



**MONROE CITY COUNCIL**  
**Finance & Human Resources**  
**Committee Special Meeting**  
Tuesday, February 28, 2020, 3:00 p.m.  
Monroe Coordination Center

**2020 Committee**  
Councilmembers  
Patsy Cudaback  
Jason Gamble  
Kirk Scarboro

# **AGENDA**

## **I. Call to Order**

## **II. Unfinished Business**

A. FCS Group – Cost of Service Study (Community Development) [\[Page2\]](#)

## **III. Next Committee Meeting (April 21, 2020; 5:30 p.m.)**

A. March 17, 2020 meeting cancelled

B. April 21, 2020, potential discussion items: 2020 Budget Amendment; 2019 Annual Report; Water Station Annual Fee; Sales and Property Tax; Reserve Policy Update; Purchasing Policy Update

## **IV. Adjournment**



**MONROE CITY COUNCIL**  
 Finance & Human Resources Committee Meeting  
 Tuesday, February 18, 2020, 5:30 P.M.

**2020 Committee**  
 Councilmembers  
 Patsy Cudaback  
 Jason Gamble  
 Kirk Scarboro

<b>SUBJECT:</b>	<b><i>FCS Group Introduction to Planning Fee Cost of Service Study</i></b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
02/18/2020 02/28/2020	Community Development	Ben Swanson	Ben Swanson/ FCS Group	<b>Unfinished Business A.</b>

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

**Attachments:** 1. Development Fee Cost of Service Study (revised)

**REQUESTED ACTION:** Provide policy direction to City staff regarding the proposed cost recovery methods associated with the revisions to the City’s development fees. After receiving policy direction from the Council as a whole, staff will return to the Finance and Human Resources Committee for further refinement.

**POLICY CONSIDERATIONS**

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

**DESCRIPTION/ BACKGROUND**

NOTE: Attachment 1 was updated by FCS to include additional fee analysis from surrounding communities.

The purpose of this meeting is to continue discussions around establishing cost recovery policy and developing associated fees.

The City of Monroe Community Development and Public Works Departments administer the City’s development regulations for zoning, subdivisions, shoreline management, environmental review, and other land use development related actions. The Departments initiated a cost-of-service study to determine the full cost to provide related planning fee services and potentially adjust the current fees charged for these services to improve the program’s cost recovery.

The goal of the review was to:

- Understand the City’s cost to issue a permit related to land use development;
- Research potential remedies to discourage low quality permit submittals; and
- Develop policies that best reflect the City’s cost recovery goals.

Current City fees are established by City Council and adopted by resolution via the City’s Master Fee Schedule. Within the Master Fee Schedule, the City establishes fees for land use development services. Our current fees recover approximately 13 percent of planning and 51 percent of public works permit review costs. Any costs not recovered through fees are paid for from revenue General Fund (e.g., property tax and sales tax).

The City’s Finance and Human Resources Committee reviewed the City’s current fee structure, to include the history leading to the existing fees, statutory guidance on how fees can be set, how those fees relate to neighboring jurisdictions, and various policy options to consider for future cost recovery. Based on this discussion the Committee determined the following general principles for future cost recovery:

- Not seeking to recover full cost of service;
- Fees should be competitive with neighboring jurisdictions; and
- Cost recovery targets should be tiered, increasing with private benefit.

Using these general principles Committed develop the following draft cost recover policy:

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

Based on these discussions, the Committee and staff have narrowed down the potential policy regarding cost recovery to utilize a three tiered system based on whether the development service provided would have a more public versus private benefit.

Using a tiered system, the City’s land use planning fees would be categorized into three cost recovery tiers based on the factors described below:

Tier	Rationale	Example Permits
Tier 1 (lower cost recovery)	The cost of service exceeds the benefit received by the permittee; or where the cost of service is higher than fees in comparable cities for similar services.	Reasonable Use Permits and Pre-Application Meetings
Tier 2	Permits that serve a public good or where the City wants to ensure that the fee does not discourage applicants from the permitting process.	Boundary Line Adjustments
Tier 3 (Higher cost recovery)	Individuals or businesses are the primary financial beneficiaries of the permit.	Subdivisions and Final Plats

Staff would review the City’s fees to determine which tier applies to each fee. The policy, to be adopted by Council, would establish the target recovery amount associated with each tier.

