	\$0	\$0
	Approval of additional set of plan	\$12	\$ 73	\$76	\$78	\$81	\$84	\$87

Deschutes County
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Research record fee	\$8	\$ 47	\$48	\$50	\$52	\$54	\$55
	Advanced planning fee	\$199,780	\$ 821,733	\$850,493	\$880,261	\$911,070	\$942,957	\$975,961
	Public information fee		\$ -					
	Code compliance fee	\$63,417	\$ 384,146	\$397,591	\$411,506	\$425,909	\$440,816	\$456,244

Annual Revenue Impact		Annual Revenues (Projected)				
	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	\$4,134,480	\$ 4,279,186	\$ 4,428,958	#####	\$ 4,744,410	\$ 4,910,465

PLANNING FEE TABLE

Deschutes County
Community Development Fees



Service #	Fee Name	Unit	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
				Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
CDPN1	Administrative determination with notice - Major		11	\$ 1,536	\$1,327		\$2,863	\$ 1,330	(\$1,533)	\$ 31,497	\$14,630	(\$16,867)
CDPN2	Administrative determination with notice - Minor		20	\$ 717	\$620		\$1,337	\$ 850.00	(\$487)	\$ 26,747	\$17,000	(\$9,747)
CDPN3	Appeals to Board of Commissioners	+20% of original fee	12	\$ 2,413	\$2,085		\$4,498	\$ 2,640.00	(\$1,858)	\$ 53,979	\$31,680	(\$22,299)
CDPN4	Appeals to Board of Commissioners - not accepted	75% refund		\$ 576	\$498		\$1,075		(\$1,075)	\$ -		
CDPN5	Appeals - Administrative			\$ -				\$ 250.00		\$ -		
CDPN6	Appeals - LUBA Remand Hearing		2	\$ 2,703	\$2,335		\$5,038	\$ 3,000.00	(\$2,038)	\$ 10,075	\$6,000	(\$4,075)
CDPN7	Conditional Use		24	\$ 1,623	\$1,402		\$3,025	\$ 2,365.00	(\$660)	\$ 72,606	\$56,760	(\$15,846)
CDPN8	Conditional Use (non-farm dwelling)		8	\$ 1,782	\$1,539		\$3,321	\$ 3,200.00	(\$121)	\$ 26,568	\$25,600	(\$968)
CDPN9	Conditional Use (golf course)	Delete		\$ -				\$ 5,595.00	\$5,595	\$ -		
CDPN10	Conditional Use (P.U.D. or cluster development)		10	\$ 3,304	\$2,855		\$6,159	\$ 5,020.00	(\$1,139)	\$ 61,586	\$50,200	(\$11,386)
CDPN11	Conditional Use (new destination resort)	or ACS		\$ 10,880	\$9,400		\$20,280	\$ 13,635.00	(\$6,645)	\$ -		
CDPN12	Conditional Use (schools with 100 students or more)	Delete		\$ 2,093	\$1,809		\$3,902	\$ 3,670.00	(\$232)	\$ -		
CDPN13	Conditional Use (power transmission line and communication tower or pole)	or ACS		\$ 2,528	\$2,184		\$4,712	\$ 4,131.00	(\$581)	\$ -		
CDPN14	Conditional Use (Home Occupation - Type 1 for EFU or F Zone)		3	\$ 703	\$607		\$1,310	\$ 870.00	(\$440)	\$ 3,931	\$2,610	(\$1,321)
CDPN15	Conditional Use (Home Occupation - Type 2)		2	\$ 929	\$802		\$1,731	\$ 1,330.00	(\$401)	\$ 3,462	\$2,660	(\$802)
CDPN16	Conditional Use (Home Occupation - Type 3)		2	\$ 1,607	\$1,389		\$2,996	\$ 2,365.00	(\$631)	\$ 5,992	\$4,730	(\$1,262)
CDPN17	Condominium Plan Review	Delete		\$ 3,914	\$3,382		\$7,296	\$ 995.00	(\$6,301)	\$ -		
CDPN18	Condominium Plan Review	Delete		\$ -						\$ -		
CDPN18	Consultant Fee (for consultant or expert retained by County and paid for by applicant)	ACS		\$ -						\$ -		
CDPN19	Declaratory Ruling (status determined under Chap. 22.40)		24	\$ 791	\$684		\$1,475	\$ 1,330.00	(\$145)	\$ 35,406	\$31,920	(\$3,486)
CDPN20	Expedited Land Divisions	or ACS		\$ -				\$ 4,131.00	\$4,131	\$ -		
CDPN21	Extension Request		22	\$ 398	\$344		\$742	\$ 335.00	(\$407)	\$ 16,316	\$7,370	(\$8,946)
CDPN22	Filing Activities			\$ 1,581	\$1,366		\$2,946	\$ 3,000.00	\$54	\$ -		
CDPN23	Final Plat Review (all plats)	Base	12	\$ 591	\$510		\$1,101	\$ 120.00	(\$981)	\$ 13,209	\$1,440	(\$11,769)
CDPN23	Final Plat Review (all plats)	Per lot	12	\$ 42	\$37		\$79	\$ 55.00	(\$24)	\$ 949	\$660	(\$289)
CDPN24	Hearings Officer Deposit	Deposit/ACS	30	\$ -				\$ 3,000.00	\$3,000	\$ -	\$90,000	\$90,000
CDPN25	Hearings Officer Deposit - Complex application	Deposit/ACS	4	\$ -				\$ 5,000.00	\$5,000	\$ -	\$20,000	\$20,000
CDPN26	Historic Landmarks Commission Public Hearing and Review			\$ -						\$ -		
CDPN26	Exterior alteration - major			\$ -				\$ 375.00	\$375	\$ -		
CDPN27	Moving a Historic Landmark Structure			\$ -				\$ 375.00	\$375	\$ -		
CDPN28	Demolish a Historic Landmark Structure			\$ -				\$ 1,695.00	\$1,695	\$ -		
CDPN29	Historic Site/Building from Goal 5 Inventory			\$ -				\$ 1,695.00	\$1,695	\$ -		
CDPN30	Add historic structure/site to Goal 5 Inventory		2	\$ -				\$ 530.00	\$530	\$ -	\$1,060	\$1,060
CDPN31	National Register Nomination Hearing	Delete		\$ -				\$ 375.00	\$375	\$ -		
CDPN32	Appeal of Landmarks Commission Decision to Board			\$ -				\$ 795.00	\$795	\$ -		
CDPN33	Historic Administrative Review (Staff)			\$ -						\$ -		
CDPN33	Exterior alteration - minor			\$ -				\$ 265.00	\$265	\$ -		
CDPN34	Appeal of Administrative Decision			\$ -				\$ 265.00	\$265	\$ -		
CDPN35	Improvement Agreement		6	\$ 930	\$803		\$1,733	\$ 1,330.00	(\$403)	\$ 10,397	\$7,980	(\$2,417)
CDPN36	Land Use Verification Letter and/or Information Sheet			\$ 483	\$417		\$900	\$ 60.00	(\$840)	\$ -		
CDPN37	Landscape Management Review (not visible from road or stream)		54	\$ 604	\$522		\$1,127	\$ 485.00	(\$642)	\$ 60,831	\$26,190	(\$34,641)
CDPN38	Landscape Management Review (river)		36	\$ 1,047	\$904		\$1,951	\$ 1,215.00	(\$736)	\$ 70,226	\$43,740	(\$26,486)
CDPN39	Landscape Management Review (road)		15	\$ 689	\$595		\$1,285	\$ 850.00	(\$435)	\$ 19,270	\$12,750	(\$6,520)
CDPN40	Landscape Management Review (and less than 50 feet from rimrock)			\$ 1,095	\$946		\$2,041	\$ 1,595.00	(\$446)	\$ -		
CDPN41	Limited Land Use Decision	Base		\$ -				\$ 4,130.00	\$4,130	\$ -		
CDPN41	Limited Land Use Decision	Per lot		\$ -				\$ 25.00	\$25	\$ -		
CDPN41	Limited Use Permit (Agri-tourism & other events in EFU zone)			\$ -						\$ -		
CDPN 42	Type 1			\$ 1,238	\$1,069		\$2,307	\$ 465.00	(\$1,842)	\$ -		
CDPN43	Type 2 & 3		5	\$ 1,964	\$1,697		\$3,660	\$ 870.00	(\$2,790)	\$ 18,302	\$4,350	(\$13,952)
CDPN44	Lot of Record Verification		27	\$ 511	\$441		\$952	\$ 485.00	(\$467)	\$ 25,700	\$13,095	(\$12,605)
CDPN45	Property Line Adjustment		57	\$ 393	\$339		\$732	\$ 485.00	(\$247)	\$ 41,732	\$27,645	(\$14,087)
CDPN46	Property Line Adjustment (consolidation)		14	\$ 350	\$303		\$653	\$ 370.00	(\$283)	\$ 9,143	\$5,180	(\$3,963)

