

Washington State Department of Commerce Evaluation of Planning Costs

January 3, 2023

Prepared by:



Prepared for:





*Community Attributes Inc. tells data-rich stories about communities
that are important to decision makers.*

President and CEO:
Chris Mefford

Project Manager:
Elliot Weiss

Analysts:
Cassie Byerly
Erin Ezell
Bryan Lobel
Michaela Jellicoe
Jeff Raker
Nicole Witenstein

LDC Inc.
Clay White, Director of Planning
Samantha Adams
Joel Farias
Ian Faulds

Community Attributes Inc.
500 Union Street, Suite 200
Seattle, Washington 98101

www.communityattributes.com

EXECUTIVE SUMMARY

In the 2022 Supplemental Budget, the Washington State Legislature directed the Department of Commerce to conduct an evaluation of the costs for cities and counties to review and revise their comprehensive plans to ensure compliance with Revised Code of Washington (RCW) Chapter 36.70A Growth Management – Planning by Selected Counties and Cities, also known as the Growth Management Act (GMA).

The intention of this directive is to establish a more robust understanding of resource expenditures on planning activities for jurisdictions of different sizes and staff capacity. Both Commerce and the Legislature want to improve guidance to local jurisdictions, identify relevant state resources, and ensure future planning requirements are informed by any limitations or needs for effective city and county planning.

This study presents an estimation of baseline costs required for cities and counties to comply with the requirements of the GMA. This includes assessing the level of effort cities and counties voluntarily commit to for successful planning within their communities and will help the state gain insight into the types of additional technical support cities and counties require to help facilitate GMA planning.

Costs of Planning Activities

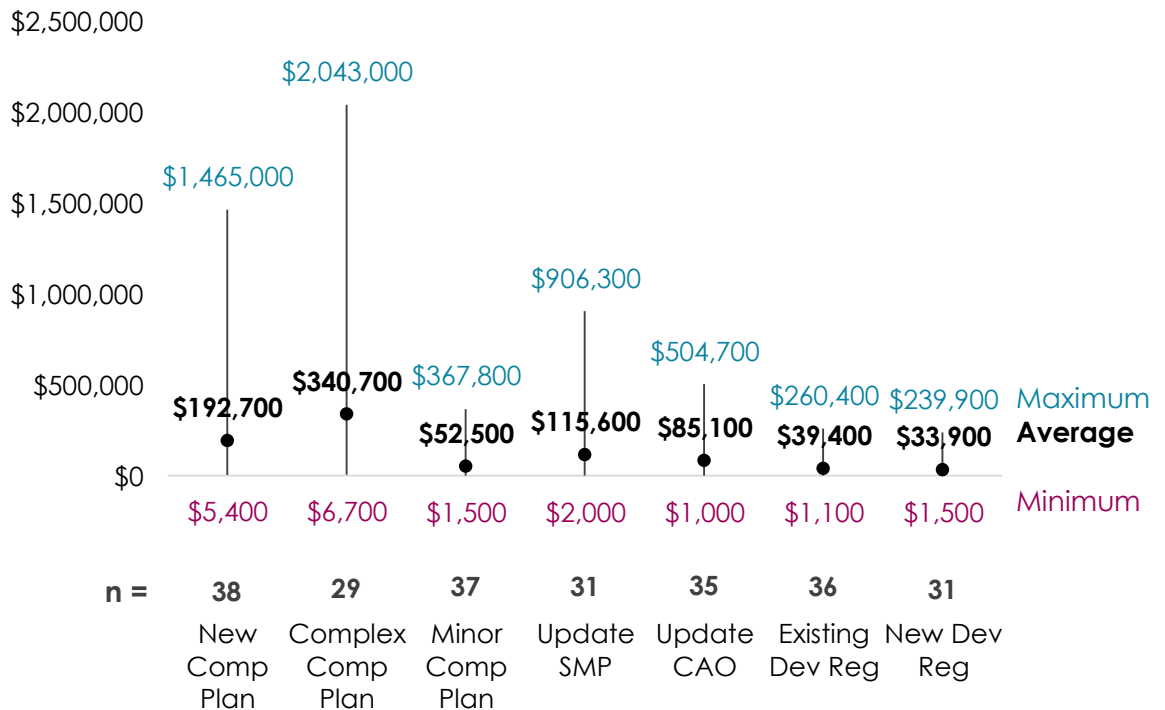
Jurisdictions, through an online survey, were asked to provide cost estimates and additional contextual information in connection to seven distinct planning activities:

- New comprehensive plan elements
- Complex comprehensive plan updates
- Minor comprehensive plan updates
- Updates to Shoreline Master Programs (SMPs)
- Updates to Critical Area Ordinances (CAOs)
- Revisions to existing development regulations
- New development regulations

Analysis, supported by interviews and discussions with working group members, indicate that the cost to complete any individual planning activity might vary considerably based on the actual content of the activity and the level of political and community interest in the content, as well as based on the general type of activity. Typically, more complex planning activities have wider variation and higher average costs, while more routine planning activities have a narrower range of cost estimates. Respondents also indicate lower levels of confidence in cost estimates for more complex planning activities.

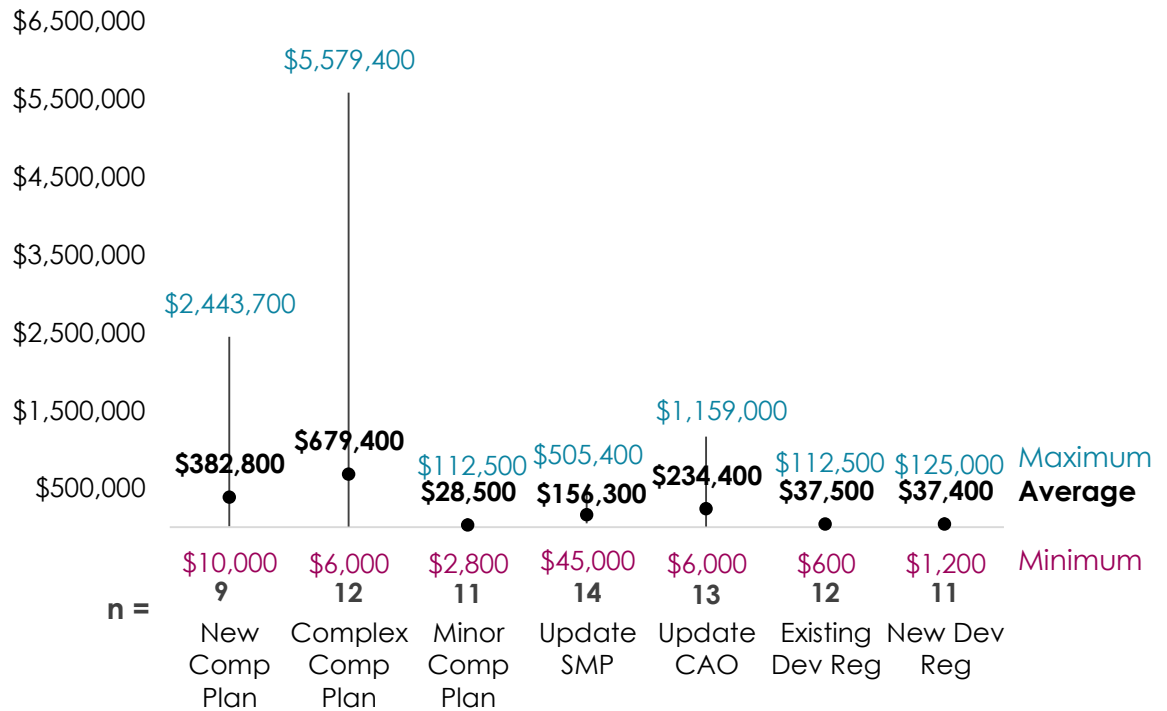
- Complex comprehensive plan updates have the widest variation in total costs for both cities and counties. This activity also has the highest average cost among respondents at more than \$340,000 for cities and nearly \$680,000 for counties.
- New comprehensive plan elements, updates to shoreline master programs and updates to critical areas ordinance are also highly variable in cost. These activities have average costs ranging from \$85,000 for a critical areas ordinances to \$383,000 for new comprehensive plan elements.
- Minor comprehensive plan updates have the lowest average cost for counties at \$28,500 ranging to \$53,000 for cities. New and existing development regulations also have lower and more consistency in average cost across both cities and counties, ranging from \$34,000 to \$40,000. (**Exhibit 1** and **Exhibit 2**)
- Across all planning activities, total costs are generally lower for small cities and counties and increase based on population size. However, the costs per 1,000 population are highest among small cities and counties; in most cases, this is double the cost per 1,000 on average.