**FISCAL IMPACTS**

The salary of City staff who review permit submittals are payed from the general fund; therefore, the fiscal impacts of fee recovery are directly tied to the general fund. Those cost of service not covered by the land use fees are subsidized by the general fund. Conversely, full cost recovery of land use fees may deter developers from building within the City.

**TIME CONSTRAINTS**

None.

**ALTERNATIVES**

None at this time.

# City of Monroe

## Development Fee Cost of Service Study

### Cost Recovery Policy and Analysis: Land Use Planning

Description	Cost Recovery Target
Tier 1	10.00%
Tier 2	20.00%
Tier 3	40.00%
Fees Rounded to (digits):	-1.00

Fee Service (Planning)	Existing Fee	Cost of Service	Cost Recovery Tier	Proposed Fee	Change from Existing	
					\$	%
Environmental Review - Any project other than Subdivisions	\$570	\$4,743	Tier 3	\$1,900	\$1,330	233%
Zoning Confirmation/Due Diligence Letter (per Letter)	\$175	\$310	Tier 1	\$30	-\$145	-83%
Preliminary Plat (2 corrections cycles, 10 lots)	\$3,469	\$24,144	Tier 3	\$9,660	\$6,191	178%
Boundary Line Adjustment	\$596	\$3,434	Tier 2	\$690	\$94	16%
Final Plat (2 corrections cycles, 10 lots)	\$1,709	\$7,262	Tier 3	\$2,900	\$1,191	70%
Subdivision - Model Home (1 Model Home)	\$415	\$2,861	Tier 3	\$1,140	\$725	175%
Forest Practices Permit - No SEPA	\$596	\$2,353	Tier 3	\$940	\$344	58%
Environmental Review - 5 to 100 lots	\$570	\$4,743	Tier 3	\$1,900	\$1,330	233%
Variance	\$1,709	\$10,913	Tier 1	\$1,090	-\$619	-36%
Site Plan Review	\$259	\$7,214	Tier 3	\$2,890	\$2,631	1016%
Short Plat (preliminary, 2 corrections cycles, 2 lots)	\$2,973	\$10,233	Tier 3	\$4,090	\$1,117	38%
Rezone Application	\$1,709	\$15,660	Tier 2	\$3,130	\$1,421	83%
Final Short Plat (2 lots)	\$570	\$5,006	Tier 3	\$2,000	\$1,430	251%
Conditional Use Permit	\$1,709	\$10,942	Tier 3	\$4,380	\$2,671	156%
Plat Amendment - Minor	\$363	\$6,368	Tier 3	\$2,550	\$2,187	602%
Comprehensive Plan Amendment - Docketing Fee	\$285	\$11,328	Tier 2	\$2,270	\$1,985	696%
Sidewalk Use Permit	\$0	\$724	Tier 2	\$140	\$140	0%
Land Clearing	\$155	\$1,859	Tier 3	\$740	\$585	377%
Shoreline Permit Variance	\$1,709	\$7,678	Tier 2	\$1,540	-\$169	-10%
Shoreline Substantial Development Permit	\$1,709	\$5,411	Tier 3	\$2,160	\$451	26%
Critical Area Exception/Reasonable Use - Private Land Owner	\$1,709	\$3,532	Tier 2	\$710	-\$999	-58%
Annexation Petition - 10 acres or less	\$570	\$31,483	Tier 1	\$3,150	\$2,580	453%
Environmental Review - >100 lots	\$1,140	\$4,743	Tier 3	\$1,900	\$760	67%