Deschutes County
Community Development Fees



Service #	Fee Name	Unit	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
				Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
CDPN47	Master Plan (including final master plan for destination resort)			\$ 4,837	\$4,179		\$9,016	\$ 5,080.00	(\$3,936)	\$ -		
CDPN48	Master Plan (Statutorily defined)			\$ -				\$ 10,000.00	\$10,000	\$ -		
CDPN49	Modification of Conditions		6	\$ 1,374	\$1,187		\$2,561	\$ 1,330.00	(\$1,231)	\$ 15,365	\$7,980	(\$7,385)
CDPN50	Modification of Submitted Application		2	\$ 586	\$506		\$1,092	\$ 850.00	(\$242)	\$ 2,184	\$1,700	(\$484)
CDPN51	Noise Ordinance Variance/Permit		2	\$ 1,502	\$1,298		\$2,800	\$ 1,330.00	(\$1,470)	\$ 5,599	\$2,660	(\$2,939)
CDPN52	Non-Conforming Use Alteration			\$ 1,423	\$1,230		\$2,653	\$ 1,755.00	(\$898)	\$ -		
CDPN53	Minor code changes			\$ 3,181	\$2,748		\$5,929	\$ 5,000.00	(\$929)	\$ -		
CDPN54	Major Code Change (applicant will be billed for M56 Notice)	ACS (Notice)		\$ 6,619	\$5,719		\$12,337	\$ 10,000.00	(\$2,337)	\$ -		
CDPN55	Outdoor Mass Gathering/Extended Outdoor Mass Gathering			\$ 1,651	\$1,426		\$3,077	\$ 2,690.00	(\$387)	\$ -		
CDPN56	Outdoor Mass Gathering Renewal			\$ -				\$ 335.00	\$335	\$ -		
CDPN57	Extended Outdoor Mass Gathering Renewal			\$ -				\$ 485.00	\$485	\$ -		
CDPN58	Partition	Base	10	\$ 1,905	\$1,646		\$3,550	\$ 2,820.00	(\$730)	\$ 35,502	\$28,200	(\$7,302)
	Partition	Delete	8	\$ -				\$ 35.00	\$35	\$ -	\$280	\$280
CDPN59	Partition - Financial	Delete		\$ -				\$ 1,330.00	\$1,330	\$ -		
CDPN60	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - New minor		30	\$ 350	\$303		\$653	\$ 75.00	(\$578)	\$ 19,592	\$2,250	(\$17,342)
CDPN61	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - new major			\$ 1,685	\$1,456		\$3,141	\$ 30.00	(\$3,111)	\$ -		
CDPN61	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - Renewal		2	\$ 308	\$266		\$574		(\$574)	\$ 1,148		(\$1,148)
CDPN62	Plan Amendment (without goal exception)			\$ 3,498	\$3,022		\$6,520	\$ 5,280.00	(\$1,240)	\$ -		
CDPN63	Plan Amendment (including goal exception/UGB expansion)	ACS	2	\$ 4,771	\$4,122		\$8,893	\$ 10,555.00	\$1,662	\$ 17,785	\$21,110	\$3,325
CDPN64	Pre-application meeting			\$ -						\$ -		
CDPN65	Reconsideration by Hearing Officer		4	\$ 1,040	\$898		\$1,938	\$ 1,050.00	(\$888)	\$ 7,751	\$4,200	(\$3,551)
CDPN66	River Setback Exception			\$ 1,449	\$1,252		\$2,702	\$ 2,235.00	(\$467)	\$ -		
CDPN67	Rimrock Setback Site Plan (within 50 feet of rim)			\$ 936	\$808		\$1,744	\$ 850.00	(\$894)	\$ -		
CDPN68	Road Dedication			\$ 1,133	\$979		\$2,111	\$ 850.00	(\$1,261)	\$ -		
CDPN69	Road Name Change			\$ 1,040	\$898		\$1,938	\$ 1,375.00	(\$563)	\$ -		
CDPN70	Sign Permit		8	\$ 563	\$486		\$1,049	\$ 485.00	(\$564)	\$ 8,388	\$3,880	(\$4,508)
CDPN71	Sign Permit Variance			\$ 680	\$588		\$1,268	\$ 1,390.00	\$122	\$ -		
CDPN72	Similar Use Ruling			\$ 1,397	\$1,207		\$2,603	\$ 1,240.00	(\$1,363)	\$ -		
CDPN73	with another application			\$ 424	\$367		\$791	\$ 325.00	(\$466)	\$ -		
	Site Plan:			\$ -						\$ -		
CDPN74	Change of Use (site conforms with all existing standards)			\$ 740	\$640		\$1,380	\$ 485.00	(\$895)	\$ -		
CDPN75	Alteration or Enlargement of 25% or less (if site conforms with all existing standards)			\$ 1,260	\$1,089		\$2,349	\$ 850.00	(\$1,499)	\$ -		
CDPN76	Change of Use (site does not conform with all existing standards)	Delete		\$ -				\$ 1,040.00	\$1,040	\$ -		
CDPN77	Minor Alteration (alteration or enlargement of less impact than existing use)**		3	\$ 2,026	\$1,750		\$3,776	\$ 2,035.00	(\$1,741)	\$ 11,329	\$6,105	(\$5,224)
CDPN78	Major Alteration**		2	\$ 2,650	\$2,289		\$4,939	\$ 2,820.00	(\$2,119)	\$ 9,878	\$5,640	(\$4,238)
CDPN79	Site Plan with New Development**		14	\$ 3,257	\$2,814		\$6,070	\$ 3,200.00	(\$2,870)	\$ 84,986	\$44,800	(\$40,186)
CDPN80	Per 1,000 sq. feet of structure		11	\$ 66	\$57		\$122	\$ 50.00	(\$72)	\$ 1,347	\$550	(\$797)
CDPN81	Per developed acre (over 1 acre)	over 1 acre	8	\$ 64	\$55		\$119	\$ 125.00	\$6	\$ 949	\$1,000	\$51
CDPN82	Per open space acre if impacted by development	Delete		\$ -				\$ 40.00	\$40	\$ -		
CDPN83	Site Plan/Wildlife Review			\$ 1,040	\$898		\$1,938	\$ 850.00	(\$1,088)	\$ -		
CDPN84	Site Plan/Wind Energy			\$ 1,040	\$898		\$1,938	\$ 850.00	(\$1,088)	\$ -		
CDPN85	Site Plan/Surface Mining			\$ 2,321	\$2,005		\$4,326	\$ 5,020.00	\$694	\$ -		
	Site Plan/Surface Mining Combining Zone (SMIA):			\$ -						\$ -		
CDPN86	1/4 mile from mining site and two dwellings closer		5	\$ 571	\$494		\$1,065	\$ 485.00	(\$580)	\$ 5,325	\$2,425	(\$2,900)
CDPN87	1/8 mile from mining site		2	\$ 628	\$543		\$1,171	\$ 850.00	(\$321)	\$ 2,342	\$1,700	(\$642)
CDPN88	Closer than 1/8 mile from mining site			\$ 883	\$763		\$1,646	\$ 1,390.00	(\$256)	\$ -		
CDPN89	Partition/subdivision SMIA review	of site plan for each lot		\$ -						\$ -		
CDPN90	Solar Access Permit			\$ -				\$ 760.00	\$760	\$ -		
CDPN91	Solar Shade Exemption			\$ -				\$ 1,485.00	\$1,485	\$ -		
CDPN92	Solar Variance			\$ 933	\$807		\$1,740	\$ 850.00	(\$890)	\$ -		
CDPN93	Special operating permit			\$ 1,209	\$1,045		\$2,254	\$ 2,385.00	\$131	\$ -		

Deschutes County
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
		\$ 329,631		3.5% Annual Increase				
CDPN1	Administrative determination with notice - Major	\$920	\$ 3,783	\$3,916	\$4,053	\$4,194	\$4,341	\$4,493
CDPN2	Administrative determination with notice - Minor	\$430	\$ 1,766.94	\$1,829	\$1,893	\$1,959	\$2,028	\$2,099
CDPN3	Appeals to Board of Commissioners		\$ 5,943.15					
		\$1,445		\$6,151	\$6,366	\$6,589	\$6,820	\$7,059
CDPN4	Appeals to Board of Commissioners - not accepted	\$345	\$ 1,419.77	\$1,469	\$1,521	\$1,574	\$1,629	\$1,686
CDPN5	Appeals - Administrative		\$ -					
CDPN6	Appeals - LUBA Remand Hearing	\$1,618	\$ 6,655.94	\$6,889	\$7,130	\$7,380	\$7,638	\$7,905
CDPN7	Conditional Use	\$972	\$ 3,996.98	\$4,137	\$4,282	\$4,432	\$4,587	\$4,747
CDPN8	Conditional Use (non-farm dwelling)	\$1,067	\$ 4,387.81	\$4,541	\$4,700	\$4,865	\$5,035	\$5,211
CDPN9	Conditional Use (golf course)		\$ -					
CDPN10	Conditional Use (P.U.D. or cluster development)	\$1,978	\$ 8,136.88	\$8,422	\$8,716	\$9,022	\$9,337	\$9,664
CDPN11	Conditional Use (new destination resort)	\$6,514	\$ 26,794.08	\$27,732	\$28,702	\$29,707	\$30,747	\$31,823
CDPN12	Conditional Use (schools with 100 students or more)	\$1,253	\$ 5,155.07	\$5,335	\$5,522	\$5,716	\$5,916	\$6,123
CDPN13	Conditional Use (power transmission line and communication tower or pole)	\$1,514	\$ 6,226.07	\$6,444	\$6,670	\$6,903	\$7,145	\$7,395
CDPN14	Conditional Use (Home Occupation - Type 1 for EFU or F Zone)	\$421	\$ 1,731.41	\$1,792	\$1,855	\$1,920	\$1,987	\$2,056
CDPN15	Conditional Use (Home Occupation - Type 2)	\$556	\$ 2,287.28	\$2,367	\$2,450	\$2,536	\$2,625	\$2,717
CDPN16	Conditional Use (Home Occupation - Type 3)	\$962	\$ 3,958.53	\$4,097	\$4,240	\$4,389	\$4,543	\$4,701
CDPN17	Condominium Plan Review	\$2,344	\$ 9,639.41	\$9,977	\$10,326	\$10,687	\$11,061	\$11,449
CDPN18	Consultant Fee (for consultant or expert retained by County and paid for by applicant)		\$ -					
CDPN19	Declaratory Ruling (status determined under Chap. 22.40)	\$474	\$ 1,949.14	\$2,017	\$2,088	\$2,161	\$2,237	\$2,315
CDPN20	Expedited Land Divisions		\$ -					
CDPN21	Extension Request	\$238	\$ 979.86	\$1,014	\$1,050	\$1,086	\$1,124	\$1,164
CDPN22	Filing Activities	\$946	\$ 3,892.48	\$4,029	\$4,170	\$4,316	\$4,467	\$4,623
CDPN23	Final Plat Review (all plats)	\$354	\$ 1,454.29	\$1,505	\$1,558	\$1,612	\$1,669	\$1,727
	Final Plat Review (all plats)	\$25	\$ 104.50	\$108	\$112	\$116	\$120	\$124
CDPN24	Hearings Officer Deposit		\$ -					
CDPN25	Hearings Officer Deposit - Complex application		\$ -					
	Historic Landmarks Commission Public Hearing and Review		\$ -					
CDPN26	Exterior alteration - major		\$ -					
CDPN27	Moving a Historic Landmark Structure		\$ -					
CDPN28	Demolish a Historic Landmark Structure		\$ -					
CDPN29	Historic Site/Building from Goal 5 Inventory		\$ -					
CDPN30	Add historic structure/site to Goal 5 Inventory		\$ -					
CDPN31	National Register Nomination Hearing		\$ -					
CDPN32	Appeal of Landmarks Commission Decision to Board		\$ -					
	Historic Administrative Review (Staff)		\$ -					
CDPN33	Exterior alteration - minor		\$ -					
CDPN34	Appeal of Administrative Decision		\$ -					
CDPN35	Improvement Agreement	\$557	\$ 2,289.44	\$2,370	\$2,453	\$2,538	\$2,627	\$2,719
CDPN36	Land Use Verification Letter and/or Information Sheet		\$ -					
CDPN37	Landscape Management Review (not visible from road or stream)	\$362	\$ 1,488.35	\$1,540	\$1,594	\$1,650	\$1,708	\$1,768
CDPN38	Landscape Management Review (river)	\$627	\$ 2,577.33	\$2,668	\$2,761	\$2,858	\$2,958	\$3,061
CDPN39	Landscape Management Review (road)	\$413	\$ 1,697.35	\$1,757	\$1,818	\$1,882	\$1,948	\$2,016
CDPN40	Landscape Management Review (and less than 50 feet from rimrock)	\$656	\$ 2,696.46	\$2,791	\$2,889	\$2,990	\$3,094	\$3,203
CDPN41	Limited Land Use Decision		\$ -					
	Limited Land Use Decision		\$ -					
	Limited Use Permit (Agri-tourism & other events in EFU zone)		\$ -					
CDPN 42	Type 1	\$741	\$ 3,048.45	\$3,155	\$3,266	\$3,380	\$3,498	\$3,621
CDPN43	Type 2 & 3	\$1,176	\$ 4,836.06	\$5,005	\$5,181	\$5,362	\$5,549	\$5,744
CDPN44	Lot of Record Verification	\$306	\$ 1,257.59	\$1,302	\$1,347	\$1,394	\$1,443	\$1,494
CDPN45	Property Line Adjustment	\$235	\$ 967.32	\$1,001	\$1,036	\$1,072	\$1,110	\$1,149
CDPN46	Property Line Adjustment (consolidation)		\$ -					

