



**MONROE CITY COUNCIL**  
**Finance & Human Resources**  
**Committee Meeting**  
Tuesday, February 18, 2020, 5:30 p.m.  
Monroe City Hall, Council Chambers

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

# AGENDA

**I. Call to Order**

**II. Special Orders of the Day**

A. Select 2020 Chair

**III. Approval Minutes**

B. Meeting of Tuesday, January 21, 2020 (page 2)

**IV. New Business**

A. Confirm Meeting Date/Time

B. 2020 Work Plan (page 5)

C. Annual Performance Review Update (HR) (page 6)

D. City Severance Policy (HR) (page 7)

**V. Old Business**

A. FCS Group – Direct Billing Study (Finance) (page 15)

**VI. Next Committee Meeting (March 17, 5:30 p.m.)**

A. 2020 Budget Amendment

B. Review 2019 Annual Report

C. Water Station Annual Fee

D. Bi-annual Budget Discussion

**VII. Adjournment**



**MONROE CITY COUNCIL  
Finance & Human Resources  
Committee Meeting**

Tuesday, January 21, 2020, 5:30 p.m.  
Monroe City Hall, Permit Assistance Center

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

**MINUTES**

**I. Call to Order**

A regular meeting of the Monroe City Council Finance & Human Resource Committee was held on January 21, 2020, at the Monroe City Council Chambers. The Meeting was called to order by Councilmember Gamble at 5:36 p.m.

Committee Present: Councilmembers Scarboro, Gamble  
Mayor Present: Mayor Thomas  
Staff Present: Becky Hasart, Finance Director; Scott Peterson, Deputy City Engineer; Denise Johns, Senior Planner

**II. Approval Minutes (Meeting of December 17, 2019)**

Councilmember Scarboro moved to approve the Monroe City Council Finance & Human Resource Committee Meeting Minutes of Tuesday, December 17, 2019; the motion was seconded by Councilmember Gamble. Motion carried 2-0.

**III. Old Business**

A. FCS Group – Direct Billing Study

Mr. Swanson provided background information on FCS Group planning fee cost of service study and briefed the committee on prior discussions and presentations.

Matt Hobson and Peter Moi led the committee through a PowerPoint presentation that highlighted the following:

- key study steps
- summary results
- prior discussion
- draft cost recover policy
- next steps

The committee engaged in discussion. The item will be presented to Council in February.

**IV. New Business**

A. 2020 Park Bond Election

Ms. Hasart provided background information on the 2019 East County Parks and Recreation District bond; November precinct report; 2020 elections timeline;

recommended project list; park bond measure impacts; and the proposed Strategies360 scope of work.

The committee engaged in discussion. This item will be presented to Council in February.

#### B. Affordable Housing Sales and Use Tax

Ms. Hasart provided background information on the Affordable Housing Sales and Use Tax and recapped prior Committee discussions. Ms. Hasart provided answers to questions from the October 15, 2019 committee meeting. Ms. Hasart reviewed HB1406; and next steps in order to be considered for November election.

The committee engaged in discussion.

#### V. Next Committee Meeting (February 18, 2020, 5:30 p.m.)

Agenda Items: Bi-annual budget discussion; water station annual fee; select 2020 committee chair; confirm meeting date/time; and the city severance policy. in 2020.

#### VI. Adjournment

There being no further business, Councilmember Scarboro moved to adjourn the Tuesday, January 21, 2020, Monroe City Council Finance & Human Resource Committee meeting; the motion was seconded by Councilmember Gamble. Motion carried 2-0.

The meeting adjourned at 6:54 p.m.