Exhibit 1. Total Cost for Cities by Activity



Sources: Community Attributes Inc., 2022; LDC, 2022.

Exhibit 2. Total Cost for Counties by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Other key findings on the costs of planning are as follows.

- Excluding the costs for a SEPA/NEPA EIS, the maximum and average costs per 1,000 population vary widely across planning activities among cities. Generally, more complex planning activities have higher maximum and average costs per 1,000.
- Labor costs or the costs for city and county staff time are typically the largest component of the cost of planning, on average representing more than 50% of total costs for all planning activities.

Overall, survey responses indicate a medium level of confidence in the cost estimates jurisdictions provided across all planning activities (ranging from 45% to 82% of counties and 47% to 65% of cities). When jurisdictions reported low levels of confidence it was typically related to more complex planning activities, indicating the more complex the planning activity, the less confident respondents were in their cost estimates.

Drivers of Cost

Key drivers of cost explored through the survey include the length of time to complete planning activities, types of technical tasks required, number of consultant contracts, number of stakeholder and public meetings, and the types of public engagement used.

- On average, most planning activities require two years or less to complete. Planning activities that require more than two years include complex comprehensive plan updates, new comprehensive plan elements at the county level, and critical areas ordinance updates.
- Public and stakeholder outreach and data analysis are frequently utilized across all planning activities, while modeling and other technical methods are less frequent.
- Jurisdictions appear to rely on consultants more heavily for complex planning activities, including new comprehensive plan elements, complex comprehensive plan updates, updates to critical areas ordinances and shoreline master programs.
- The number of consultants rarely exceeds one to five contracts, but a small share of cities report more than five contracts for new comprehensive plan elements, updates to existing development regulations, and implementing new development regulations.
- The number of stakeholder meetings held also appears to vary across the different planning activities. Most frequently, planning activities require one to five meetings.
- Planning activities typically require at least one public meeting. Only for implementing a new development regulation do more than 50% of cities indicate no public meetings were required.

Technical Assistance

Regardless of size and geography, jurisdictions reported that technical assistance of varying type and intensity is desperately needed.

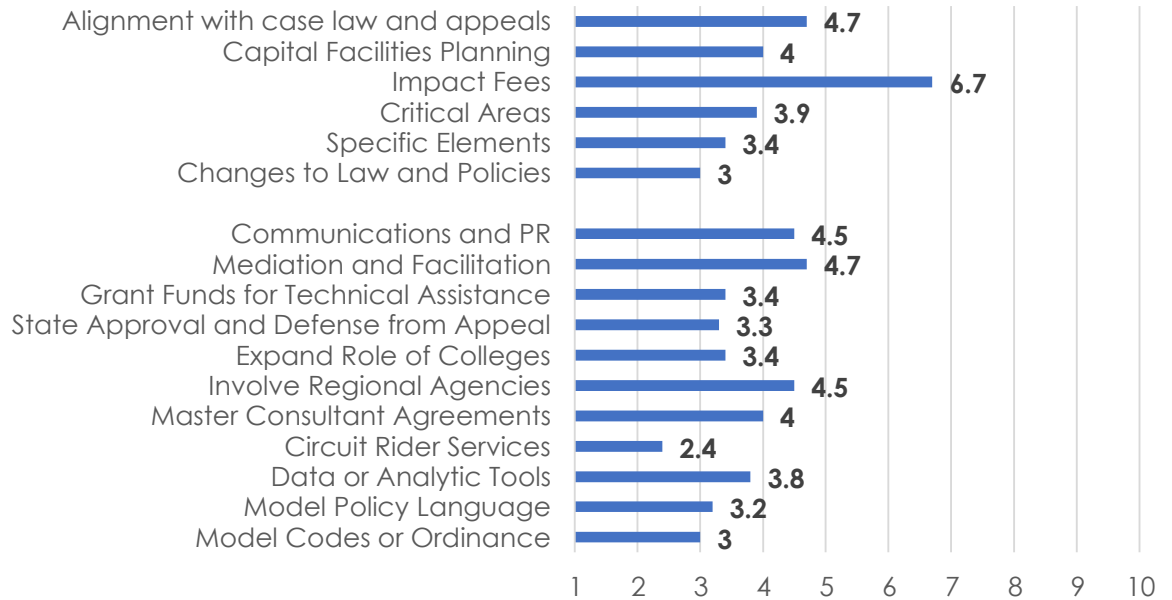
- Data collected from the interviews suggest that on a statewide level, planners need the most support when it comes to changes to state, regional, or county law and policy. Small and medium cities rank this topic highest for additional support. This suggests planners in smaller jurisdictions across Washington have a harder time keeping up with, understanding the impacts of, and implementing changes to comply with state regulations.
- Specific comprehensive plan elements rank second highest among areas where planners need additional support. Planners across the state have expressed that mandatory elements with technical aspects such as capital facilities and transportation take significant amounts of coordination between multiple departments, and that it would be beneficial for Commerce to provide guiding documents or resources.

Across Washington, two types of technical assistance stand out for jurisdiction's interest: circuit rider services and model codes and ordinances. Both cities and counties in Washington give a high-ranking score for circuit rider services. The average rank for circuit rider services is 2.4 (on a scale of

one to ten where one is highest) and this service received the highest average score out of all the types of technical assistance. (**Exhibit 3**)

Planners express that model codes and ordinances are generally helpful to review as they prepare materials, but highlight a caveat that provided examples must be changed significantly to flow with existing local code.

Exhibit 3. Areas of Greatest Challenges and Technical Assistance Preferences, All Responses



Sources: LDC, 2022; Community Attributes Inc, 2022.

Limitations of this Study and Avenues for Future Exploration

At the time of this report’s issuance, survey responses were received from 48 cities (17% of Washington’s cities) and 14 counties (36% of Washington’s counties). Response rates vary when disaggregating by population, geography or GMA planning level. Response rates are highest among large cities and counties, Central Puget Sound cities and counties, and fully planning jurisdictions. Of the 320 jurisdictions in Washington, CAI and LDC performed technical assistance interviews with 56 (17%) representatives of cities and counties across the state. There is cross-over between jurisdictions participating in the survey and interviews.

There are several limitations to this study. Most critically, while the study aimed to gather data from the largest possible number of Washington cities and counties, a limited number of jurisdictions responded within the study timeframe. The limited sample size for this survey presents challenges for

disaggregating responses based on jurisdictional characteristics and identifying trends in responses.

Avenues for further and future investigation to improve this study, incorporating feedback from working group members, include:

- **Continue to invest in direct outreach.** Secure more responses from Eastern and Central Washington, small jurisdictions, and those planning partially under GMA to improve representation in the sample size. Working group feedback indicated that the Washington State Association of Counties and Association of Washington Cities could provide support for ongoing outreach and leverage their relationships with jurisdictions.

Survey response rates increased as the consultant team was able to schedule additional one-on-one discussions to walk-through the survey, streamline data collection efforts, and add to jurisdictions' capacities in providing a response. An extended timeframe would allow for continued in-depth outreach.