Deschutes County
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
CDPN47	Master Plan (including final master plan for destination resort)	\$2,896	\$ 11,911.50	\$12,328	\$12,760	\$13,206	\$13,669	\$14,147
CDPN48	Master Plan (Statutorily defined)		\$ -					
CDPN49	Modification of Conditions	\$823	\$ 3,383.42	\$3,502	\$3,624	\$3,751	\$3,883	\$4,018
CDPN50	Modification of Submitted Application	\$351	\$ 1,442.61	\$1,493	\$1,545	\$1,599	\$1,655	\$1,713
CDPN51	Noise Ordinance Variance/Permit	\$899	\$ 3,698.80	\$3,828	\$3,962	\$4,101	\$4,244	\$4,393
CDPN52	Non-Conforming Use Alteration	\$852	\$ 3,505.29	\$3,628	\$3,755	\$3,886	\$4,022	\$4,163
CDPN53	Minor code changes	\$1,904	\$ 7,833.32	\$8,107	\$8,391	\$8,685	\$8,989	\$9,304
CDPN54	Major Code Change (applicant will be billed for M56 Notice)	\$3,963	\$ 16,300.10	\$16,871	\$17,461	\$18,072	\$18,705	\$19,359
CDPN55	Outdoor Mass Gathering/Extended Outdoor Mass Gathering	\$988	\$ 4,065.02	\$4,207	\$4,355	\$4,507	\$4,665	\$4,828
CDPN56	Outdoor Mass Gathering Renewal		\$ -					
CDPN57	Extended Outdoor Mass Gathering Renewal		\$ -					
CDPN58	Partition	\$1,140	\$ 4,690.56	\$4,855	\$5,025	\$5,201	\$5,383	\$5,571
CDPN59	Partition - Financial		\$ -					
CDPN60	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - New minor	\$210	\$ 862.82	\$893	\$924	\$957	\$990	\$1,025
CDPN61	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - new major	\$1,009	\$ 4,149.48	\$4,295	\$4,445	\$4,601	\$4,762	\$4,928
CDPN61	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - Renewal	\$184	\$ 758.32	\$785	\$812	\$841	\$870	\$901
CDPN62	Plan Amendment (without goal exception)	\$2,094	\$ 8,613.92	\$8,915	\$9,227	\$9,550	\$9,885	\$10,231
CDPN63	Plan Amendment (including goal exception/UGB expansion)	\$2,856	\$ 11,748.92	\$12,160	\$12,586	\$13,026	\$13,482	\$13,954
CDPN64	Pre-application meeting		\$ -					
CDPN65	Reconsideration by Hearing Officer	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN66	River Setback Exception	\$868	\$ 3,569.69	\$3,695	\$3,824	\$3,958	\$4,096	\$4,240
CDPN67	Rimrock Setback Site Plan (within 50 feet of rim)	\$560	\$ 2,304.01	\$2,385	\$2,468	\$2,554	\$2,644	\$2,736
CDPN68	Road Dedication	\$678	\$ 2,789.39	\$2,887	\$2,988	\$3,093	\$3,201	\$3,313
CDPN69	Road Name Change	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN70	Sign Permit	\$337	\$ 1,385.32	\$1,434	\$1,484	\$1,536	\$1,590	\$1,645
CDPN71	Sign Permit Variance	\$407	\$ 1,675.59	\$1,734	\$1,795	\$1,858	\$1,923	\$1,990
CDPN72	Similar Use Ruling	\$836	\$ 3,439.28	\$3,560	\$3,684	\$3,813	\$3,947	\$4,085
CDPN73	with another application	\$254	\$ 1,045.00	\$1,082	\$1,119	\$1,159	\$1,199	\$1,241
	Site Plan:		\$ -					
CDPN74	Change of Use (site conforms with all existing standards)	\$443	\$ 1,823.49	\$1,887	\$1,953	\$2,022	\$2,092	\$2,166
CDPN75	Alteration or Enlargement of 25% or less (if site conforms with all existing standards)	\$754	\$ 3,102.89	\$3,211	\$3,324	\$3,440	\$3,561	\$3,685
CDPN76	Change of Use (site does not conform with all existing standards)		\$ -					
CDPN77	Minor Alteration (alteration or enlargement of less impact than existing use)**	\$1,213	\$ 4,989.18	\$5,164	\$5,345	\$5,532	\$5,725	\$5,926
CDPN78	Major Alteration**	\$1,586	\$ 6,525.26	\$6,754	\$6,990	\$7,235	\$7,488	\$7,750
CDPN79	Site Plan with New Development**	\$1,950	\$ 8,020.36	\$8,301	\$8,592	\$8,892	\$9,204	\$9,526
CDPN80	Per 1,000 sq. feet of structure	\$39	\$ 161.79	\$167	\$173	\$179	\$186	\$192
CDPN81	Per developed acre (over 1 acre)	\$38	\$ 156.75	\$162	\$168	\$174	\$180	\$186
CDPN82	Per open space acre if impacted by development		\$ -					
CDPN83	Site Plan/Wildlife Review	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN84	Site Plan/Wind Energy	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN85	Site Plan/Surface Mining	\$1,390	\$ 5,715.39	\$5,915	\$6,122	\$6,337	\$6,559	\$6,788
	Site Plan/Surface Mining Combining Zone (SMIA):		\$ -					
CDPN86	1/4 mile from mining site and two dwellings closer	\$342	\$ 1,407.08	\$1,456	\$1,507	\$1,560	\$1,615	\$1,671
CDPN87	1/8 mile from mining site	\$376	\$ 1,547.11	\$1,601	\$1,657	\$1,715	\$1,775	\$1,837
CDPN88	Closer than 1/8 mile from mining site	\$529	\$ 2,174.11	\$2,250	\$2,329	\$2,410	\$2,495	\$2,582
CDPN89	Partition/subdivision SMIA review		\$ -					
CDPN90	Solar Access Permit		\$ -					
CDPN91	Solar Shade Exemption		\$ -					
CDPN92	Solar Variance	\$559	\$ 2,298.97	\$2,379	\$2,463	\$2,549	\$2,638	\$2,730
CDPN93	Special operating permit	\$724	\$ 2,978.22	\$3,082	\$3,190	\$3,302	\$3,418	\$3,537

Deschutes County
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
CDPN94	Subdivision Name Change	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN95	Subdivision (cemetery)		\$ -					
CDPN96	Subdivision Replat	\$890	\$ 3,662.51	\$3,791	\$3,923	\$4,061	\$4,203	\$4,350
	Subdivision Replat		\$ -					
CDPN97	Subdivision (Tentative Plat)	\$2,185	\$ 8,985.70	\$9,300	\$9,626	\$9,963	\$10,311	\$10,672
	Subdivision (Tentative Plat)	\$13	\$ 52.25	\$54	\$56	\$58	\$60	\$62
	Temporary Use:		\$ -					
CDPN98	Medical Hardship	\$320	\$ 1,314.88	\$1,361	\$1,409	\$1,458	\$1,509	\$1,562
CDPN99	Medical Hardship EFU or Forest	\$481	\$ 1,977.41	\$2,047	\$2,118	\$2,192	\$2,269	\$2,349
CDPN100	Land Use Permit	\$481	\$ 1,977.41	\$2,047	\$2,118	\$2,192	\$2,269	\$2,349
CDPN101	RV as Residence	\$230	\$ 944.09	\$977	\$1,011	\$1,047	\$1,083	\$1,121
CDPN102	RV Renewal	\$201	\$ 827.29	\$856	\$886	\$917	\$949	\$983
CDPN103	Manufactured Home Storage	\$210	\$ 862.82	\$893	\$924	\$957	\$990	\$1,025
CDPN104	All other	\$407	\$ 1,675.59	\$1,734	\$1,795	\$1,858	\$1,923	\$1,990
CDPN105	Variance	\$996	\$ 4,096.00	\$4,239	\$4,388	\$4,541	\$4,700	\$4,865
CDPN106	Variance Type II (variance from less than 25% of the standards in urban area/less than 10% of standards in the county)	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN107	Wireless Communication Facility Site Plan		\$ -					
CDPN108	Zone Change	\$2,567	\$ 10,558.41	\$10,928	\$11,310	\$11,706	\$12,116	\$12,540
			\$ -					
CDD 8	Plot plan review		\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
	Advanced Planning	\$199,780	\$ 821,732.81	\$850,493	\$880,261	\$911,070	\$942,957	\$975,961
	*****\$35 of the \$55/lot fee is for long range planning*****		\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
	Planning Productive Hourly Rates by Position		\$ -					
	Admin Secretary	\$48	\$ 198.91	\$206	\$213	\$221	\$228	\$236
	CDD Director	\$88	\$ 360.74	\$373	\$386	\$400	\$414	\$428
	Planning Manager	\$79	\$ 325.07	\$336	\$348	\$360	\$373	\$386
	Transportation Planner	\$56	\$ 229.17	\$237	\$245	\$254	\$263	\$272
	Senior Planner	\$53	\$ 216.76	\$224	\$232	\$240	\$249	\$257
	Associate Planner	\$48	\$ 197.36	\$204	\$211	\$219	\$226	\$234
		\$56	\$ 229.17	\$237	\$245	\$254	\$263	\$272

Annual Revenue Impact	
	Full Cost / Unit
	\$1,343,751

Annual Revenues (Projected)				
Year #1	Year #2	Year #3	Year #4	Year #5
\$ 1,390,783	\$ 1,439,460	\$ 1,489,841	\$ 1,541,986	\$ 1,595,955