**2020  
MONROE CITY COUNCIL  
Finance & Human Resources Committee**

Councilmembers  
Patsy Cudaback  
Jason Gamble  
Kirk Scarboro

## 2020 WORK PLAN\*

January 21	Finance	Parks Capital Bond Direct Billing Study (FCS)
February 18	Finance	Direct Billing Study (FCS)
	HR	Annual Performance Review Update City Severance Policy
March 17	Finance	2020 Budget Amendment Review 2019 annual report Water Station Annual Fee Bi-annual Budget Discussion
April 21	Finance	Sales and Property Tax discussion Reserve Policy update Purchasing Policy update
May 19	Finance	Begin Travel/Expense Reimbursement Policy review/update TBD allowable costs review
June 16	Finance	Complete Travel/Expense Reimbursement Policy review/update 6 year utility funds projection update
July 21	Finance	Next Budget Cycle Revenue Assumptions
August 18	HR	Mid-Year Performance Review Update
September 15	Finance	General Fund six year projection
October 20	Finance	Old business close out
November 17	Finance	Old business close out
December 15	Finance	

*\*The work plan items are subject to change as needed; and Regular Meetings held the third Tuesday of each month at 5:30 p.m.; unless otherwise noted.*



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

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

<b>SUBJECT:</b>	<b><i>Annual Performance Review Update - 2019</i></b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
2/18/2020	HR	Ben Warthan	Ben Warthan	New Business C

**Discussion:** 2/18/2020  
**Attachments:** 1. N/A

**REQUESTED ACTION:** No action requested update only.

**POLICY CONSIDERATIONS**

*Per Performance Based Pay Policy for Non-Represented City of Monroe Employees (Reference Number 2013-002). In February and July of each year, the Human Resources Department will meet with the Monroe City Council Human Resources and Finance Committee informing the members of the completion rate for reviews.*

**DESCRIPTION/BACKGROUND**

All performance reviews for the Non-Represented employees have been completed for 2019.

The average overall score for this review period was 3.5.

Areas rated were:

Professional Knowledge, Quality of Work, Judgment, Communication, Initiative, Cooperation, Leadership and Employee Development.

**OTHER CONSIDERATIONS**

None



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*Tuesday, February 18, 2020, 5:30 P.M.*  
*Permit Assistance Center*

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

<b>SUBJECT:</b>	<b><i>Discussion of Establishing a City Severance Policy</i></b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
2/18/2020	HR	Ben Warthan	Ben Warthan	New Business D

**Discussion:**

**Attachments:**

1. City of Washougal Personnel Handbook page 35
2. City of Anacortes Severance Pay Policy
3. City of Sedro-Wooley Employment Agreement Finance Director

**REQUESTED ACTION:** *Possible action to ask staff to bring back more information.*

**POLICY CONSIDERATIONS**

*Council is responsible for setting policy and budget.*

**DESCRIPTION/BACKGROUND**

Some Cities offer an established severance policy for department heads. This policy provides Mayor and Council with a standard separation package in the event a department head is separated from the City. This decreases the possibility of one department head receiving a different package than another for reasons other than years of employment with the City.

Typically this severance pay is applicable in the event a department head is involuntarily terminated or asked to resign. The severance pay is not applicable if the department head voluntarily resigns.

**OTHER CONSIDERATIONS**

Other considerations go here.

**2.A.03 Severance Pay (Grandfathered for department heads hired on or before July 6, 2010)**

The City Manager and department heads are at-will employees. Should the City Manager leave city employment, any potential severance pay will be governed per the manager’s employment contract. Department heads shall also be entitled to severance pay per the following schedule should the department head be terminated involuntarily, asked to resign, or otherwise end employment at the request of the city:

After six (6) months through eighteen (18) months:	three (3) months’ pay
Nineteen (19) months through thirty (30) months:	four (4) months’ pay
Thirty-one (31) months through forty-two (42) months:	five (5) months’ pay
Forty-three (43) months and beyond:	six (6) months’ pay.

Severance pay is calculated on base pay without consideration of benefits or other additional premiums. Severance pay will be paid on the normal payroll schedule.

Should the department head’s termination be voluntary, the result of gross negligence, improper conduct/behavior, conviction of a felony, conviction of a misdemeanor involving moral turpitude, or dereliction of duty, the department head will receive no severance pay.

**Severance Pay (for department heads hired after July 6, 2010)**

Department heads shall also be entitled to severance pay per the following schedule should the department head be terminated involuntarily, asked to resign, or otherwise end employment at the request of the city. The contract for City Manager shall govern his/her severance pay.

One (1) month pay for each year of service with a cap of six (6) months’ severance.

Severance pay is calculated on base pay without consideration of benefits or other additional premiums. Severance pay will be paid on the normal payroll schedule.