- **Elected briefing document.** Establish a short briefing document to highlight the financial impact of planning requirements, explain the need and opportunity for financial and technical resources for jurisdictions, and connect this with relevant mandates for comprehensive plan updates due in 2024 and other planning activities. This document could be shared with local elected officials to highlight the importance of participating in the study and secure more survey responses.
- **Ongoing data collection.** Create an opportunity for ongoing and future data collection by simplifying the survey instrument, aligning survey requests within Commerce and among other state agencies attempting to secure information from local jurisdictions, and possibly add the survey or data requests as part of approval process or close out forms for Commerce grants, as well as upon submittal of notice for comprehensive plan and development regulation updates. This could include providing a link to the survey or data request through Planview or sending the request upon receipt of an ordinance submittal through automated messages.

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INTRODUCTION

Background and Purpose

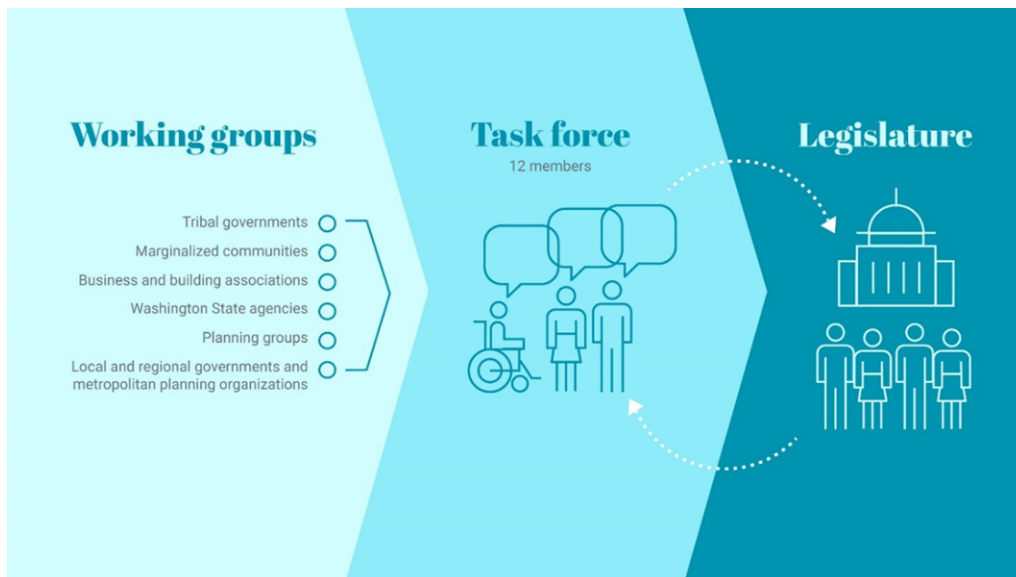
In the 2022 Supplemental Budget, the Washington State Legislature directed the Department of Commerce (Commerce) to conduct an evaluation of the costs for cities and counties to review and revise their comprehensive plans to ensure compliance with Revised Code of Washington (RCW) Chapter 36.70A Growth Management – Planning by Selected Counties and Cities, also known as the Growth Management Act (GMA).

The intention of this directive is to establish a more robust understanding of resource expenditures on planning activities for jurisdictions of different sizes and staff capacity. Both Commerce and the Legislature want to improve guidance to local jurisdictions, identify relevant state resources, and ensure future planning requirements are informed by any limitations or needs for effective city and county planning.

This study presents an estimation of baseline costs required for cities and counties to comply with the requirements of the GMA. This includes assessing the level of effort cities and counties voluntarily commit to for successful planning within their communities and will help the state gain insight into the types of additional technical support cities and counties require to help facilitate GMA planning.

Alignment with the Collaborative Roadmap Project

The types of technical assistance addressed within this Evaluation of Planning Costs have overlap with those included within the Collaborative Roadmap Phase III project (Phase III).



Phase III is a two-year project, funded by the Washington State Legislature during the 2021 legislative session. The project includes a task force, with diverse perspectives, to make recommendations to the Legislature regarding reforms to the state's growth policy framework. In addition, working groups have been utilized to provide broad outreach and inform the task force on important legislative issues it is considering.

The task force is discussing whether Commerce should provide greater technical assistance. Working groups representing tribal nations, Realtors, planners, environmental groups, special districts, builders, state agencies, and environmental justice organizations have also considered this topic and provided broad support and specific recommendations to the task force for consideration.

In addition, Phase III included a project survey, which asked: "Which of these options, if any, do you think Washington State should fund to help local governments plan under the Growth Management Act?" The survey responses, which can be found on the Collaborative Roadmaps project website,¹ denoted strong support for assistance, such as the state providing model policy language for comprehensive plan updates and broad technical assistance to cities and counties.

Subtle differences from Phase III and this project include the need for Commerce assistance and resources for tribes, cities, and counties to better coordinate with each other on specific planning issues.

On November 9, 2022, the Phase III Task force recommended that:

"The state should provide cities and counties, especially those with fewer resources, additional technical resources, on an ongoing basis. The findings from the Commerce study of planning costs and comments received from working groups and surveys during this project should be utilized to assist in prioritizing which technical resources are most important to provide. The needs of communities vary, and the options listed below may all be useful to certain communities."

The task force did not prioritize the types of technical assistance for Commerce to provide given the varied needs of communities across the state. The full recommendation can be found in **Exhibit 4**.

¹ <https://www.commerce.wa.gov/serving-communities/growth-management/collaborative-roadmap-phase-iii/>

Exhibit 4. Collaborative Roadmap – Task Force Recommendation – November 2022

The state should provide cities and counties additional technical resources on an ongoing basis, especially those with fewer resources. The findings from the Commerce study of planning costs and comments received from working groups and surveys during this project should be utilized to assist in prioritizing which technical resources are most important to provide. The needs of communities vary, and the options listed below might be useful to certain communities.

- a. Technical assistance and resources for tribes, cities, and counties to better coordinate with each other on specific planning issues.
- b. State development of model code and/or policy language.
- c. Mediation and facilitation services.
- d. State procurement of and assistance with data tools, like GIS.
- e. Technical assistance on specific planning issues to cities and counties.
- f. Assistance with master consultant agreements for planning services.
- g. Expanding the role of regional agencies, such as councils of government, to provide planning services to member jurisdictions.
- h. Communications and PR expertise for assistance on complex/controversial issues.
- i. Expanding the role of colleges and universities in assisting local governments with planning activities.
- j. Library of case law that local governments can easily locate.

Limitations of this Study

There are several limitations to this Evaluation of Costs study. Most critically, while the study aimed to gather data from the largest possible number of Washington cities and counties, there was a limited response from jurisdictions within the study timeframe. At the time of this report's issuance, survey responses were received from 48 cities (17% of Washington's cities) and 14 counties (36% of Washington's counties). The limited sample size for this survey presents challenges for disaggregating responses based on jurisdictional characteristics and identifying trends in responses. Challenges cited by jurisdictions in responding to the survey include the following:

- **Timeframe** for completing this study was the most frequently cited challenge to completion. This includes both the duration of time survey responses could be accepted, as well as the timing of the survey itself, which coincided with several other survey requests to jurisdictions.
- **Capacity** was a challenge for some jurisdictions, relating to gathering information within their context and resources. Small jurisdictions and jurisdictions without or limited planning staff mentioned this challenge. Additionally, some larger jurisdictions with unfilled staff positions or significant staff turnover also noted this issue.

- **Cost estimation** challenged jurisdictions as well, particularly jurisdictions without a recent example of a planning activity. For comprehensive planning activities, jurisdictions that most recently completed these activities as part of a more comprehensive initiative also noted challenges with disaggregating cost estimates. Jurisdictions with fewer planning requirements under the GMA needed clarification about which activities to provide estimates for.
- **Measuring costs** for local planning work that **exceeds planning requirements**, as well as **unaccounted costs**, such as costs to administer grants challenged jurisdictions.
- **Identifying entities with authority to provide data** impacted data collection for jurisdictions that use planning consultants or their Metropolitan Planning Organization for a substantial portion of their planning work.