Pre-App Meeting	\$0	\$1,536	Tier 1	\$150	\$150	0%
Boundary Line Adjustment - Lot Adjustment Only	\$155	\$2,339	Tier 1	\$230	\$75	48%
Comprehensive Plan Text Amendment	\$570	\$10,963	Tier 3	\$4,390	\$3,820	670%
Amendment to Conditional Use Permit	\$1,140	\$6,151	Tier 3	\$2,460	\$1,320	116%
Forest Practices Permit - With SEPA	\$596	\$2,426	Tier 3	\$970	\$374	63%
Shoreline Conditional Use Permit	\$1,709	\$7,419	Tier 3	\$2,970	\$1,261	74%
Other Site Plan Review (Hourly)	\$0	\$146	Tier 3	\$60	\$60	0%
Comprehensive Plan - Map Amendment	\$2,849	\$10,963	Tier 3	\$4,390	\$1,541	54%
Subdivision - Binding Site Plan (10+ lots)	\$1,140	\$6,575	Tier 3	\$2,630	\$1,490	131%
Amendment to Variance	\$855	\$10,913	Tier 2	\$2,180	\$1,325	155%
Plat Amendment - Major (20 lots)	\$1,140	\$24,144	Tier 3	\$9,660	\$8,520	747%
Critical Area Exception/Reasonable Use - Commercial Developer	\$1,709	\$3,532	Tier 3	\$1,410	-\$299	-17%
Annexation Petition - more than 10 acres	\$855	\$31,483	Tier 1	\$3,150	\$2,295	268%
Street Right of Way	\$940	\$546	Tier 1	\$50	-\$890	-95%
Administrative Design Review - Minor Exterior Remodel	\$100	\$1,481	Tier 3	\$590	\$490	490%
Administrative Design Review - Major Exterior Remodel	\$150	\$1,481	Tier 3	\$590	\$440	293%
Administrative Design Review - New Construction	\$200	\$1,481	Tier 3	\$590	\$390	195%
Environmental Review - Amendment to DNS or MDNS	\$363	\$3,649	Tier 3	\$1,460	\$1,097	302%
Environmental Review - EIS (will be charged by the hour)	\$0	\$146	Tier 3	\$60	\$60	0%
Appeal to Hearing Examiner	\$570	\$10,885	Tier 1	\$1,090	\$520	91%
Request for Reconsideration of Hearing Examiner Decision	\$285	\$9,042	Tier 1	\$900	\$615	216%
Annual Plat Review Monitoring	\$0	\$888	Tier 3	\$360	\$360	0%
Additional Preliminary Plat Lot (11th to 29th Lot)	\$62	\$151	Tier 3	\$60	-\$2	-3%
Additional Preliminary Plat Lot (30th+ Lot)	\$62	\$301	Tier 3	\$120	\$58	94%
Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)	\$0	\$2,328	Tier 3	\$930	\$930	0%
Additional Model Home	\$0	\$818	Tier 3	\$330	\$330	0%
Additional Short Plat Lot (3-9 Lots)	\$62	\$296	Tier 3	\$120	\$58	94%
Additional Short Plat Corrections Cycle (3rd+ Cycle)	\$0	\$155	Tier 3	\$60	\$60	0%
Preliminary Plat (2 corrections cycles, 25 lots)	\$4,399	\$26,404	Tier 3	\$10,560	\$6,161	140%
Preliminary Plat (2 corrections cycles, 50 lots)	\$5,949	\$33,935	Tier 3	\$13,570	\$7,621	128%
Preliminary Plat (2 corrections cycles, 100 lots)	\$9,049	\$48,997	Tier 3	\$19,600	\$10,551	117%
Final Plat (2 corrections cycles, 25 lots)	\$1,709	\$7,262	Tier 3	\$2,900	\$1,191	70%
Final Plat (2 corrections cycles, 50 lots)	\$1,709	\$7,262	Tier 3	\$2,900	\$1,191	70%
Final Plat (2 corrections cycles, 100 lots)	\$1,709	\$7,262	Tier 3	\$2,900	\$1,191	70%

**Notes from Fee Survey**

**Arlington:**

- Forest practices permit does not include additional \$125 per-acre fee
- Annexation petition - \$150 for 10% petition, \$1,100 for 60% petition, add'l \$800 if the petition goes to BRB hearing
- Pre-app meeting - \$0 for first 2, \$350 for third or more
- Comprehensive plan map amendment - \$1,200 for <5 acres, \$2,000 for >5 acres

**Bothell:**

Hourly fees for additional corrections cycles begin on fourth cycle

**Kenmore:**

Site plan review based on valuation of project (\$854 for <\$100,000, \$2,724 for \$100,001-\$1,000,000, \$934 for add'l \$1M value above \$1M)

Shoreline development is billed hourly if valuation exceeds \$100,000

**Lake Stevens:**

Rezoning application - \$500 for "minor", \$1,000 for "major"

Shoreline development - \$500 for SFR, \$1,500 for MFR or COM, \$2,000 for subdivision, \$2,500 for other

Comprehensive plan amendments - \$2,400 for minor amendments (annual cycle), \$3,500 for major amendment (5-year cycle)