Should the department head’s termination be voluntary, the result of gross negligence, improper conduct/behavior, conviction of a felony, conviction of a misdemeanor involving moral turpitude, or dereliction of duty, the department head will receive no severance pay.

**2.A.04 Sick Leave (updated January, 2018)**

Regular full-time employees affected by this chapter will accrue one day (8 hours) of sick leave per month. Regular part-time employees accrue sick leave in proportion to the number of hours worked per week. Sick leave accruals during months when an employee works less than the standard workweek are prorated based on the number of hours actually worked. At the end of the calendar sick leave accrual year unused paid sick leave balances of 120 days (960 hours) or less will carry over to the following year. Sick leave may be used once accumulated but cannot be used in advance of the accrual. Employees affected by this chapter who have accrued in excess of sixty days (480 hours) of sick leave may annually in January trade four (4) hours of sick leave for one (1) hour of vacation in excess of the 480 hours of sick leave. The employee

## **POLICY 303 SEVERANCE PAY**

### **Policy:**

The City of Anacortes allows that severance pay may be granted to terminated employees under certain limited circumstances. The City of Anacortes, however, retains the right to amend or terminate its severance policy at any time.

### **Comment:**

- 1) Severance pay is intended to provide extra economic help to certain terminated employees while they adjust to their job loss. Severance pay is not available for temporary employees.
- 2) The Human Resource Department is responsible for administering City of Anacortes policy on severance pay and will handle any employee claims or complaints.
- 3) Employees may be considered eligible for severance pay if they have worked full-time for at least one year and are terminated because of:
  - a) A permanent reduction in force (unless the employee refuses a transfer recommended by the City of Anacortes);
  - b) The elimination of the job or position.
- 4) Employees normally will not be considered eligible for severance pay if their employment is terminated because of:
  - a) An employee-initiated voluntary resignation;
  - b) Conduct or performance issues;
  - c) A layoff that is expected to be short-term (less than 30 days);
  - d) A breach of an employment agreement;
  - e) Normal retirement, permanent disability, or death.
- 5) Eligible employees will be required to sign a release agreement in order to receive severance pay.
- 6) When severance pay is granted, eligible employees normally will receive 4 weeks regular straight-time pay for 1–4 years of continuous service; 5 weeks regular straight-time pay for 5-9 years of continuous service; and 6 weeks regular straight time pay for 10+ years of continuous service. Severance pay is calculated from the most recent date of hire. Unless otherwise provided, payment will be made in a lump sum at the time when final termination pay is provided.

## EMPLOYMENT AGREEMENT

THIS AGREEMENT, made and entered into this 13th day of April, 2018, by and between the City of Sedro-Woolley, State of Washington, a municipal corporation, hereinafter called "Employer", and Douglas A. Merriman, hereinafter called "Employee", both of whom covenant and agree as follows:

### WITNESSETH:

WHEREAS, Employer desires to employ the services of said Employee as Finance Director of the City of Sedro-Woolley; and

WHEREAS, it is the desire of the employer to provide certain benefits, establish certain conditions of employment and to set working conditions of said Employee; and

WHEREAS, it is the desire of the employer to (1) secure and retain the services of Employee and to provide inducement for him to remain in such employment, (2) to make possible full work productivity by assuring Employee's morale and peace of mind with respect to future security, (3) to provide a just means for terminating Employee's services at such time as he may be unable to fully discharge his duties due to disability or when Employer may otherwise desire to terminate his employ; and

WHEREAS, Employee desires to be employed as Finance Director of the City of Sedro-Woolley:

NOW, THEREFORE, in consideration of the mutual covenants herein contained, the parties agree as follows:

#### **Section 1. Duties**

Employer hereby agrees to employ said Employee as Finance Director of said Employer to perform the functions and duties of said office as specified law, and to perform other legally permissible and proper duties and functions as the Employer shall from time to time assign. A job description is attached hereto and incorporated by reference as Exhibit A.

#### **Section 2. Term**

A. The Employee serves at the pleasure of the Mayor. Nothing in this agreement shall prevent, limit or otherwise interfere with the right of the Employer to terminate the services of Employee at any time, subject only to the provisions set forth in Section 4 of this agreement.