Avenues for further and future investigation to improve this study include:

- **Continue to invest in direct outreach.** Secure more responses from Eastern and Central Washington, small jurisdictions, and those planning partially under GMA to improve representation in the sample size. Working group feedback indicated that WSAC and AWC may provide support for ongoing outreach and leverage their relationships with jurisdictions.

Survey response rates increased as the consultant team was able to schedule additional one-on-one discussions to walk through the survey, streamline data collection efforts, and add to jurisdictions' capacities in providing a response. An extended timeframe would allow for continued in-depth outreach.

- **Elected briefing document.** Create a fact sheet to highlight the financial impact of planning requirements, explain the need and opportunity for financial and technical resources for jurisdictions, and connect this with relevant mandates for comprehensive plan updates due in 2024 and other planning activities. This document could be shared with local elected officials to highlight the importance of participating in the study and secure more survey responses.
- **Ongoing data collection.** Create an opportunity for ongoing and future data collection by simplifying the survey instrument, aligning survey requests within Commerce and among other state agencies, and possibly adding the survey or data requests as part of approval process or close out forms for Commerce grants, as well as upon submittal of notice for comprehensive plan and development regulation updates. This could include providing a link to the survey

or data request through Planview or sending the request upon receipt of an ordinance submittal through automated messages.

Organization of this Report

The remainder of this report is organized as follows:

- **Methods of Data Collection and Analysis.** Overview of methods used to collect data on planning costs and technical assistance needs from cities and counties across the state.
- **Cost Estimates by Planning Activity.** Summarizes findings on the costs of planning activities and the variability of costs.
- **Key Drivers of Cost.** Details the drivers of costs and factors influencing cost estimates by planning activity.
- **Cost Variability and Differentiation of Jurisdiction Characteristics.** Synthesizes findings on cost and drivers of cost when disaggregated by jurisdiction characteristics including population, geography, and planning level.
- **Critical Technical Assistance.** Summarizes findings from interviews including challenges to completing planning requirements and technical assistance needs.
- **Appendices.** Includes detailed findings and analysis from surveys and interviews, as well as the survey instrument.

METHODS OF DATA COLLECTION AND ANALYSIS

Data collection methods included multiple channels of outreach to gather meaningful and sufficient data.

- Engagement with a **working group** throughout the process to inform methods, validate findings, test assumptions, and enhance interpretation. Feedback from working group members and Commerce staff have been integrated into this report.
- Deployment of a **survey** to gather quantitative and qualitative data on the costs of planning. The survey was released in both online and Word formats to provide options for cities and counties to share data. A supporting template for gathering data was provided in Excel.
- **In-depth interviews** focusing on technical assistance needs and discussion on the costs of planning provided robust qualitative information.

Working Group Engagement

A nine-person working group served as an advisory body and provided essential feedback on methods, data collection, analysis, and interpretation to support this report. The working group is comprised of city, county, and state representatives, as well as key consultants and organizations that

support jurisdictions in planning activities statewide. Membership of the work group includes representatives from the following organizations:

- Washington State Association of Counties (WSAC)
- Association of Washington Cities (AWC)
- Snohomish County
- Stevens County
- City of Vancouver
- City of Woodland
- Municipal Research and Services Center (MRSC)
- SCJ Alliance
- Washington State Department of Commerce

At the time of report issuance, the working group met three times. The first meeting focused on the data collection process, survey design, and the outreach approach. Feedback from the working group informed updates to the survey as well as the outreach and analysis approach. Working group members shared feedback on approaches to provide additional support and increase response rates, as well as framing for findings and deliverables. The third meeting covered survey and interview response rates, the limitations of the study with a low response rate, and options for continued outreach and future data collection and analysis.

Planning Cost Survey

Community Attributes (CAI), with support and feedback from Land Development Consultants (LDC) and the working group, designed a survey questionnaire to collect detailed cost data and supporting details for seven planning activities, as specified by the legislative request:

- Developing a **new comprehensive plan element**.
- Updating a **critical areas ordinance**.
- Updating a **shoreline master program ordinance**.
- Completing a **minor update to a comprehensive plan element**.
- Completing a **complex update to a comprehensive plan element**.
- Updating an **existing development regulation**.
- Implementing a **new development regulation**.

The complete survey instrument can be found in **Appendix P**. The survey instrument includes the following elements:

- A brief introduction to the survey and project from the Department of Commerce and supported by AWC and WSAC, describing the importance of the survey, as well as the potential benefits to each community from the study.
- Detailed descriptions of the activities required under GMA to complete each of the seven planning activities. The descriptions are designed to

define the minimum level of effort required to complete each planning activity.

- Questions designed to collect quantitative data on each planning activity. Cost questions request estimates for high-level breakdowns of cost elements, including labor and staff costs and consultant contracts.
- Additional questions designed to collect qualitative information probing the drivers of cost estimates, including an environmental impact statement in the activity (SEPA/NEPA EIS), level of public engagement and outreach, level of technical work required, length of time, and the level of confidence in the cost estimate.

Multiple options for submission were allowed to maximize the response rate. The survey was presented in both an online and Microsoft Word format, to ensure ease of use while providing respondents the most time and freedom to collect data and use the templates as their direct submission or as interim working guides. Some jurisdictions had to coordinate with multiple departments and staff members to compile a complete understanding of the costs required for the specified planning activities.

To target a more substantial response, the preliminary survey invitation was shared by WSAC and AWC, given their direct relationships with each jurisdiction. Counties received the invitation on Oct. 6, 2022; cities received the invitation on Oct. 12, 2022. The preliminary close date was Oct. 21, 2022. However, after an interim evaluation of response rates, the survey was extended through Oct. 31, 2022.

CAI and LDC sent weekly reminders to each jurisdiction, and the consultant team updated out-of-date contact information and conducted phone outreach directly to jurisdictions. Multiple touch points were employed ensure sufficient survey response and collect qualitative findings. CAI and LDC provided support to jurisdictions on an ad hoc basis as they completed the survey.

In an effort to provide additional touch points for jurisdictions to connect with the consultant team and representatives from other jurisdictions, CAI and LDC hosted an introductory webinar on Oct. 11, 2022. Additional webinars were held weekly through the close of the survey. The webinars provided an overview of the project and emphasized the potential benefits that jurisdictions might see if the Legislature has meaningful information on the costs of planning. Attendees were encouraged to ask questions and seek one-on-one support with the consultant team as needed.

In-Depth Technical Assistance Interviews

In addition to evaluating the costs to complete various types of planning, the study also focused on other forms of technical assistance beyond direct

financial assistance. These resources might provide additional capacity to facilitate implementation of new GMA planning requirements. These are listed and discussed in the **Critical Technical Assistance** section.

Qualitative in-depth interviews help provide an understanding of jurisdiction's interest in different types of technical services and assistance. This effort gave jurisdictions an opportunity to share their experience and struggles to remain in compliance with GMA from a technical perspective, and this data helps inform the Legislature and Commerce on what types of assistance would be utilized, if prioritized and funded.

Over the course of one month, CAI and LDC contacted every jurisdiction to invite them to participate in a one-on-one in-depth interview. The consultant team spoke directly with 56 city and county planners, administrators, and consultants. Interviews were conducted via Microsoft Teams and by telephone, ranging in length from 30 minutes to one hour.

City and county staff were asked a series of five questions, available in full in **Appendix Q**. Questions covered:

- **Primary challenges** in completing the planning requirements of GMA. Interviewees identified, at a high level, the difficulties they face when planning for state compliance.
- **General planning activities where they could use support.** For example, interviewees were asked if they would utilize support such as updating their Critical Areas based on best available science or capital facility planning.
- **Specific types of technical assistance needed.** The most helpful forms of technical assistance were identified.

Additional open-ended questions encouraged guided discussion on planning activities, types of technical assistance and challenges specific to their jurisdiction.

Two of the three interview questions ask jurisdictions to rank preferences on a scale of one to ten where one represents the high end of the scale and ten represents the low end of the scale. The combination of ranked and open-ended questions provides both qualitative and quantitative data. Together with the information collected on the cost of planning activities through the survey, the state Legislature can use this data to better assess how jurisdictions struggle monetarily and technically to remain in compliance with GMA. With this information, the state can work to provide accurate and specific assistance to help planners continue to do this required work.