**Mill Creek:**

Comprehensive plan map amendments - \$2,500 for 0-10 acres, \$5,000 for >10 acres

**Snohomish City:**

Site plan review - \$865 for SEPA exempt, \$2,265 if SEPA is required

Shoreline development - \$1,065 if no SEPA is required, \$2,565 if SEPA is required

**Snohomish County**

Non-subdivision environmental review - \$350 for SFR, various for commercial and industrial projects

Subdivision environment review - \$780 for 0-10 lots, \$900 for 11-20 lots, \$1,080 for 21-50 lots, \$1,320 for 51-100 lots, \$1,620 for 101-200 lots, \$1,920 for >200 lots

Land clearing - \$750 for 1,699 SF, \$1,650 for 7,000+ SF

Shoreline variance - \$800 for SFR variance, \$1,440 for other variances

Shoreline development based on valuation - \$780 for <\$10,000, \$1,560 for \$10,001-\$100,000, \$4,680 for \$100,001-\$500,000, \$6,240 for \$500,001-\$1,000,000, \$7,800 for >\$1,0

**Sultan**

Site plan review - \$2,000 + \$100 per unit for Apt./MFR development, \$2,000 + \$200 per unit for condo, \$1,500 + \$100 per subdivision for model homes and preliminary plats

Shoreline substantial development based on valuation - \$500 for \$2,500-\$10,000, \$750 for \$10,001-\$50,000, \$1,500 for \$50,001-\$250,000, \$2,500 for \$250,001-\$1,000,000, \$3,000 for >\$1,000,000

Annexation petition - \$1,500 for an election, \$2,500 for a petition

Pre-app meeting - \$400 for first hour, \$150 for additional hours. 50% of the fee is credited towards an application submitted within 90 days of the meeting

**Woodinville:**

Pre-app meeting - \$0 for first meeting, \$150 for subsequent meetings

Overall Cost of Service: \$ 465,775

	Fee Revenue Estimate	General Fund Revenue Estimate	Overall Cost Recovery Rate
Existing Fees	\$ 43,913	\$ 421,862	9%
Proposed Fees	\$ 99,430	\$ 366,345	21%
<b>Difference</b>	<b>\$ 55,517</b>	<b>\$ (55,517)</b>	<b>12%</b>

2016-2018 Average Permit Volume
41

Comparative City Fees			
Low	Median	Average	High
\$350	\$700	\$820	\$1,750
\$150	\$189	\$193	\$250
\$2,850	\$10,030	\$9,396	\$18,500
\$500	\$1,000	\$1,086	\$2,400
\$1,000	\$3,400	\$4,106	\$7,719
\$480	\$480	\$480	\$480
\$575	\$668	\$668	\$760
\$500	\$765	\$849	\$1,750
\$500	\$1,354	\$2,647	\$9,400
\$350	\$865	\$2,302	\$8,442
\$1,500	\$2,286	\$3,523	\$7,217
\$500	\$1,021	\$2,270	\$5,200
\$500	\$2,000	\$1,754	\$3,821
\$1,500	\$3,300	\$3,515	\$6,567
\$250	\$753	\$928	\$2,500
\$250	\$903	\$903	\$1,555
\$128	\$128	\$128	\$128
\$1,000	\$1,325	\$1,325	\$1,650
\$500	\$1,500	\$3,491	\$12,900
\$500	\$1,330	\$2,577	\$7,237
\$500	\$2,193	\$2,534	\$5,250
\$0	\$725	\$988	\$2,500
\$500	\$880	\$1,041	\$1,750

2016-2018 Average Permit Volume
6.67
4.33
3.67
3.67
3.33
3.00
2.00
2.00
1.67
1.67
1.67
1.33
1.33
0.67
0.67
0.67
0.33
0.33
0.33
0.33
0.33
0.33
0.33

Arlington	Bothell	Duvall
\$550	\$1,009	Hourly
N/A	\$230	Hourly
\$7,000	\$16,171	Hourly
\$1,700	\$953	Hourly
\$3,400	\$7,719	Hourly
N/A	N/A	Hourly
\$575	N/A	Hourly
\$550	\$1,009	Hourly
\$1,300	\$3,903	Hourly
N/A	\$8,442	Hourly
\$3,100	\$7,217	Hourly
N/A	Hourly	Hourly
\$2,000	\$3,821	Hourly
\$4,000	\$6,567	Hourly
N/A	\$754	Hourly
N/A	N/A	Hourly
N/A	\$128	Hourly
N/A	N/A	Hourly
\$1,300	\$7,401	Hourly
\$1,100	\$7,237	Hourly
N/A	Hourly	Hourly
\$1,100	Hourly	Hourly
\$550	\$1,009	Hourly