B. Nothing in this agreement shall present, limit or otherwise interfere with the right of the Employee to resign at any time from her position with Employer, subject only to the provision set forth in Section 4 of this agreement.

C. Employee agrees to remain in the exclusive employ of Employer for the period beginning May 1, 2018 and terminating December 31, 2021.

### **Section 3. Suspension**

Employer may suspend the employee with full pay and benefits at any time during the term of this agreement.

### **Section 4 Termination and Severance Pay**

A. In the event Employee is terminated by the Employer before expiration of the aforesaid term of employment during such time that employee is willing and able to perform his duties under this agreement, then the Employer agrees to pay Employee a lump sum cash payment equal to three (3) month's aggregate salary & health insurance; provided, however, that in the event Employee is terminated for just cause, or because of his conviction of any illegal act involving personal gain to him, that the Employer shall have no obligation to pay the aggregate severance sum designed in this paragraph. ("Just cause" shall include all matters that constitute grounds for disciplinary action as set forth in any personal policy manual of the Employer as now existing or hereinafter amended. The provisions of any personnel policy or other written or unwritten custom or policy regarding termination shall not apply to the Employee, except for purposes of defining "just cause".)

B. In the event employer at any time during the term of this agreement reduces the salary or other financial benefits of Employee in a greater percentage than an applicable across-the-board reduction for all department head Employees of employer, or in the event Employer refuses, following written notice, to comply with any other provisions benefiting Employee herein then the employee may, at his option, be deemed to be "terminated" at the date of such reduction or such refusal to comply with the meaning and context of the severance pay provisions, as his sole and exclusive remedy for such action.

C. In the event Employee voluntarily resigns his position with Employer before expiration of the aforesaid term of his employment, then Employee shall give Employer thirty (30) days notice in advance, unless the parties otherwise agree.

D. In the event the Employer does not offer to renew this contract on the same or substantially equivalent terms at the end of the term of this agreement, and does not give the employee notice thereof at least sixty (60) days prior to the end of the term, the Employee may, at his option, be deemed to be "terminated" at the date of such non-renewal within the meaning and context of the severance pay provision.

### **Section 5. Disability**

If Employee is unable to perform the essential duties of his job because of disability, sickness, accident, injury, mental incapacity, or health-related reasons for a period of sixty (60) days beyond any accrued sick leave, with or without reasonable accommodation, Employer shall have the option to terminate this agreement, without payment of severance pay specified in Section 4.

## **Section 6. Salary**

Employer agrees to pay Employee for his services rendered pursuant hereto a base salary of \$9,235 per month, payable in installments at the same time as other Employees of the Employer are paid.

Said salary shall cease upon termination of employment as provided in this agreement.

In addition, employer may increase said base salary and other benefits of Employee in such amounts and to such extent as the employer may determine that it is desirable to do so, on the basis of an annual performance and salary review of said Employee, subject to the Employer's budgetary requirements and other relevant factors at that time. Employer agrees to increase the base salary consistent with the 2017 salary survey on January 1, 2019 and January 1, 2020 with this position at the midpoint between the police & fire chiefs' pay and the public works director's pay. In addition, the rate of pay will be adjusted annually equal to the cost of living and/ or cost of market increase given to other nonunion management employees.

Employer shall not at any time during the term of this agreement reduce the salary compensation or other financial benefits of Employee, except to the degree of such reduction across-the-board for all department head employees of the Employer.

## **Section 7. Performance Evaluation**

The Employer shall review and evaluate the performance of the employee at least once annually. The employer shall provide the employee with a summary written statement of the findings of the Employer and provide an adequate opportunity for the Employee to discuss his evaluation with the Employer.

## **Section 8. Hours of Work**

The parties agree that this position is a professional position, and that payment is based on a monthly salary, and not on an hourly rate of compensation. It is recognized that Employee must devote a great deal of time outside the normal office hours of business of the Employer. The Employee shall not receive additional compensation or compensatory time for such work. Upon approval of the City Supervisor, Employee may work a non-traditional workweek, such as a 4/10 schedule.

## **Section 9. Outside Actives**

Employee shall not spend more than occasional periods of time, not to interfere with his regular employment, in teaching, counseling, or other non-Employer connected business, and shall first obtain the prior approval of the Employer, which shall not be unreasonably withheld.