ENVIRONMENT SOILS FEE TABLE

Deschutes County
Environmental Soils



Service #	Fee Name	Unit	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations			
				Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned (0% Counter Service)	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)	
A Current Environmental Soils Fee Schedule													
	On-site sewage disposal systems:			\$ -							\$ -		
CDES1	New site evaluation - single family dwelling		135	\$ 206	\$343		\$550	\$ 663.00	\$113		\$ 74,210	\$89,505	\$15,295
CDES2	Site evaluation - springtime observation *			\$ 237	\$395		\$632	\$ 357.00	(\$275)		\$ -		
	Commercial Facility Systems:			\$ -							\$ -		
CDES3	First 1,000 gallons projected daily sewage flow		2	\$ 160	\$266		\$425	\$ 663.00	\$238		\$ 1,276	\$1,989	\$713
CDES4	For each additional 500 gallons or part thereof above 1,000 gallons projected daily sewage flow up to 5,000 gallons			\$ 40	\$66		\$106	\$ 189.00	\$83		\$ -		
				\$ -							\$ -		
				\$ -							\$ -		
				\$ -							\$ -		
	Consultation Fee:			\$ -							\$ -		
CDES5	Environmental Soils staff in office	ACS		\$ -							\$ -		
CDES6	Environmental Soils staff in the field (one hour minimum)	ACS		\$ -							\$ -		
	Construction installation permit:			\$ -							\$ -		
CDES7	First 1,000 gallons projected daily sewage flow - standard on-site system		102	\$ 189	\$315		\$503	\$ 938.00	\$435		\$ 51,355	\$95,676	\$44,321
CDES8	For each additional 500 gallons or part thereof above 1,000 gallons		3	\$ 247	\$412		\$659	\$ 135.00	(\$524)		\$ 1,978	\$405	(\$1,573)
	Alternative systems:			\$ -							\$ -		
CDES9	Alternative Treatment Technology (ATT) System		31	\$ 197	\$328		\$525	\$ 1,326.00	\$801		\$ 16,274	\$41,106	\$24,832
CDES10	Capping fill		10	\$ 234	\$389		\$622	\$ 1,326.00	\$704		\$ 6,222	\$13,260	\$7,038
CDES11	Evapotranspiration absorption	Delete		\$ -				\$ 938.00	\$938		\$ -		
CDES12	Gray water waste disposal sump			\$ 139	\$231		\$370	\$ 408.00	\$38		\$ -		
CDES13	Pollution Reduction Retro-fit Permit			\$ 164	\$273		\$438	\$ 1,326.00	\$888		\$ -		
CDES14	Pressure distribution		3	\$ 215	\$358		\$574	\$ 1,255.00	\$681		\$ 1,721	\$3,765	\$2,044
CDES15	Recirculating gravel filters			\$ 347	\$577			\$ 1,610.00	\$1,610		\$ -		
CDES16	Sand filter		11	\$ 343	\$571		\$914	\$ 1,610.00	\$696		\$ 10,054	\$17,710	\$7,656
CDES17	Seepage trench			\$ 139	\$231		\$370	\$ 938.00	\$568		\$ -		
CDES18	Steep slope			\$ 161	\$268		\$428	\$ 938.00	\$510		\$ -		
CDES19	Tile dewatering			\$ 609	\$1,013		\$1,621	\$ 2,650.00	\$1,029		\$ -		
CDES20	Reinspection			\$ 110	\$182		\$292	\$ 220.00	(\$72)		\$ -		
				\$ -							\$ -		
				\$ -							\$ -		
				\$ -							\$ -		
				\$ -							\$ -		
	Commercial Facility Systems, Plan Review:			\$ -							\$ -		
CDES21	For system with projected daily sewage flow of 600 gallons, but not more than 1,000 gallons projected daily sewage flow			\$ 467	\$777		\$1,244	\$ 321.00	(\$923)		\$ -		
CDES22	For each additional 500 gallons or part thereof above 1,000 gallons to a maximum sewage flow limit of 5,000 gallons per day			\$ 117	\$194		\$311	\$ 61.00	(\$250)		\$ -		
	Permit Transfer, Re-instatement or Renewal:			\$ -							\$ -		
CDES23	Field visit required		3	\$ 73	\$122		\$195	\$ 321.00	\$126		\$ 584	\$963	\$379
CDES24	No field visit required		3	\$ 37	\$61		\$97	\$ 215.00	\$118		\$ 292	\$645	\$353
	Alteration Permit			\$ -							\$ -		
CDES25	Major		16	\$ 405	\$674		\$1,079	\$ 750.00	(\$329)		\$ 17,272	\$12,000	(\$5,272)
CDES26	Minor		3	\$ 183	\$304		\$486	\$ 428.00	(\$58)		\$ 1,459	\$1,284	(\$175)
	Repair Permit - single family dwelling			\$ -							\$ -		
CDES27	Major		102	\$ 475	\$790		\$1,264	\$ 428.00	(\$836)		\$ 128,954	\$43,656	(\$85,298)
CDES28	Minor		220	\$ 183	\$304		\$486	\$ 265.00	(\$221)		\$ 106,976	\$58,300	(\$48,676)
	Authorization notice:			\$ -							\$ -		
CDES29	Field visit required		132	\$ 222	\$369		\$591	\$ 510.00	(\$81)		\$ 77,951	\$67,320	(\$10,631)
CDES30	No field visit required		6	\$ 107	\$179		\$286	\$ 245.00	(\$41)		\$ 1,716	\$1,470	(\$246)
CDES31	Existing System Verification		15	\$ 152	\$253		\$406	\$ 265.00	(\$141)		\$ 6,086	\$3,975	(\$2,111)
	Septic location approval:			\$ -							\$ -		
CDES32	No field visit required (plot plan approval only)		333	\$ 55	\$91		\$146	\$ 68.00	(\$78)		\$ 48,577	\$22,644	(\$25,933)
CDES33	Pumper truck inspection*			\$ 37	\$61		\$97	\$ 160.00	\$63		\$ -		
CDES34	Existing system evaluation report			\$ 206	\$343		\$548	\$ 428.00	(\$120)		\$ -		
CDES35	Holding Tanks			\$ 183	\$304		\$486	\$ 806.00	\$320		\$ -		
	Report Fees			\$ -							\$ -		
CDES36	Holding Tanks			\$ 37	\$61		\$97	\$ 30.00	(\$67)		\$ -		
CDES37	Other Alternative systems			\$ 37	\$61		\$97	\$ 51.00	(\$46)		\$ -		
CDES38	Septic tank abandonment inspection	Per site	36	\$ 85	\$141		\$226	\$ 163.00	(\$63)		\$ 8,122	\$5,868	(\$2,254)
				\$ -							\$ -		
				\$ -							\$ -		

Deschutes County
Environmental Soils



Service #	Fee Name	Unit	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations											
				Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned (0% Counter Service)	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)									
										<table border="1"> <thead> <tr> <th colspan="3">Annual Revenue Impacts</th> </tr> <tr> <th>Revenue at Full Cost of Services</th> <th>Projection of Revenues at Current Fees</th> <th>Annual Surplus (subsidy)</th> </tr> </thead> <tbody> <tr> <td>\$ 561,077</td> <td>\$ 481,541</td> <td>(\$79,536)</td> </tr> </tbody> </table>			Annual Revenue Impacts			Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)	\$ 561,077	\$ 481,541	(\$79,536)
Annual Revenue Impacts																					
Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)																			
\$ 561,077	\$ 481,541	(\$79,536)																			



MISSION

Through communication, dedication and service,
we assist in the development, enhancement and preservation
of a safe, sustainable, and livable community

VISION Quality Service

*Providing
Quality
Customer Service*

CONSISTENT PLAN REVIEW

- C.1 (a-b) Consistent turnaround time for planning applications
- C.2 Consistent turnaround time for building plan review

CONSISTENT INSPECTION RESPONSE

- C.3 (a-b) Consistent inspection response
- C.4 Consistent soils inspection response

CONSISTENT COUNTER SERVICE

- C.5 Timely customer service
- C.6 Professional customer service

*Managing
Regulatory
Processes*

CONTROLLING NO. OF INSPECTIONS PER INSPECTOR

- RI.1 No of inspection stops per day

CONTROLLING NO. OF BUILDING PLAN REVIEWS PER EXAMINER

- R.2 No. of plan reviews per examiner

CONTROLLING SOILS REVIEW

- R.3 Turn round time for construction permits

EFFECTIVE CODE ENFORCEMENT

- R.4 Voluntary compliance
- R.5 Resolving cases quickly

CONSISTENT ACCELA UPDATES

- R.6 (a-c) Controlling Days to Completeness

*Developing
Organizational Assets
and Capabilities*

FACT BASED AND AWARE MANAGEMENT

- L.1 Quarterly reviews of Balanced Scorecard data
- L.2 Aware leadership

COURTEOUS AND PROFESSIONAL COUNTER STAFF

- L.3 Soft skills for counter staff
- L.4 Staff counter appropriately, given work load demands

TECHNICAL INNOVATION

- L.5 Permits submitted electronically
- L.6 Plans submitted electronically
- L.7 Inspections scheduled electronically

*Building
Financial
Sustainability*

RESERVES

- F.1 Maintain stable reserves

MONITORING REVENUES VS. EXPENSES

- F.2 Annual fund balances

A COMPREHENSIVE APPROACH TO MANAGING PERFORMANCE

The Balanced Scorecard on the previous page lays out a series of performance objectives through the lens of four perspectives. Each of these perspectives are interdependent and hierarchical. This is to say that there are links from the financial resources perspective to the successful execution of mission and vision.

Creating Strategic Alignment

The Deschutes County Community Development Department has an important mission and vision. In establishing mission and vision, many organizations fail to comprehensively align all operating parts to their ultimate objectives. This performance measures and reports that have been created are designed to align all indicators of performance with the ultimate goals – successful execution of mission and vision.

Four Perspectives that Comprehensively Align Operations with Mission and Vision

Customer Perspective

The customer perspective responds to the question “what is the customer expecting”. It addresses the issues of the customer experience and what objectives need to be in place to measure the experience from the perspective of the customer.

Regulatory Compliance Perspective

As a government agency, the Department must walk a difficult line between being responsive to customers and at the same time recognize an important regulatory role. Frequently, these two perspectives might in fact be in conflict. The performance objectives that have been identified address the need to be a regulatory organization. These two perspectives must be in balance if the Department is going to be successful.

Organizational Assets and Capacities Perspective

Leadership, staff skills, and technology are the raw materials for the Department. The objectives identified and measures incorporated will measure critical staff skills, leadership, and technology which will support the Department’s regulatory and customer focused mission and vision.

Financial Perspective

As an enterprise fund, the Department must meet its expenses from the fees it charges its customers. This means clear measures of financial performance are required, and these objectives must be watched critically.

Measurements

Perspective		Objective to Measure	Why This Measure?	Lower Limit	Primary	Upper Limit
Customer Perspective	C.1(a)	Turnaround time for processing administrative determinations (no prior notice) planning applications	This measure has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a measure of controlling the process of admin determinations.	14 Days	21 Days	35 Days
	C.1(b)	Turnaround time for processing administrative determinations (with prior notice) planning applications	This measure also has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a measure of controlling the process of admin determinations.	30 days	45 Days	60 Day
	C.2	Turnaround time for residential Building plan review	This is a measure that addresses the customer requirement for fast and complete plan reviews	2 Days	5 Days	
	C.3 (a)	Percent of building inspections done within 1 day	This is a measure that addresses the customer requirement of dependable timing of inspections. Miss an inspection and it can hold up the builder.	90%	95%	
	C.3 (b)	Percent of building inspections done within 72 hours	This is a second measure that addresses the customer requirement of consistent and reliable inspections. Miss an inspection and it holds up the builder	90%	95%	
	C.4	Percent of pre-cover inspections done when requested	This is a measure for the Soils Division that addresses the customer requirement of consistent and reliable inspections.	1 Day	3 Days	
	C.5	Average wait for Permit Tech services	This is a measure of the customer experience and addresses the customer requirement of fast and efficient service.	3 Min	5 Min	
	C.6	Survey - department customer service	This is also a measure of the customer experience but is broader based than just the Permit Tech services			