\$0	\$0	\$228	\$776	-	\$0	\$776	Hourly
\$500	\$953	\$1,030	\$2,400	-	\$1,700	\$953	Hourly
\$600	\$2,275	\$2,279	\$5,200	-	\$750	Hourly	Hourly
\$1,100	\$1,248	\$1,616	\$2,500	-	\$1,100	N/A	Hourly
\$575	\$668	\$668	\$760	-	\$575	N/A	Hourly
\$938	\$2,231	\$3,922	\$12,900	-	\$4,000	\$7,401	Hourly
\$0	N/A	N/A	\$0	-	N/A	N/A	Hourly
\$600	\$2,275	\$2,836	\$7,650	-	\$1,200	Hourly	Hourly
\$1,000	\$6,000	\$5,796	\$8,715	-	\$7,000	\$8,715	Hourly
\$1,100	\$1,248	\$1,616	\$2,500	-	\$1,100	N/A	Hourly
\$1,248	\$2,500	\$2,852	\$6,000	-	N/A	\$4,603	Hourly
\$500	\$2,193	\$2,534	\$5,250	-	N/A	Hourly	Hourly
\$0	\$900	\$1,075	\$2,500	-	\$1,100	Hourly	Hourly
\$0	N/A	N/A	\$0	-	N/A	N/A	Hourly
\$300	\$450	\$840	\$2,500	-	\$300	N/A	Hourly
\$450	\$500	\$1,540	\$3,800	-	\$450	N/A	Hourly
\$450	\$500	\$1,540	\$3,800	-	\$450	N/A	Hourly
\$300	\$600	\$685	\$1,100	-	\$550	\$1,009	Hourly
\$0	N/A	N/A	\$0	-	\$1,100 + Actual	N/A	Hourly
\$126	\$500	\$713	\$1,680	-	\$600	\$1,661	Hourly
\$100	\$250	\$283	\$500	-	\$250	N/A	Hourly
\$0	N/A	N/A	\$0	-	N/A	N/A	Hourly
\$0	\$50	\$261	\$1,072	-	\$0	\$538	Hourly
\$0	\$50	\$261	\$1,072	-	\$0	\$538	Hourly
\$500	\$500	\$500	\$500	-	N/A	Hourly	Hourly
\$120	\$120	\$120	\$120	-	N/A	N/A	Hourly
\$0	\$0	\$127	\$885	-	\$0	\$0	Hourly
\$240	\$370	\$370	\$500	-	N/A	Hourly	Hourly
\$3,375	\$10,030	\$13,394	\$29,133	-	\$7,000	\$24,391	Hourly
\$4,250	\$10,030	\$20,057	\$56,908	-	\$7,000	\$38,091	Hourly
\$6,000	\$13,000	\$33,384	\$112,458	-	\$7,000	\$65,491	Hourly
\$1,000	\$4,065	\$5,641	\$13,149	-	\$3,400	\$13,149	Hourly
\$1,000	\$6,500	\$8,144	\$22,199	-	\$3,400	\$22,199	Hourly
\$1,000	\$11,500	\$13,127	\$40,299	-	\$3,400	\$40,299	Hourly