Survey Response Rates

Detailed analysis of the survey and interview findings are presented in subsequent sections. Overall, the survey received 62 responses from 48 cities and 14 counties. This represents 17% of Washington’s 281 cities and 36% of Washington’s 39 counties. Response rates vary when disaggregating by population, geography, or GMA planning level. Response rates are highest among large cities and counties, Central Puget Sound cities and counties, and fully planning jurisdictions. (**Exhibit 5**)

Limited response rates among Central and Eastern Washington cities and counties as well as among partially planning (GMA 4.0/5.0) cities and counties limits analysis based on these characteristics. Detailed analysis contained in **appendices A through N** do not include summary findings aggregated for Eastern Washington city or partially planning city categories due to limited response rates. Additionally, county responses are grouped into two population categories (large and small/medium) and two geographic categories (east and west). Fully planning counties are also grouped, including both GMA 1.0 and 2.0/3.0 into a single category.

Exhibit 5. Planning Cost Survey Response Rates

Characteristic	Cities	Response Rate	Counties	Response Rate
Population Size				
Large (greater than 100,000)	5	50%	7	54%
Medium (10,000 to 100,000)	16	20%	6	27%
Small (less than 10,000)	27	14%	1	25%
Geography				
Central Puget Sound (1.0)	20	24%	3	75%
Northwest	6	26%	2	33%
Southwest	9	21%	5	63%
Central	9	14%	2	22%
Eastern	4	6%	2	17%
GMA Planning Level				
2.0/3.0	23	17%	9	38%
4.0/5.0	5	8%	2	18%
Total	48	17%	14	36%

Sources: Community Attributes Inc., 2022; LDC, 2022.

Segmentation of Cities and Counties

Analysis of survey and interview responses are segmented based on jurisdictional characteristics, including population size, geography, and GMA planning level. Low response rates among certain segments limits the level of disaggregation possible for both survey and interview findings.

- **Population Size**
 - Large: 100,000 or greater
 - Medium: 10,000 to 100,000
 - Small: less than 10,000
- **Geography**
 - **Central Puget Sound** includes all cities and counties within King, Kitsap, Pierce, and Snohomish Counties.
 - **Northwest** includes all cities and counties within Clallam, Island, Jefferson, San Juan, Skagit, and Whatcom Counties.
 - **Southwest** includes all cities and counties within Clark, Cowlitz, Grays Harbor, Lewis, Mason, Pacific, Thurston, and Wahkiakum Counties.
 - **Central** includes all cities and counties within Adams, Chelan, Douglas, Grant, Kittitas, Klickitat, Okanogan, Skamania, and Yakima Counties.
 - **Eastern** includes all cities and counties within Asotin, Benton, Columbia, Ferry, Franklin, Garfield, Lincoln, Pend Oreille, Spokane, Stevens, Walla Walla, and Whitman Counties.
- **GMA Planning Level**
 - Fully Planning within the Central Puget Sound (1.0)
 - Fully Planning (2.0/3.0)
 - Partially Planning (4.0/5.0)

Interview findings are classified by population size as noted above. Results are also separated by those counties and cities that are fully or partially planning under the GMA (**Exhibit 26**). Fully planning jurisdictions are categorized as one of five geographies: Central Puget Sound, Northwest, Southwest, Central, and Eastern. Results from partially planning jurisdictions are analyzed independently. The geographies are based on groupings of the workforce development areas from the Employment Security Department.

COST ESTIMATES BY PLANNING ACTIVITY

Cost estimates by planning activity vary widely among respondents. Drivers of these costs include the level of engagement, including both public meetings and stakeholder meetings, as well as staff costs, the technical tools employed across the different planning activities, complexity of the activity, and the length of time to completion. Interviews and discussions with working group members indicate that the cost to complete an individual planning activity may also vary considerably based on the actual content of the activity, and the level of political and community interest in the content.

All costs presented in this section are based on estimates provided by individual jurisdictions and aggregated across all cities or counties in the

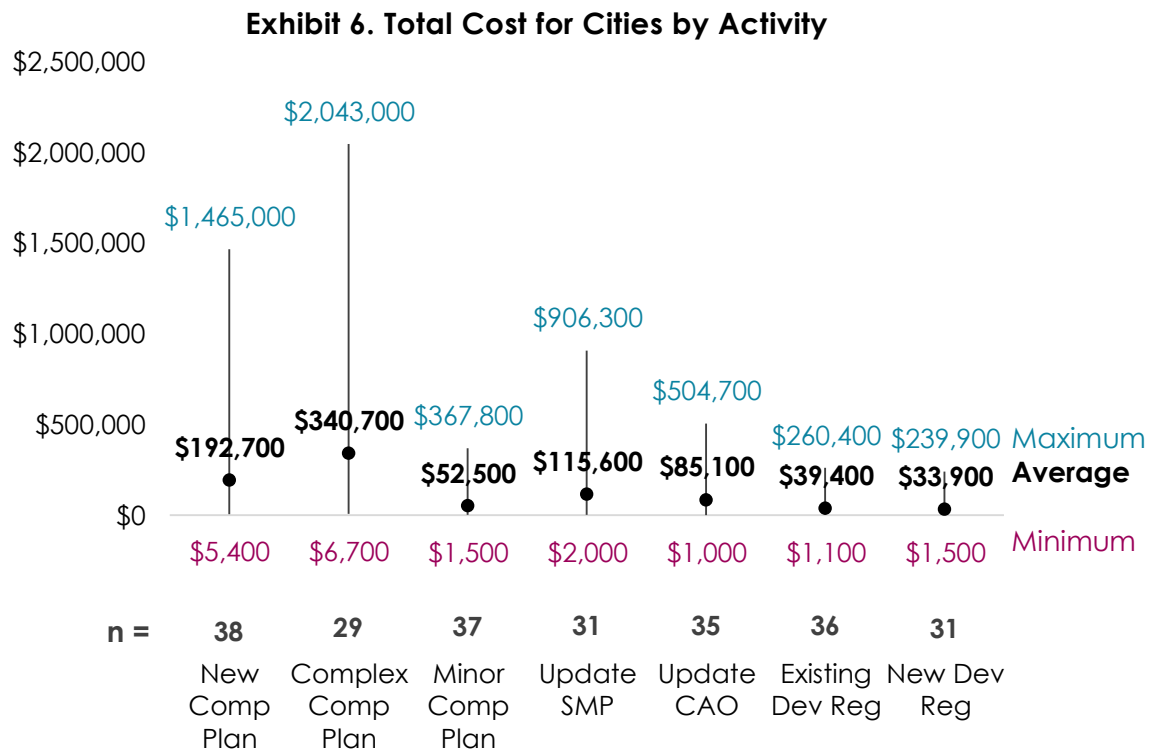
state. **Appendix A through N** contain additional charts and analysis with breakouts based on characteristics of each jurisdiction, including population size, geography, and level of planning under GMA.

Total Costs

Across all planning activities, total costs are generally lower for small cities and counties and increase based on population size.