Managing Regulatory Processes

R.1	Average number of stops per day	This is a measure of inspection workloads and the ability of inspectors to consistently and reliably provide inspection services that will insure code compliance.	6 Day	8 Day	10 Day
R.2	Average number of plan reviews per examiner	This is a measure of plan review workloads and the ability of plan reviewers to provide a service that is reliable and consistent and insures compliance with existing code.	2 / Day	3/Day	4 Day
R.3	Turn around for new construction permits	The State provides a baseline requirement for new construction permits. However, the County views this as a minimum level of performance. In addition, it is an indicator of workload demands.	5 Days	10 Days	15 Day
R.4(a)	Achieving voluntary compliance	This measure has been adopted by the Board of Supervisors and addresses the experience of the code violator with County staff.	75%	85%	100%
R.4 (b)	Response time to system failures	Measuring response time to septic system failure is important to maintaining environmental and water health			
R.5	Resolving cases within 12 months	This measure has been adopted by the Board of Supervisors and addresses the speed of violations being addressed in a timely fashion.	75%	85%	100%
R.6 (a)	Total days to completeness determination (method of Accela updates)	This measure also has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a measure of controlling the process to meet State requirements.	20 Days	25 days	30 Days
R.6(b)	Turnaround time for processing administrative determinations (no prior notice) planning applications	This measure also has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a measure of controlling the process to meet State requirements.	14 Days	21 Days	35 Days
R.6(c)	Turnaround time for processing administrative determinations (with prior notice) or hearings schedule	This measure also has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a	30 days	45 Days	60 Day

Developing Internal (Organizational) Assets and Capacities	L.1	Quarterly review of Balanced Scorecard data	This is a simple yes and no question. The measure is important as an on-going review of performance data and re-enforces the goal of becoming a fact based managed organization.			
	L.2	361-degree annual staff reviews	Leadership is a vital part of a high performing organization. The goal of our leadership team is collaboration, creating a great place to work and meeting the requirements of our customers and regulatory requirements.			
	L.3	Counter survey tool	This is a measure of the total customer experience. Sometimes we have to pass out bad news; but when required, we want to pass the bad news along in a way that is as respectful and sensitive as possible.			
	L.4	Number of permits issued per tech (counter)	This is a workload measure for the tech staff and is predictive of future staffing requirements.	75%	50%	25%
	L.5	Percent of permits submitted electronically	This is a measure of customer use for the electronic permitting system. By submitting permits on-line, Permit Tech staff can focus on the more complex projects and thereby increase their productivity.	25%	50%	75%
	L.6	Percent of plan reviews submitted electronically	This is a measure of customer use for the electronic permitting system. By submitting permits on-line, plan review staff see an increase in their productivity.	25%	50%	75%
	L.7	Percent of inspections scheduled electronically	Productivity is increased when customers schedule their inspections electronically.	90%	100%	100%
	Financial	F.1	6-9 months' operating expenses	It is important that the Department be financially sustainable. Furthermore, by creating reasonable reserves, the Department will be able to withstand the shocks of future cyclical downturns in the economy.	6	9
F.2		Revenues exceed expenses	The Department is an enterprise fund. As such, it has to make revenues and expenses match. It cannot afford long-term deficits.	1%	5%	7%

DESCHUTES COUNTY

COMMUNITY DEVELOPMENT DEPARTMENT SCORECARD



INTEGRATED PERFORMANCE MEASURES

CUSTOMER PERSPECTIVE			Targets		
	Objective	Measures	L. Limit	Primary	U.Limit
C.1(a)	Consistent turn around for planning applications	Turnaround time for processing administrative determinations (no prior notice) planning applications	14 Days	21 Days	35 Days
C.1(b)	Consistent turn around for planning applications	Turnaround time for processing administrative determinations (with prior notice) planning applications	30 days	45 Days	60 Day
C.2	Consistent turn around for residential plan review	Turnaround time for Building plan review	2 Days	5 Days	8 Days
C.3 (a)	Consistent inspection response - residential (non-electrical)	_ % of building inspections done within 1 day	90%	95%	100%
C.3 (b)	Consistent inspection response -electrical	_ % of building inspections done within 72 hours	90%	95%	100%
C.4	Consistent Soils inspection response	_ % Of Pre-Cover inspections done when requested	1 Day	3 Days	5 Days
C.5	Timely customer service	Average wait Permit Tech services	3 Min	5 Min	15 Min
C.6	Professional customer service	Survey - deptment customer service			

DESCHUTES COUNTY

COMMUNITY DEVELOPMENT DEPARTMENT SCORECARD



INTEGRATED PERFORMANCE MEASURES

Internal Processes Perspective - Meeting Regulatory Requirements			Targets		
	Objective	Measures	L. Limit	Primary	U.Limit
R.1	Residential building inspections	Average # stops/day	6 Day	8 Day	10 Day
R.2	Residential building plan review	Average # plan review / examiner	2 / Day	3/Day	4 Day
R.3	Soils process control	Turn around for new construction permits	5 Days	10 Days	15 Day
R.4	Code Enforcement	Achieving voluntary compliance	75%	85%	100%
R.5	Code Enforcement	Resolving cases within 12 months	75%	85%	100%
R.6	Consistent Accella updates	Total days to completeness determination (method of Accella updates)	20 Days	25 days	30 Days
R.7	Consistent planning processes	Turnaround time for processing administrative determinations (no prior notice) planning applications	14 Days	21 Days	35 Days
R.8	Consistent planning processes	Turnaround time for processing administrative determinations (with prior notice) or hearings schedule	30 days	45 Days	60 Day
Organizational Assets			Targets		
	Objective	Measures	L. Limit	Primary	U.Limit
L.1	Fact based management	Quarterly review of Balanced Scorecard data			

DESCHUTES COUNTY

COMMUNITY DEVELOPMENT DEPARTMENT SCORECARD



INTEGRATED PERFORMANCE MEASURES					
L.2	Aware leadership	361 Degree annual staff reviews			
L.3	Soft skills for counter staff	Counter survey tool			
L.4	Appropriately staffed for workload	# Permits issued per tech (counter)	75%	50%	25%
L.5	Technical innovation	% Of permits submitted electronically	25%	50%	75%
L.6	Technical innovation	% Of plan reviews submitted electronically	25%	50%	75%
L.7	Technical innovation	% Of inspections scheduled electronically	90%	100%	100%

Financial Perspective		Targets			
	Objective	Measures	L. Limit	Primary	U.Limit
F.1	Reserves	6-9 Months operating expenses	6	9	12
F.2	Revenues	Revenues exceed expenses	1%	5%	7%
F.3	Appropriately staffed for workload	# Planning applications per planner	28 Month	36 Month	48 Month
F.4	Appropriately staffed for workload	# Building stops per inspector per day	6 Day	8 Day	10 Day

Glossary of Terms

Objectives: Action statements that clarify how we will implement the strategy.

Measures: Track progress toward achieving the objective against expected performance.

Targets: Set and communicate the expected performance level for the organization.

Initiatives: Articulate the key project or programs that are resourced and managed in

BALANCE SCORECARD DETAIL & SAMPLE REPORTS



Deschutes County Community Development Performance Measures - Customer Perspective

1/1/2015 To 6/30/2015



Meeting Target



Close To Meeting Target



Not Meeting Target

Planning Division	Lower Limit	Target	Upper Limit	Number of Days To Process	Score
Days To Process Administrative Determination Applications Without Prior Notice	14 Days	21 Days	35 Days	17.1	
Days To Process Administrative Determination Applications With Prior Notice	30 Days	45 Days	60 Days	25.3	

Building Division	Lower Limit	Target	Upper Limit	Number of Days To Process	Score
Residential Plan Review Turnaround Time - Number of Days	2 Days	5 Days	8 Days	7.49	

Building Division	Lower Limit	Target	Upper Limit	% Completed On Time	Score
Inspection Request Fulfilled by Inspector On Time / When Requested	90%	95%	100%	96.9%	

Environmental Soils Division	Lower Limit	Target	Upper Limit	% Completed On Time	Score
Pre-Cover Inspection Request Fulfilled On Time / When Requested	90%	95%	100%	87.1%	



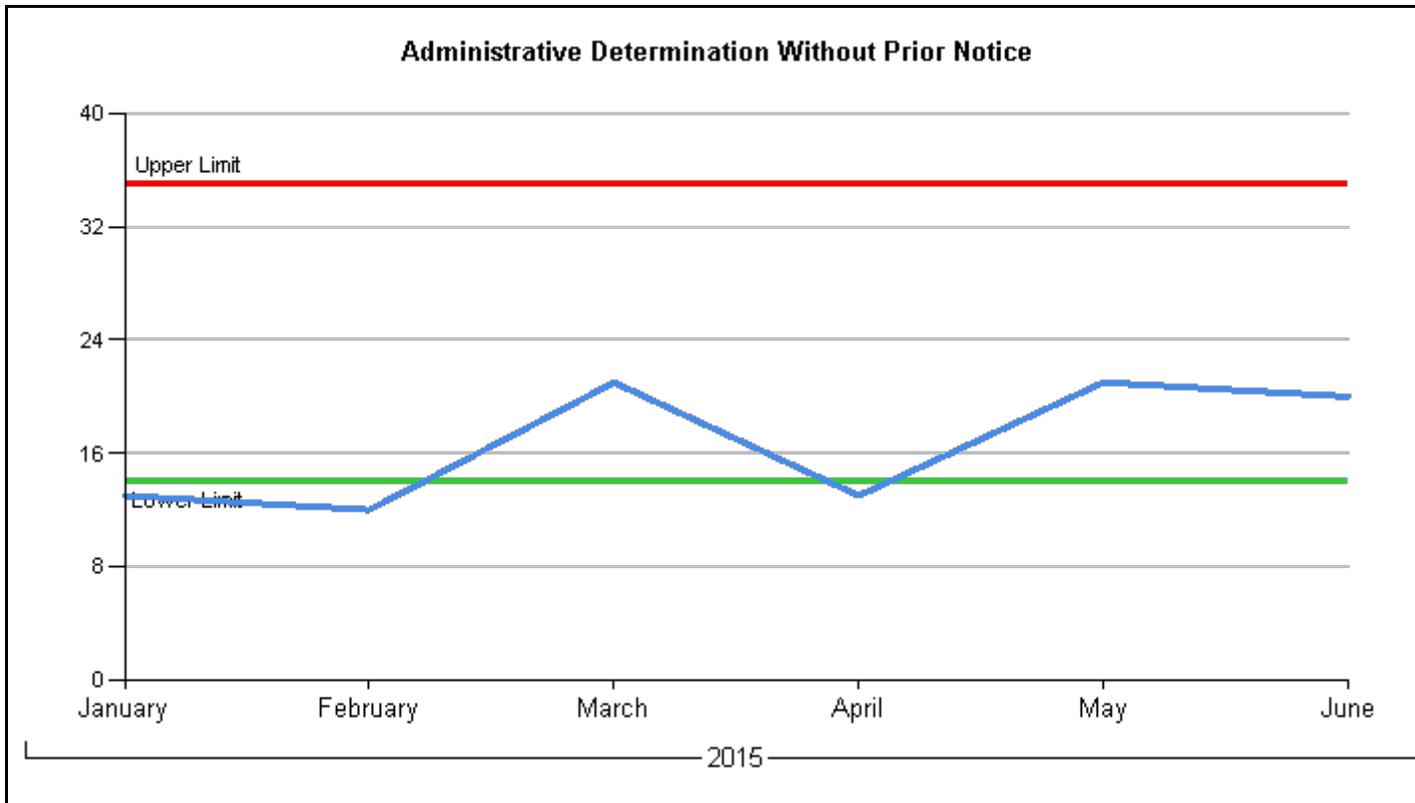
Deschutes County Community Development Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

Division: Planning Division

Objective: The purpose of measuring land use application processing turn-around time is to ensure that customers are receiving prompt and timely decisions. Deschutes County's expectation is that Administrative Determination land use applications without prior notice are processed within 21 days, while state statute requires the applications be processed within 150 days.