00,000

000 + 0.1% of projected value for >\$1M

Comparative City Fees						
Kenmore	Lake Stevens	Mill Creek	Snohomish City	Snohomish County	Sultan	Woodinville
\$1,546 + Hourly	\$750	\$500	\$650	\$350	\$1,000	\$1,750
\$177	\$150	\$150	N/A	N/A	\$250	\$200
\$12,468	\$10,030	\$2,850	\$3,315	\$10,228	\$4,000	\$18,500
\$619	\$1,000	\$500	\$1,000	\$600	\$1,000	\$2,400
\$7,034	\$2,565	\$1,700	\$1,000	\$5,040	\$2,500	\$6,000
N/A	Hourly	N/A	N/A	\$480	N/A	N/A
N/A	N/A	N/A	N/A	\$760	N/A	N/A
\$1,546 + Hourly	\$750	\$500	\$650	\$780	\$800	\$1,750
\$1,354	\$1,100	\$500	\$3,065	\$1,200	\$2,000	\$9,400
\$854	Hourly	N/A	\$865	\$350	\$1,000	N/A
\$2,286	\$4,320	\$1,500	\$2,215	\$1,732	\$2,200	\$7,135
\$1,021	\$500	N/A	\$3,628	Based on Acreage	\$1,000	\$5,200
\$2,073	\$765	\$500	\$1,000	\$2,430	\$1,200	\$2,000
\$1,852	\$3,500	\$1,500	\$3,065	\$3,300	\$1,500	\$6,350
\$752	N/A	\$250	N/A	\$312	\$1,000	\$2,500
N/A	N/A	N/A	N/A	\$1,555	\$250	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	\$1,000	N/A	N/A	\$1,650	N/A	N/A
\$2,231	\$1,500	\$500	\$3,265	\$1,440	\$882	\$12,900
\$1,753	\$500	N/A	\$1,065	\$1,560	\$500	\$6,900
\$1,321	Hourly + \$235	N/A	\$3,065	Various	\$500	\$5,250
N/A	\$0	\$350	N/A	N/A	\$2,500	Actual Cost
\$1,546 + Hourly	\$750	\$500	\$650	\$1,620	\$1,500	\$1,750

\$0	\$400	\$0	\$0	\$480	\$400	\$0
\$619	\$500	\$500	\$1,000	\$600	\$1,000	\$2,400
\$600	N/A	\$2,500	\$3,628	\$2,275	\$1,000	\$5,200
N/A	N/A	\$2,500	N/A	\$1,248	N/A	N/A
N/A	N/A	N/A	N/A	\$760	N/A	N/A
\$2,231	\$1,500	\$1,500	\$3,265	\$1,560	\$938	\$12,900
N/A	N/A	N/A	N/A	N/A	N/A	N/A
\$600	N/A	\$2,500	\$3,628	\$2,275	\$2,000	\$7,650
\$5,700	\$6,000	\$6,000	\$1,000	\$3,000	\$6,500	\$8,250
N/A	N/A	\$2,500	N/A	\$1,248	N/A	N/A
\$2,515	\$1,600	\$2,500	N/A	\$1,248	\$1,500	\$6,000
\$1,321	Hourly + \$235	N/A	\$3,065	Various	\$500	\$5,250
N/A	\$0	\$700	N/A	N/A	\$2,500	Actual Cost
N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hourly	\$450	\$500	N/A	\$2,500	N/A	\$450
Hourly	\$450	\$500	N/A	\$2,500	N/A	\$3,800
Hourly	\$450	\$500	N/A	\$2,500	N/A	\$3,800
\$1,546 + Hourly	\$300	\$500	\$650	Original Fee	N/A	\$1,100
Hourly + Actual	Hourly	Actual Cost	\$2,500 + Actual	Actual Cost	\$1,000 + Actual	\$5,000 + Actual
\$126	\$350	\$500	\$500	\$500	\$500	\$1,680
N/A	\$100	N/A	N/A	N/A	\$500	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A
\$1,072	\$0	\$35	\$50	\$555	\$100	\$0
\$1,072	\$0	\$35	\$50	\$555	\$100	\$0
Hourly	N/A	N/A	\$500	N/A	N/A	Hourly
N/A	N/A	N/A	N/A	\$120	N/A	N/A
\$885	\$0	\$0	\$75	\$86	\$100	\$0
Hourly	N/A	N/A	\$500	\$240	N/A	Hourly
\$29,133	\$10,030	\$3,375	\$4,065	\$18,550	\$5,500	\$18,500
\$56,908	\$10,030	\$4,250	\$5,315	\$32,420	\$8,000	\$18,500
\$112,458	\$10,030	\$6,000	\$7,815	\$60,160	\$13,000	\$18,500
\$8,159	\$4,065	\$2,000	\$1,000	\$9,000	\$4,000	\$6,000
\$9,530	\$6,565	\$2,500	\$1,000	\$15,600	\$6,500	\$6,000
\$12,080	\$11,565	\$3,500	\$1,000	\$28,800	\$11,500	\$6,000