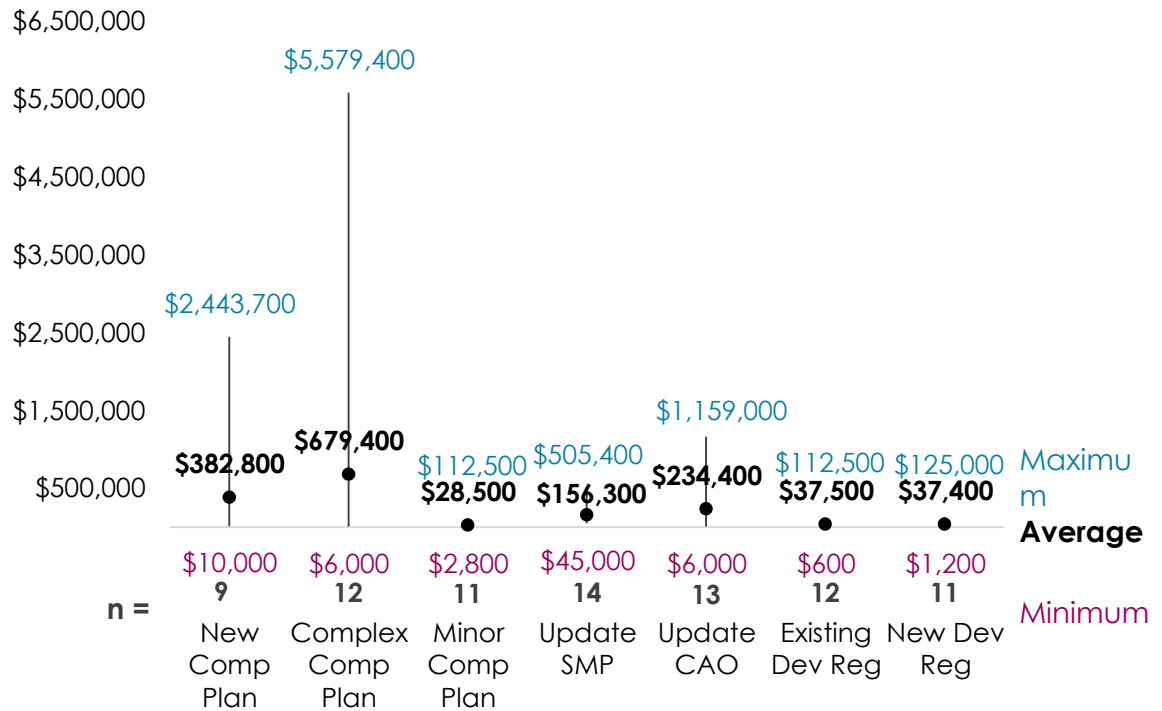
Complex comprehensive plan updates have the widest variation in costs for both cities and counties. This activity has the highest average cost among respondents at more than \$340,000 for cities and nearly \$680,000 for counties. New comprehensive plan elements, updates to shoreline master programs and updates to critical areas ordinance are also highly variable in cost. These activities have averages costs ranging from \$85,000 for a critical areas ordinances to \$383,000 for new comprehensive plan elements.

Minor comprehensive plan updates have the lowest average cost for counties at \$28,500, ranging up to \$53,000 for cities. New and existing development regulations also have lower and more consistency in average cost across both cities and counties, ranging from \$34,000 to \$40,000. **(Exhibit 6 and Exhibit 7)**



Sources: Community Attributes Inc., 2022; LDC, 2022.

Exhibit 7. Total Cost for Counties by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

SEPA/NEPA Costs

Overall, for cities that conducted a SEPA or NEPA EIS as a part of their planning activity, average costs range between \$1,100 for updates to existing development regulations to \$30,700 for new comprehensive plan elements. Low estimates for SEPA/NEPA ranged from \$300 to \$1,000 across all planning activities. High estimates for SEPA/NEPA costs ranged from \$1,500 for a new development regulation to \$300,000 for a new comprehensive plan element. Overall, 41% of responding cities provided SEPA/NEPA costs for a complex comprehensive plan update, and at the low end just 13% provided SEPA/NEPA costs for a new development regulation.

Average SEPA/NEPA costs among counties ranged from \$1,700 for updates to existing development regulations or minor comprehensive plan updates to \$181,200 for complex comprehensive plan updates. Low estimates for SEPA/NEPA costs were \$1,200 across all planning activities. High estimates for SEPA/NEPA costs ranged from \$2,500 for updates of existing development regulations or minor comprehensive plan updates to \$500,000 for a complex comprehensive plan update. Among county responses, 56% included SEPA/NEPA costs as a part of a new comprehensive plan element, while just 18% included these costs for a new development regulation.

Per Capita Costs

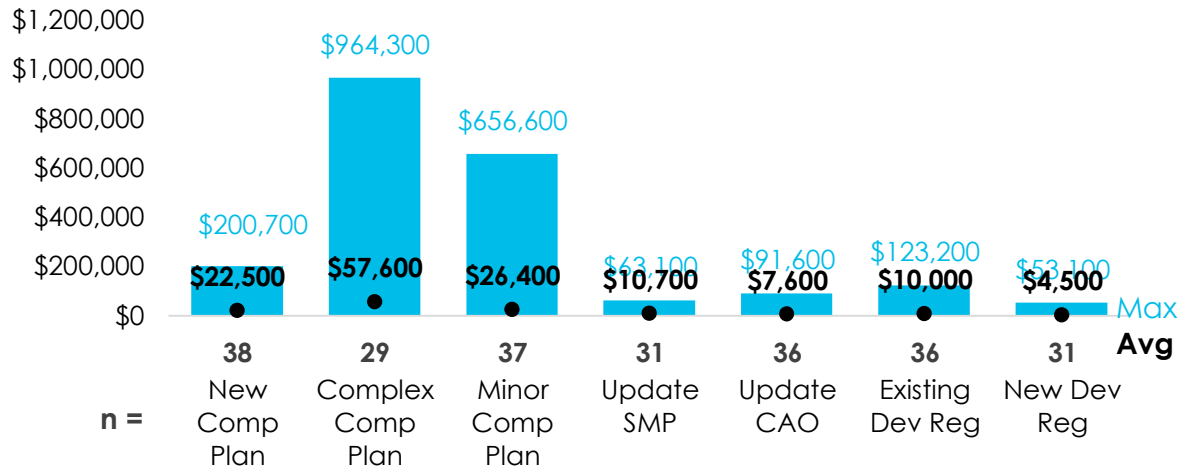
Excluding the costs for a SEPA/NEPA EIS, the maximum and average costs per 1,000 population vary widely across planning activities among cities. Generally, more complex planning activities have higher maximum and average costs per 1,000 with the exception that minor comprehensive plan updates appear to have a high maximum and average cost per 1,000 population despite being less complex. **(Exhibit 8)**

- Average per 1,000 costs for a complex comprehensive plan update is \$57,600. This is close to twice the resource requirement for a minor comprehensive plan update or a new element.
- Among less complicated planning activities, including updates to an existing development regulation, implementing a new development regulation and updates to a critical areas ordinance range from \$4,500 to \$10,000, on average.
- While updates to shoreline master programs and critical areas ordinances have higher total costs on average, the cost per 1,000 is less when compared to other activities.

Among counties, the maximum costs per 1,000 population vary widely across planning activities and both maximum and average costs per 1,000 are generally higher for more complex planning activities. Compared to cities, the average cost per 1,000 population is lower across all planning activities.

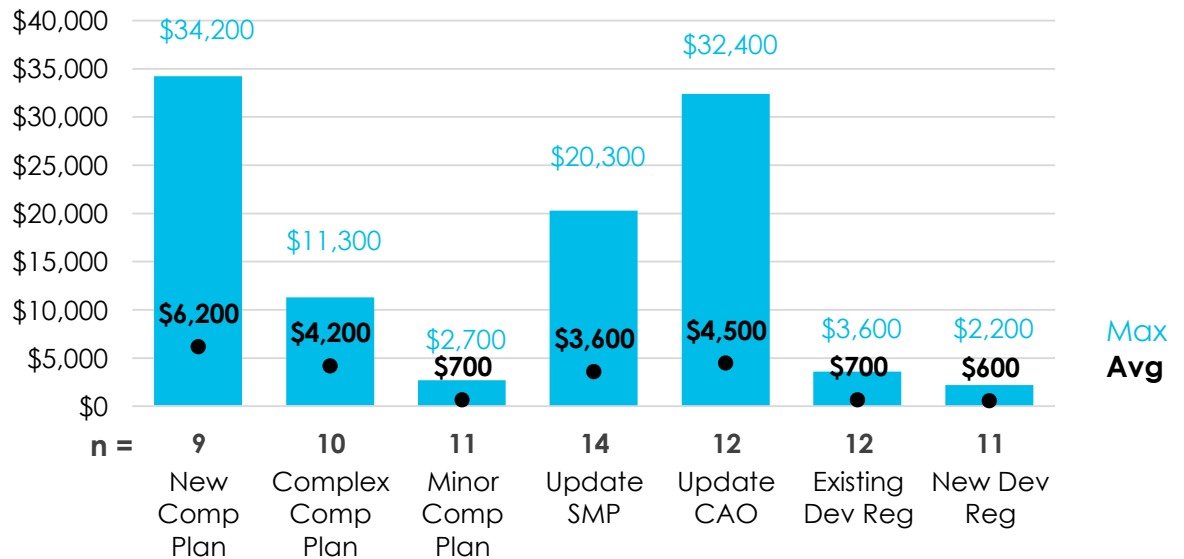
- Average cost per 1,000 population is highest for a new comprehensive plan element at an average of \$6,200.
- The most complex planning activities, including new comprehensive plan elements, updates to a critical areas ordinance, complex updates to a comprehensive plan element, and updates to a shoreline master program range from \$3,600 and \$6,200 per 1,000, on average.
- Minor comprehensive plan updates and new or revised development regulations all have average costs of \$700 or less per 1,000 population.