January 01, 2015 To June 30, 2015





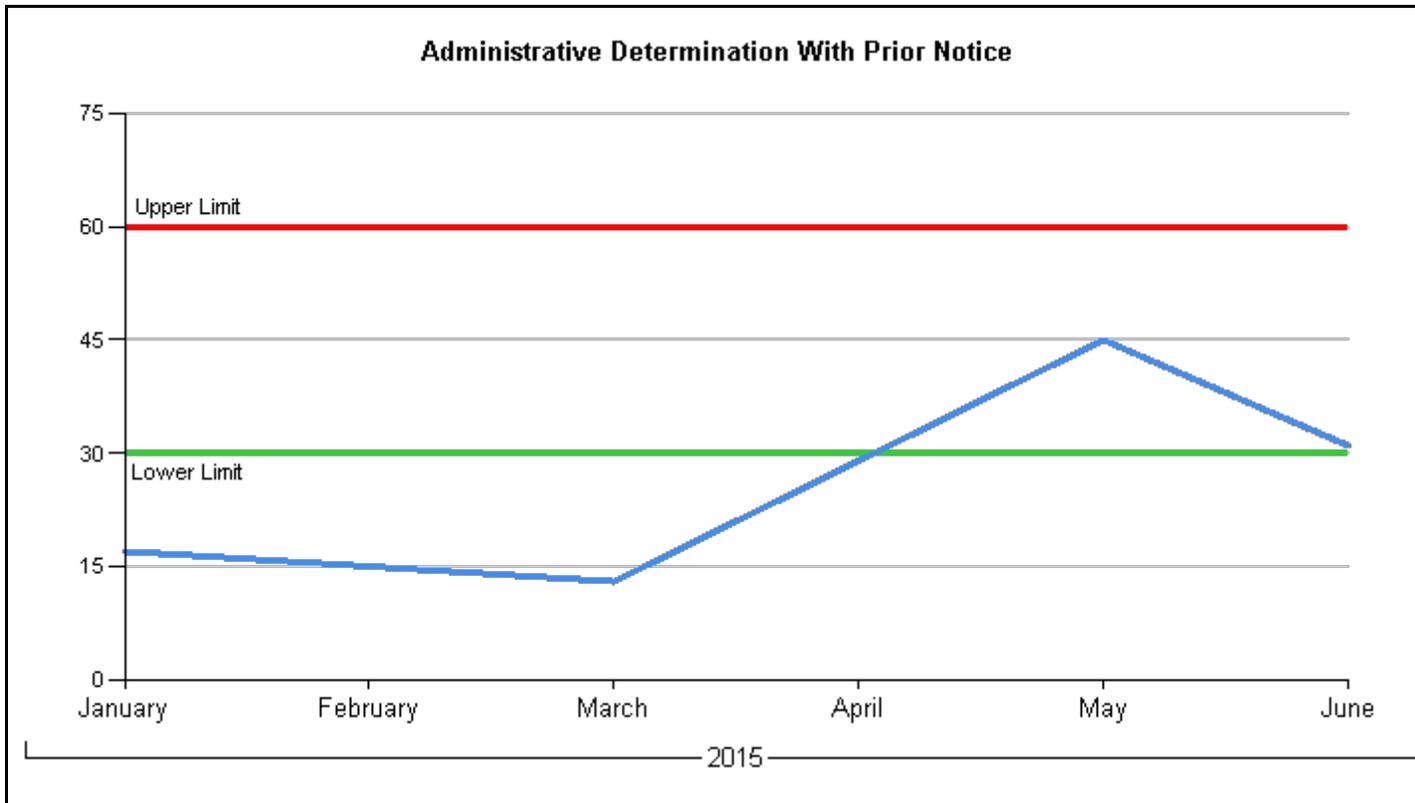
Deschutes County Community Development Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

Division: Planning Division

Objective: The purpose of measuring land use application processing turn-around time is to ensure that customers are receiving prompt and timely decisions. Deschutes County's expectation is that Administrative Determination land use applications with prior notice are processed within 45 days, while state statute requires the applications be processed within 150 days.

January 01, 2015 To June 30, 2015





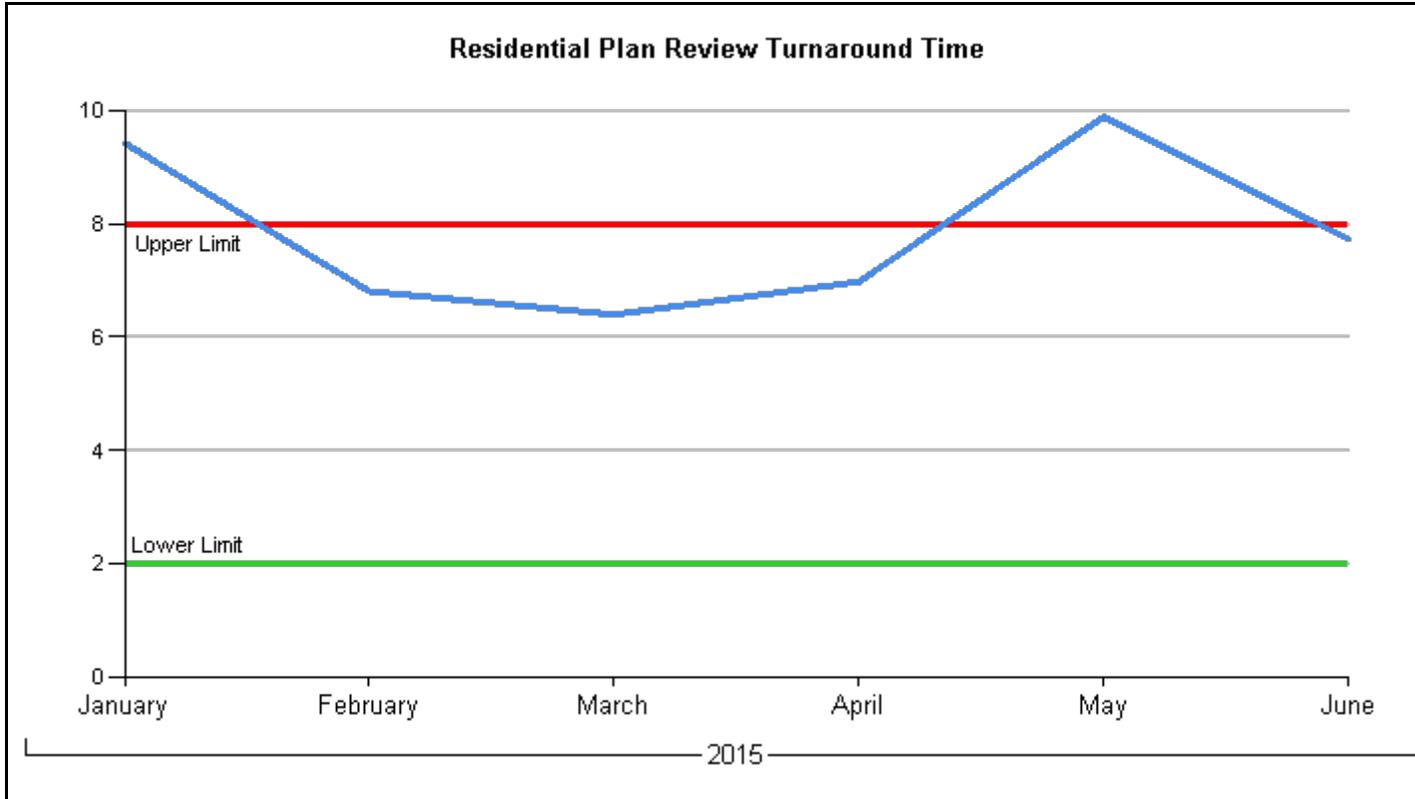
Deschutes County Community Development Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

Division: Building Division

Objective: This measure addresses the prompt and accurate residential building plan review process. State statute allows up to 10 days for a building plan review to be completed, while Deschutes County's goal is to complete all residential plan reviews within 8 days of the application being accepted.

January 01, 2015 To June 30, 2015





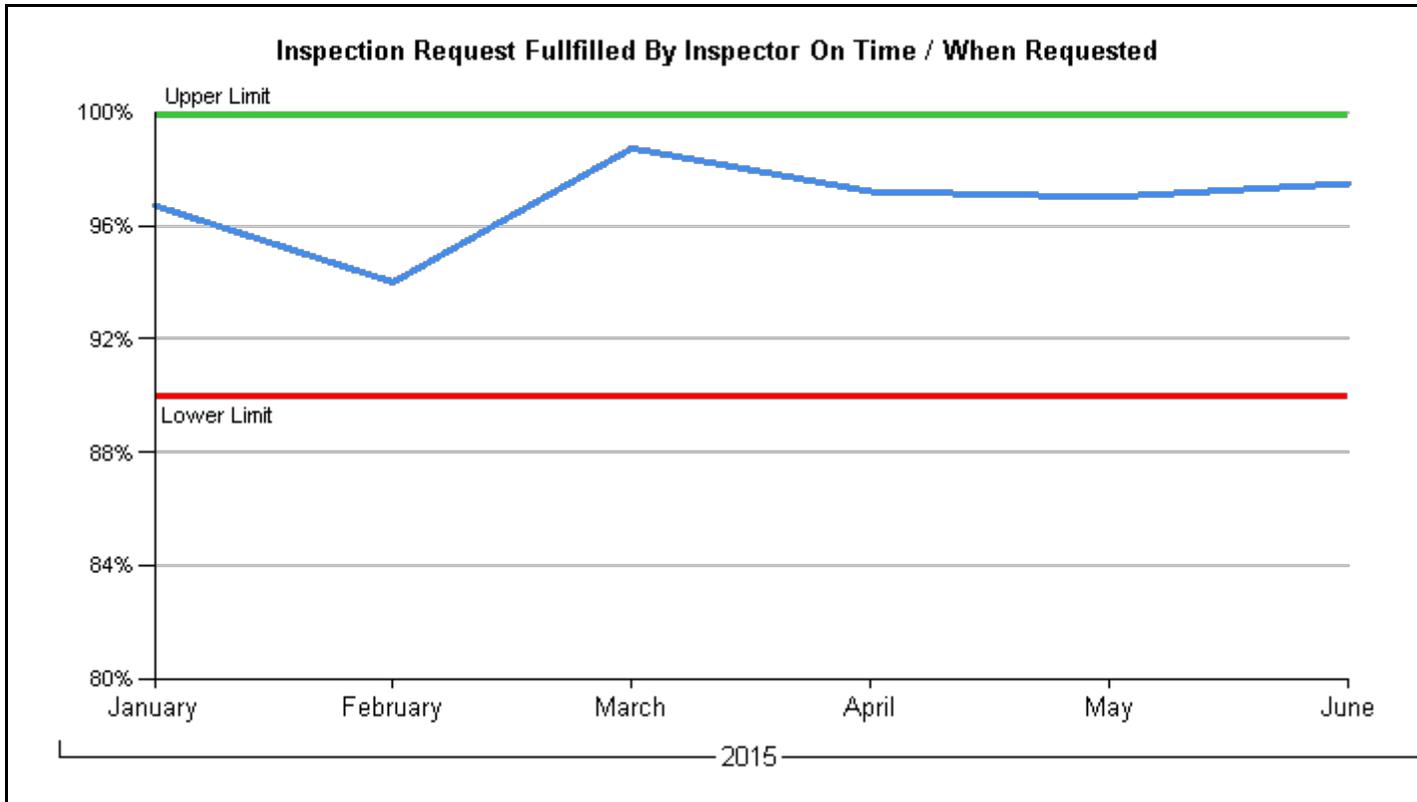
Deschutes County Community Development Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