## **Section 10. Automobile**

Employer shall provide Employee either the use of a City automobile for City purposes, or alternatively, compensation on a "per mile" basis for use of Employee's vehicle by Employee for City purposes at the same rate as applicable to other management employees of Employer.

## **Section 11. Vacation, Sick and Military Leave**

Employee shall accrue vacation at a rate of 6.68 hours per pay period (semi-monthly). Sick leave will accrue and have credited to his personal account at the same rate as other

management employees of the Employer, excluding the police and fire departments. Employee shall begin with 40 hours of accrued vacation time.

**Section 12. Health Insurance**

- A. Employer agrees to provide policies of medical insurance covering Employee and his dependents that are required by law or provided all other management employees of Employer and their dependents (employer currently pays 90% of medical insurance premium).
- B. The Employee agrees to abide by the Employer's policy regarding drug testing.

**Section 13. Retirement**

Employer agrees to provide retirement benefits for Employee as provided by law.

**Section 14. Dues and Subscription**

Employer agrees to budget and to pay for the professional dues and subscriptions of Employee necessary for his continuation and full participation in associations and organizations necessary and desirable for his continued professional participation, growth and advancement, and for the good of the employer. These expenses shall be subject to prior approval of the Employer.

**Section 15. Professional Development**

Employer agrees to budget and to pay for the travel and subsistence expenses of Employee for short courses, institutes and seminars that are necessary for his professional development and for the good of the Employer. These expenses shall be subject to prior approval of the Employer.

**Section 16. Indemnification**

Employer shall defend, save harmless and indemnify Employee against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the good faith performance of Employee's duties as Finance Director, except as may be caused by the intentional misconduct or criminal action of Employee. Employer will defend, compromise and settle any such claim or suit and pay the amount of any settlement of judgment rendered thereon.

**Section 17. Other Terms and Conditions of Employment**

A. The Employer shall fix any such other terms and conditions of employment, as it may determine from time to time, relating to the performance of Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this agreement, the City ordinance or any other law.

B. All ordinances, regulations and rules of the Employer relating to vacation and such leave, holidays and other fringe benefits and working conditions as they now exist or hereafter may be amended, also shall apply to Employee, except as herein provided.

**Section 20. Notices**

Notices pursuant to this agreement shall be given by deposit in the custody of the United States Postal Service, postage prepaid, addressed to the last known address of the parties hereto. Alternatively, notices required pursuant to this agreement may be personally served in the same manner as is applicable to civil judicial practice. Notice shall be deemed given as the date of

personal service or as of the date of deposit of such written notice in the course of transmission in the United States Postal Service.

**Section 21. General Provisions**

- A. The text herein shall constitute the entire agreement between the parties.
- B. This agreement shall be binding upon and ensure to the benefit of the heirs at law and executors of Employee.
- C. This agreement shall become effective upon commencement of employment of Employee.
- D. If any provision, or any portion thereof, contained in this agreement is held unconstitutional, invalid or unenforceable, the remainder of this agreement, or portion thereof, shall be deemed severable, shall not be affected and shall remain in full force and effect.

IN WITNESS WHEREOF, the City of Sedro-Woolley has caused this agreement to be signed and executed in its behalf by its Mayor, and duly attested by its City Clerk, and the Employee has signed and executed this agreement, both in duplicate, the day and year first above written.

CITY OF SEDRO-WOOLLEY

EMPLOYEE

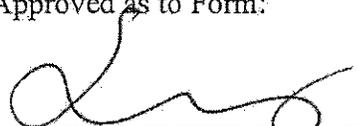
By:   
Julia Johnson, Mayor

  
Douglas A. Merriman

Attest:

  
Patsy Nelson, Finance Director

Approved as to Form:

  
Eron Berg, City Attorney



<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>
2/18/2020	Community Development	Ben Swanson	Ben Swanson/ FCS Group	Old Business A

**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;
- Develop policies that best reflect the City’s cost recovery goals.

Current City fees are established by City Council and adopted by resolution in the City’s “Fees Resolution.” Within the Fees Resolution, the City establishes fees for land use development services. Our current fees recover approximately 13% of planning and 51% 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
- 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;
  - 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



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

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 paid 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