Exhibit 8. Per 1,000 Population Cost for Cities Excluding SEPA/NEPA by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Exhibit 9. Per 1,000 Population Cost for Counties Excluding SEPA/NEPA by Activity



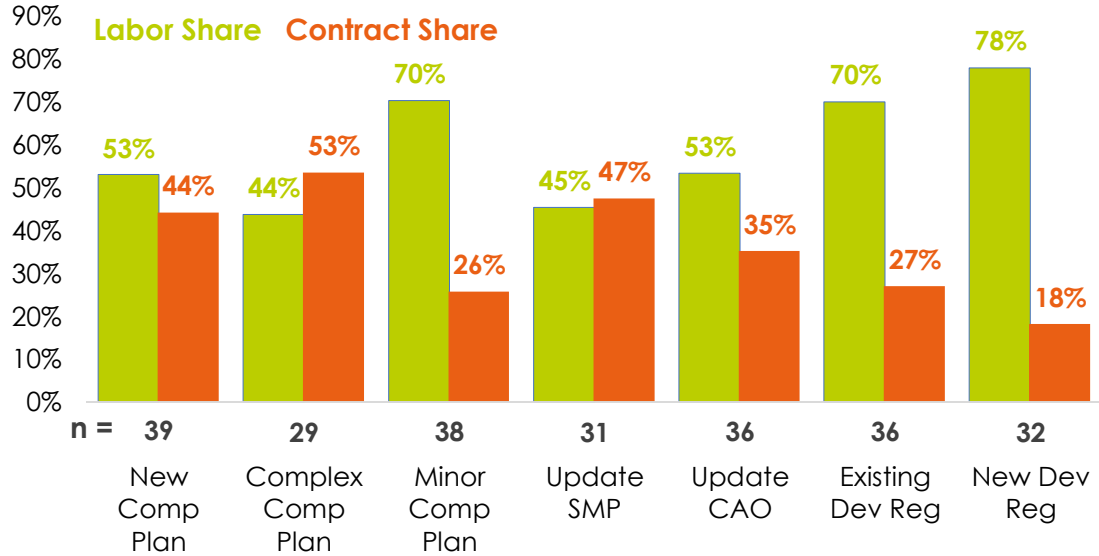
Sources: Community Attributes Inc, 2022; LDC, 2022.

Components of Costs

Labor costs or the costs for city and county staff time are typically the largest component of the cost of planning. On average, labor costs represent more than 50% of total costs for all planning activities. Contract costs represent the largest share of total costs, excluding SEPA/NEPA costs, for complex comprehensive plan updates among cities (53%) and updates to a shoreline master program among counties (54%). Updates to an existing development

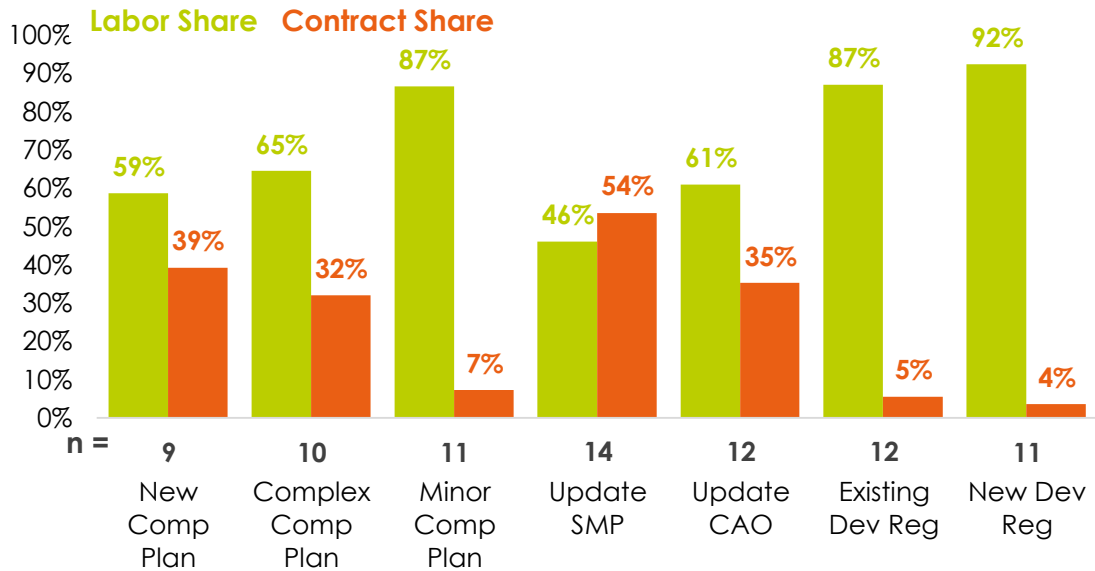
regulation and implementing a new development regulation require the least contract costs at 27% for cities and 5% for counties for an existing regulation, and 18% for cities and 4% for counties for a new development regulation. (Exhibit 10 and Exhibit 11)

Exhibit 10. Labor and Contract Costs as a Share of City Total Costs Excluding SEPA/NEPA by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

**Exhibit 11. Labor and Contract Costs as a Share of County Total Costs
Excluding SEPA/NEPA by Activity**



Sources: Community Attributes Inc, 2022; LDC, 2022.

Respondents also included other types of costs not captured by labor or consultant contract costs. Other frequently mentioned types of costs include:

- Community outreach, including substantial community meetings and communication materials, as well as the resources required for public meetings and hearings, were among the top other costs mentioned for all planning activities.
- Costs attributed to planning review activities, e.g., preparations for City Council and Planning Commission hearings, were significant for critical area updates and updating or implementing new development regulations.
- Among new and complex updates to comprehensive plan elements, research and analysis are among the top other costs.
- Legal reviews are another cost included by respondents, particularly for new comprehensive plan elements, minor comprehensive plan updates, as well as updates to existing development regulations and implementing new development regulations.