Division: Building Division

Objective: Deschutes County expects that at least 90% of all building inspections occur on the date the inspection is requested, anticipating that some factors out of an individual inspector's control can hold up this process. Completing inspections the same day that a customer is expecting their inspection to be conducted is an important component of providing quality customer service

January 01, 2015 To June 30, 2015





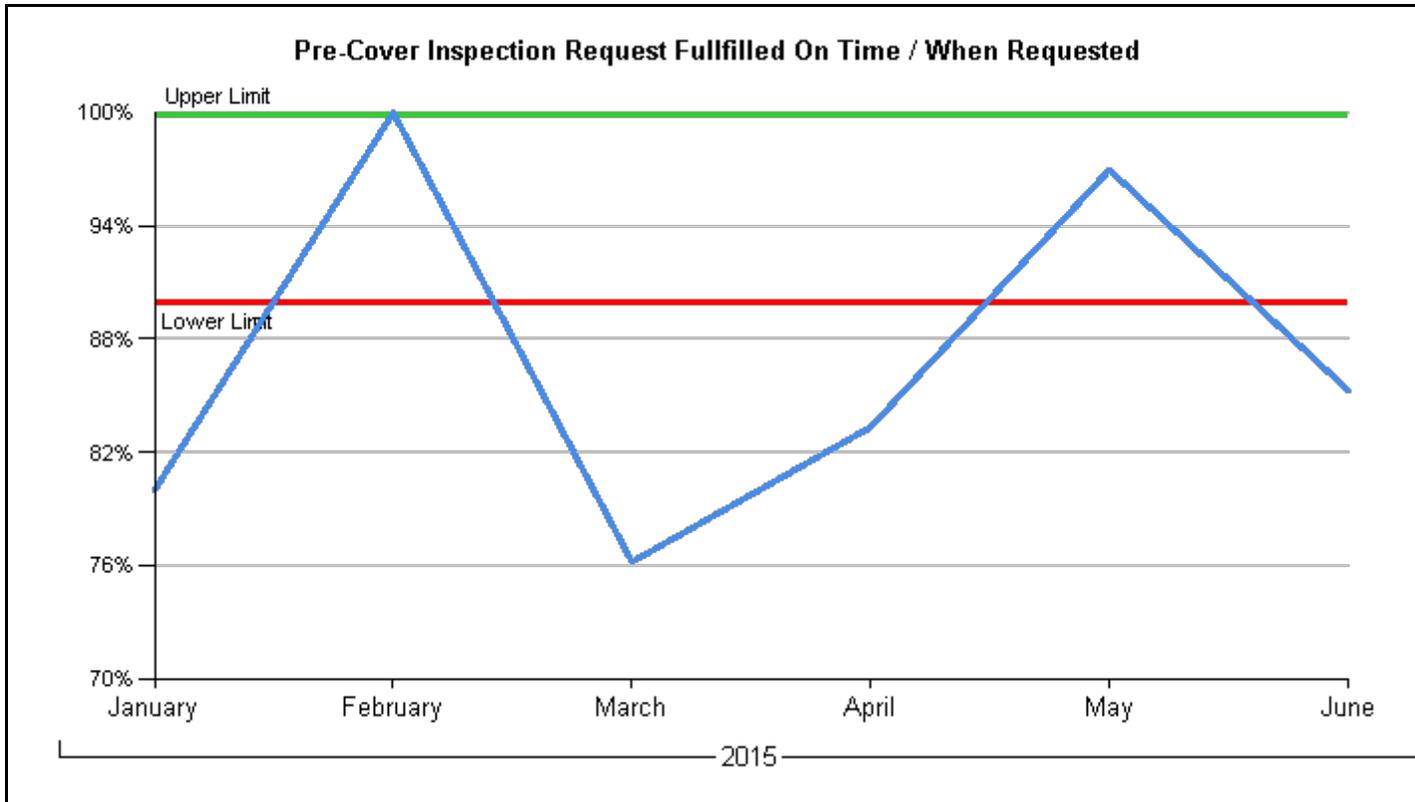
Deschutes County Community Development Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

Division: Environmental Soils

Objective: Deschutes County expects that at least 90% of all Environmental Soils Pre-Cover inspections occur on the date the inspection is requested. Completing Pre-Cover inspections on the same day that a customer is expecting their inspection to be conducted enables on-site systems to be installed in a timely manner and helps the Environmental Soils division provide quality customer service to all customers and contractors.

January 01, 2015 To June 30, 2015





Deschutes County Community Development Performance Measures - Internal Processes

1/1/2015 To 6/30/2015



Meeting Target



Close To Meeting Target



Not Meeting Target

Code Enforcement	Lower Limit	Target	Upper Limit	Compliance Rate	Score
Achieving Voluntary Compliance	75%	85%	100%	85.2%	
Resolving Cases within 12 Months	75%	85%	100%	76.9%	

Building Division	Lower Limit	Target	Upper Limit	Avg. Stops Per Day	Score
Residential Building Inspections - Number of Stops Per Day	6 / Day	8 / Day	10 / Day	9.43	

Building Division	Lower Limit	Target	Upper Limit	Plan Reviews Per Day	Score
Residential Plan Review - Average Number of Plan Reviews Per Examiner Per Day	2 / Day	3 / Day	4 / Day	1.9	

Environmental Soils Division	Lower Limit	Target	Upper Limit	Days To Issue Permit	Score
New System Permit Process Control - Turn Around Time in Days	5 Days	10 Days	15 Days	9.9	



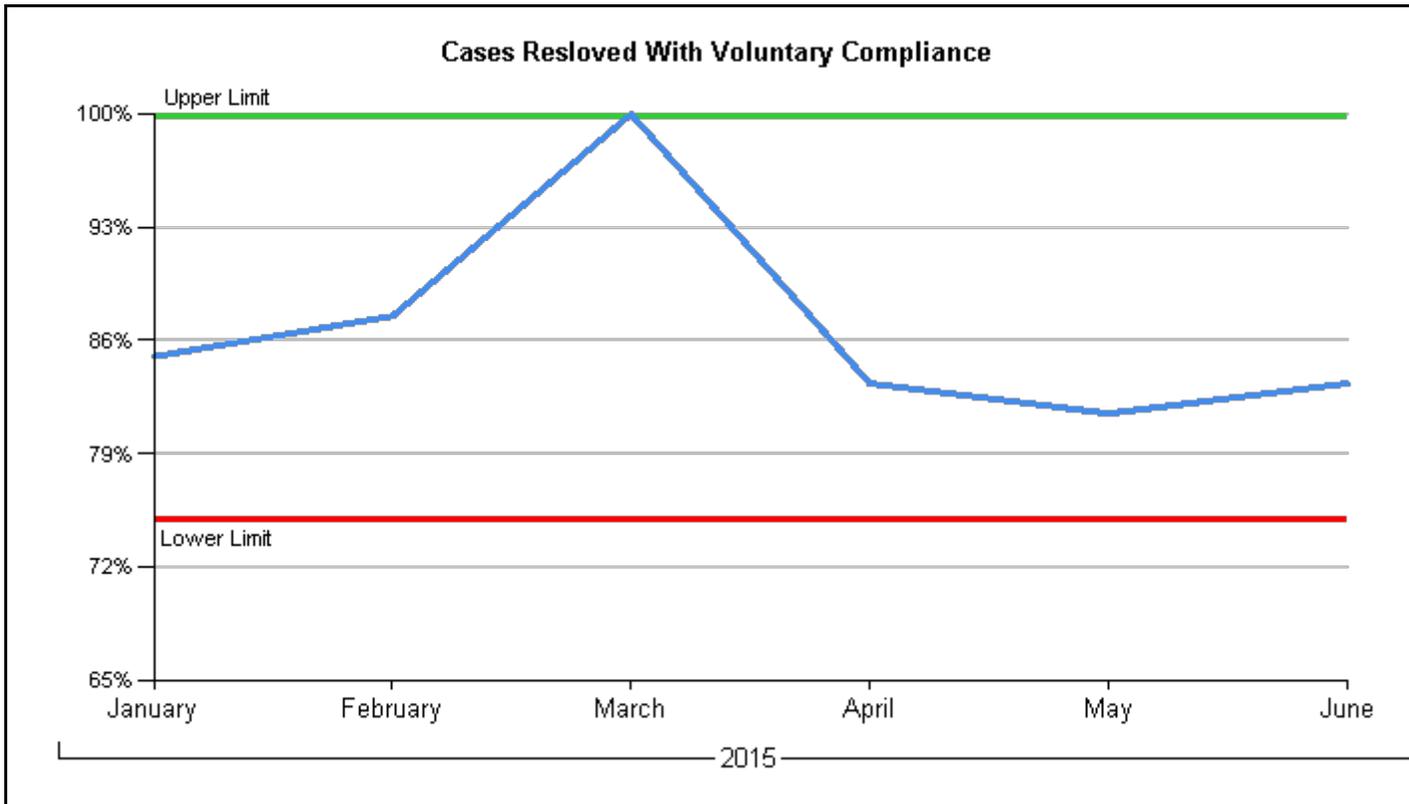
Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

Division: Code Enforcement

Objective: This measure has been adopted by the Board of County Commissioners. Code Enforcement cases resolved with voluntary compliance are being measured to determine the experience between the code violator and county staff. A minimum of 75% of cases closed with voluntary compliance is vital.

January 01, 2015 To June 30, 2015





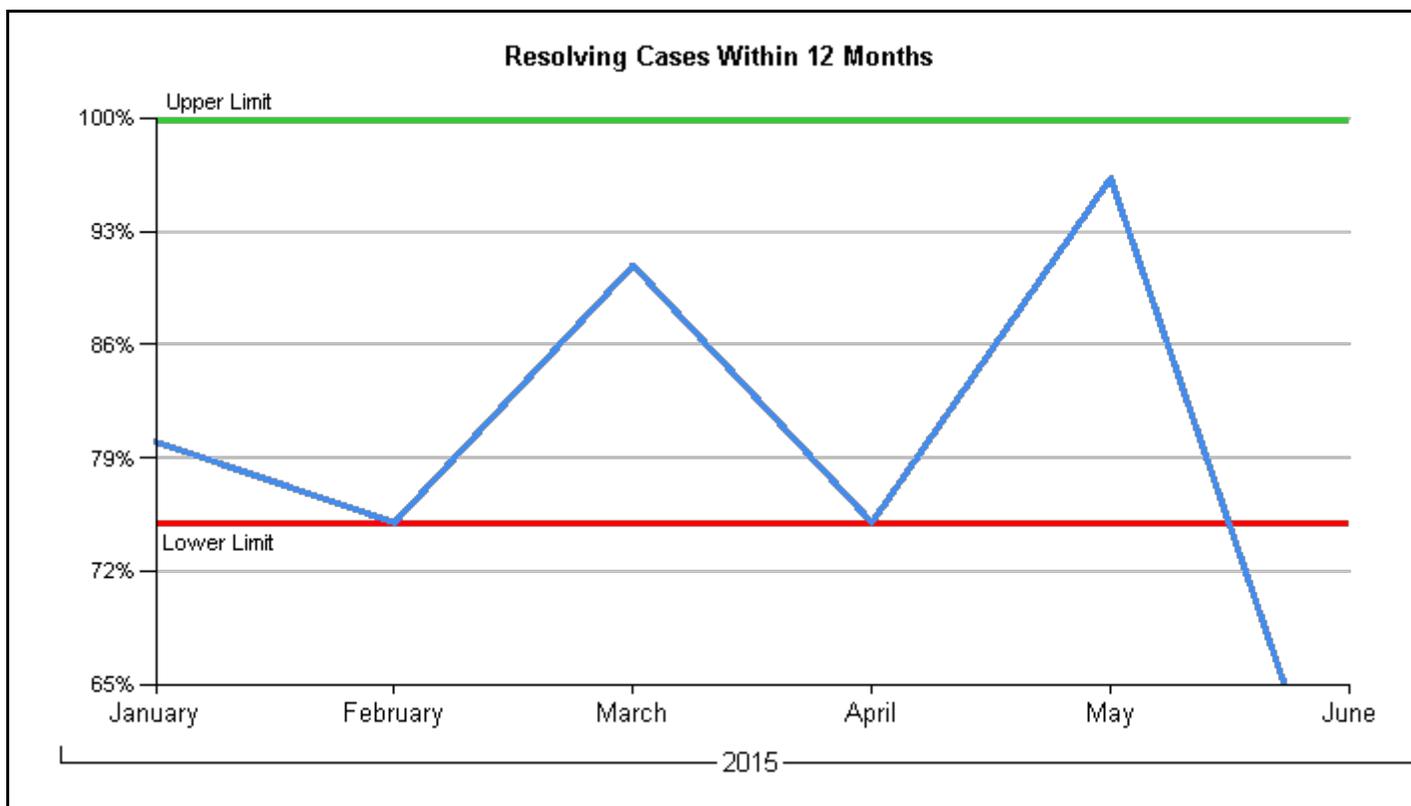
Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

Division: Code Enforcement

Objective: This measure has been adopted by the Board of County Commissioners. The number of Code Enforcement cases being resolved within 12 months is being measured to address the swiftness of violations being addressed in a timely manner. Resolving Code Enforcement cases within 12 months is preferred in Deschutes County.

January 01, 2015 To June 30, 2015





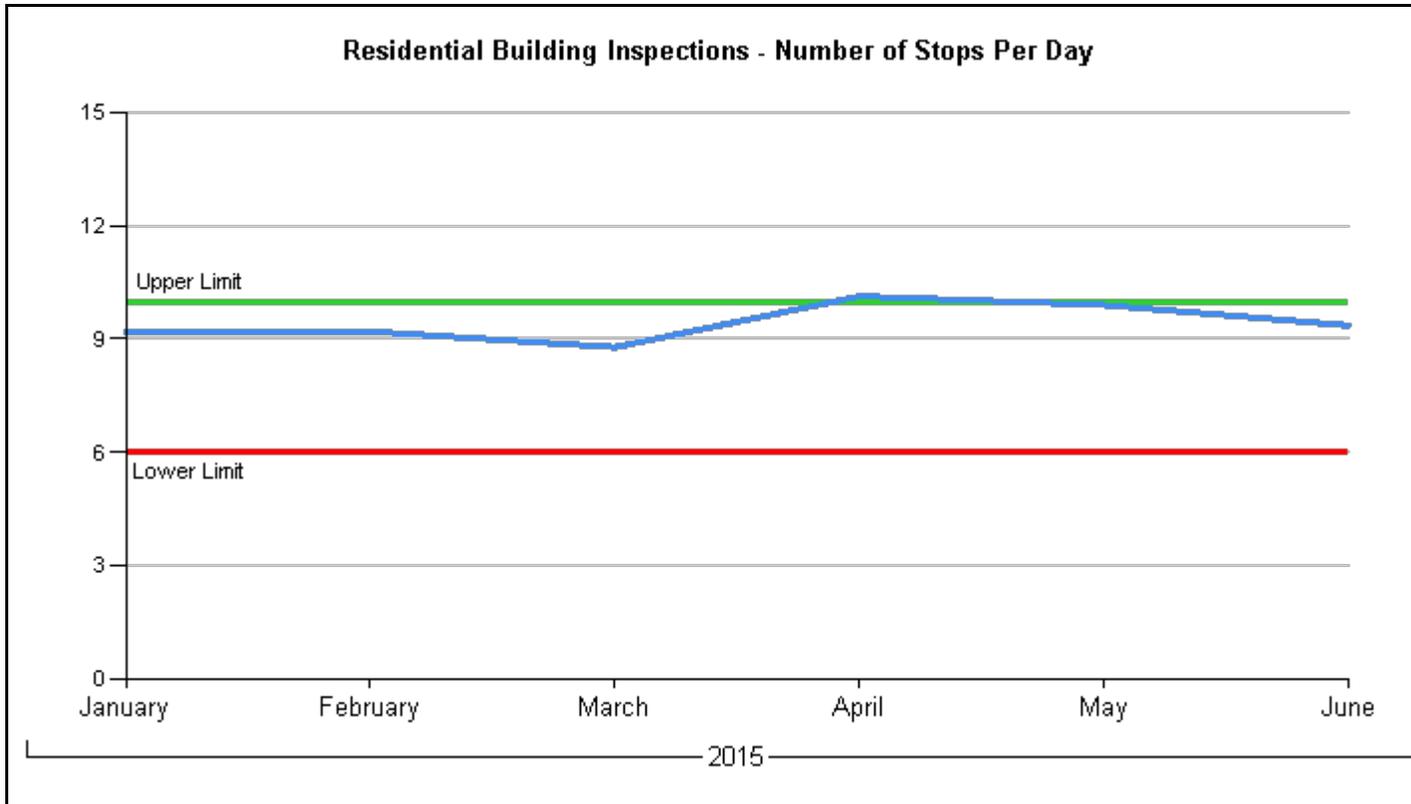
Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

Division: Building Division

Objective: The number of residential building inspector's vehicle stops per day is a measure that has been established to determine building inspector workloads and the ability of inspectors to consistently and reliably provide inspection services that will insure compliance with building code regulations.

January 01, 2015 To June 30, 2015





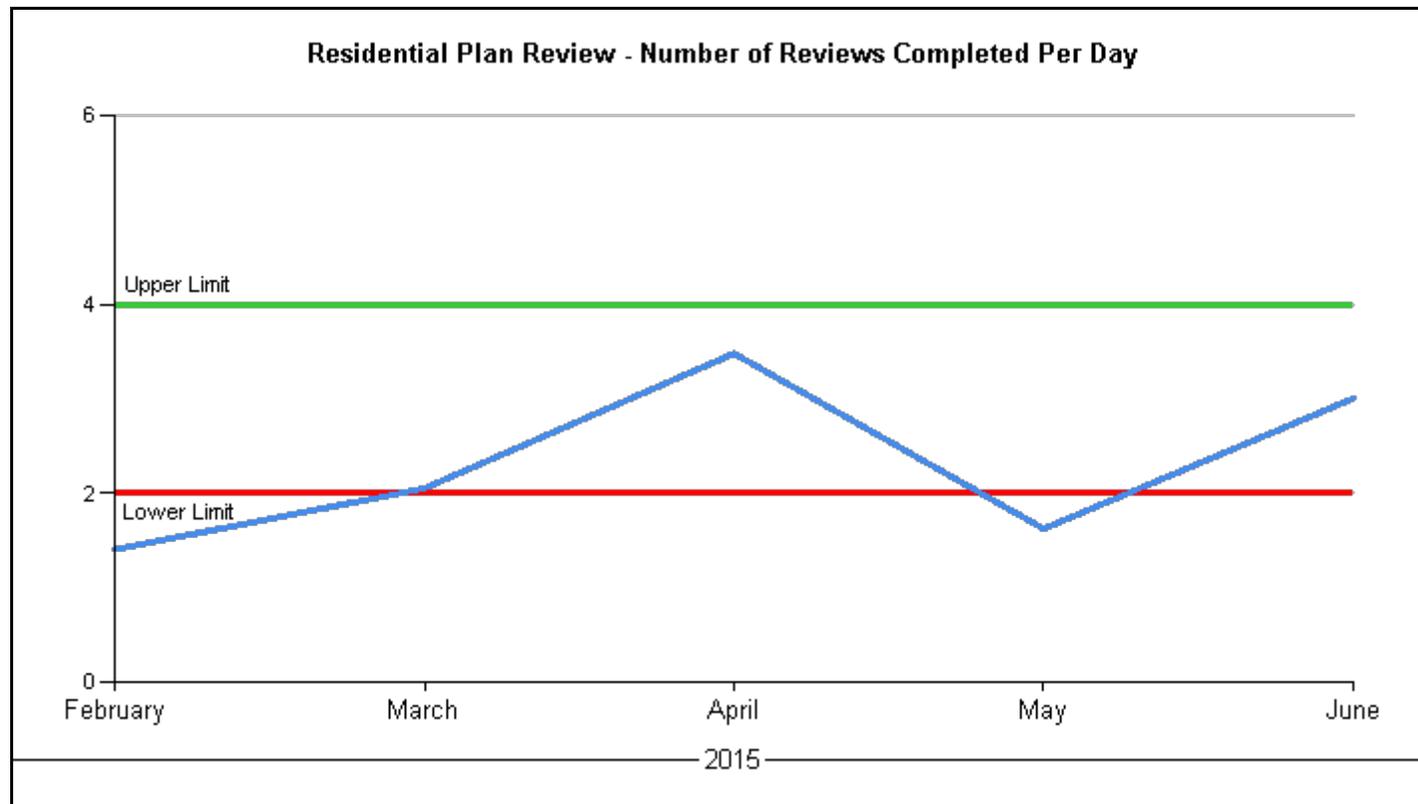
Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

Division: Building Division

Objective: The number of residential plan reviews completed per work day is a measure of individual employee workloads and displays the ability of Plans Examiners to provide a service that is reliable, timely, consistent and ensures compliance with building code regulations.

January 01, 2015 To June 30, 2015





Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

Division: Environmental Soils

Objective: The Oregon Department of Environmental Quality provides a baseline maximum of no more than 20 days for the issuance of new construction permits. However, Deschutes County's expectation is 15 days or less from onsite system permit application to permit issuance. This measure is used to measure workload demands and efficiency.

January 01, 2015 To June 30, 2015