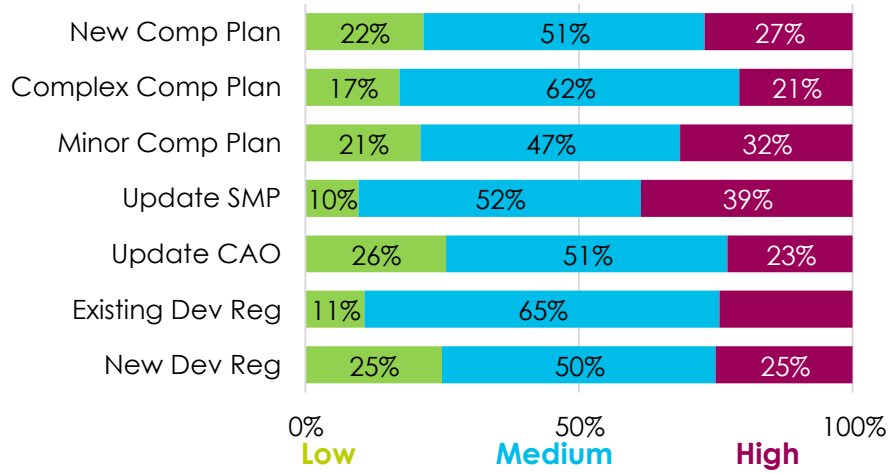
Respondent Level of Confidence

Overall, survey responses indicate a medium level of confidence in the cost estimates jurisdictions provided across all planning activities (ranging from 45% to 82% of counties, and 47% to 65% of cities). Jurisdiction responses indicate that the more complex the planning activity, the less confident respondents were in their cost estimates. For cities, the least confidence in estimates was for critical areas ordinance updates and new development regulations. For counties, there was less confidence in both complex comprehensive plan updates and new comprehensive plan elements.

Cities reported the highest levels of confidence for updates to shoreline master programs, with just 10% reporting a low level of confidence and 39% with high confidence. Counties were also most confident in their estimate for updating a shoreline master program with 0% reporting low level of confidence. (**Exhibit 12** and

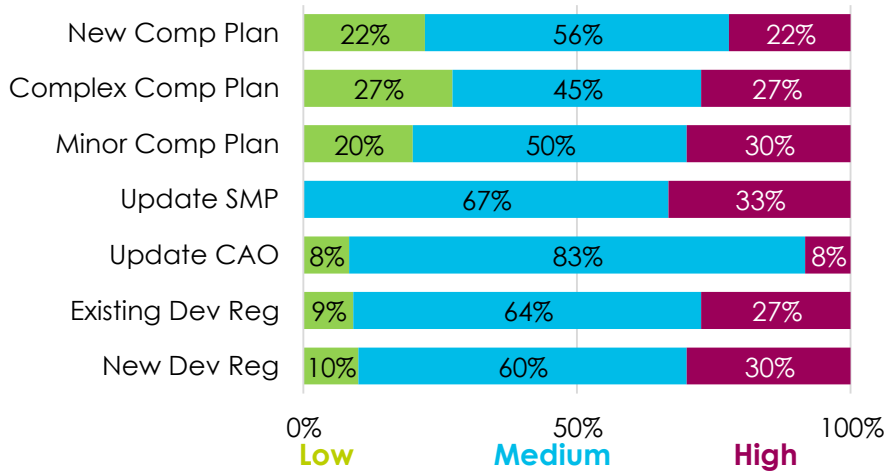
Exhibit 13)

Exhibit 12. City Level of Confidence by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Exhibit 13. County Level of Confidence by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

KEY DRIVERS OF COST

Many factors influence the level of effort and costs required to complete planning activities. Some of these factors include:

- Length of time required to complete the activity
- Reliance on consultant support
- Level and type of public and stakeholder engagement
- Technical tasks involved

These drivers of cost highlight useful context in connection to the cost estimates provided, as well as framing ongoing and future discussions as to areas where resource support might be needed for jurisdictions across Washington.

Length of Time to Completion

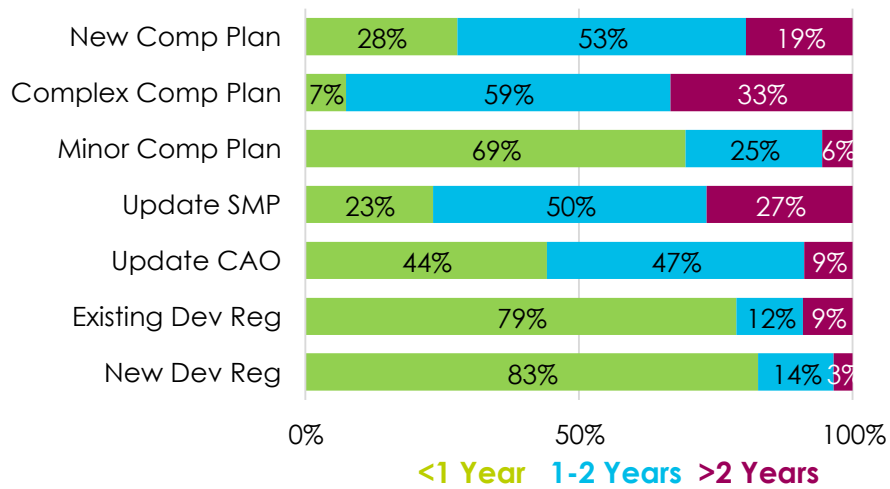
On average, most planning activities require two years or less to complete. Planning activities that require more than two years include complex comprehensive plan updates, new comprehensive plan elements at the county level, and critical areas ordinance updates.

In line with the variable level of effort of different planning activities, most cities reported that it takes less than one year to update or establish new development regulations (79% for an update, 83% of responding cities for a new regulation) or complete a minor comprehensive plan update (69% of responding cities). The largest share of respondents indicated that it takes one to two years to complete all other planning activities. A complex comprehensive plan and update to a shoreline master program are those

activities that are more likely to require more than two years (33% and 27% share, respectively). (Exhibit 14)

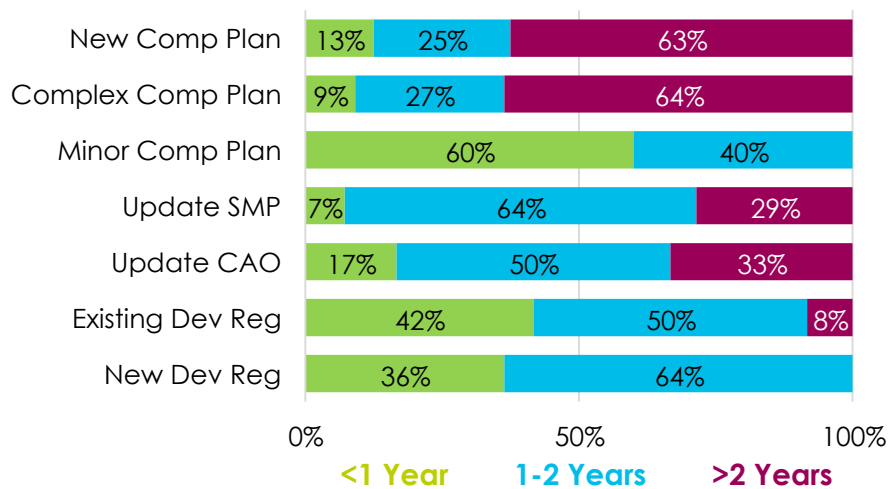
Counties report greater variability in the length of time required to complete planning activities. Overall, 63% of counties responding to the survey indicated that it requires more than two years to complete a new comprehensive plan update and 64% reported the same length was required to complete a complex update to a comprehensive plan element. Most respondents indicated that it requires a year or less to complete a minor update to a comprehensive plan element. The remaining activities, all require one to two years to complete. (Exhibit 15)

Exhibit 14. Length of Time for Completion Among Cities by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Exhibit 15. Length of Time for Completion Among Counties by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Year of Last Example

Cities drew from examples dating as far back as 1995 for a new comprehensive plan element; however, most examples were from after 2015 across all the different planning activities. Most examples were from 2021 or 2022.

City respondents were more consistent in drawing from 2021 or 2022 for new development regulations (88% of examples) and updates to existing development regulations (84% of examples). Likely related to the cycle of planning requirements, examples were drawn from a larger span of years after 2015 for critical areas ordinance updates, new comprehensive plan elements, and complex comprehensive plan updates.

The examples counties used mostly ranged across the years after 2017. More recent examples were provided for critical areas ordinance updates and new development regulations (grouped from 2017 to 2022) with a wider range for complex comprehensive plan updates (grouped from 2013 to 2024). Most updates to existing development regulations are from up-to-date examples in 2022 (80% of examples).

Types of Technical Tasks

Public and stakeholder outreach and data analysis are frequently utilized across all planning activities, while modeling and other technical methods are less frequent.

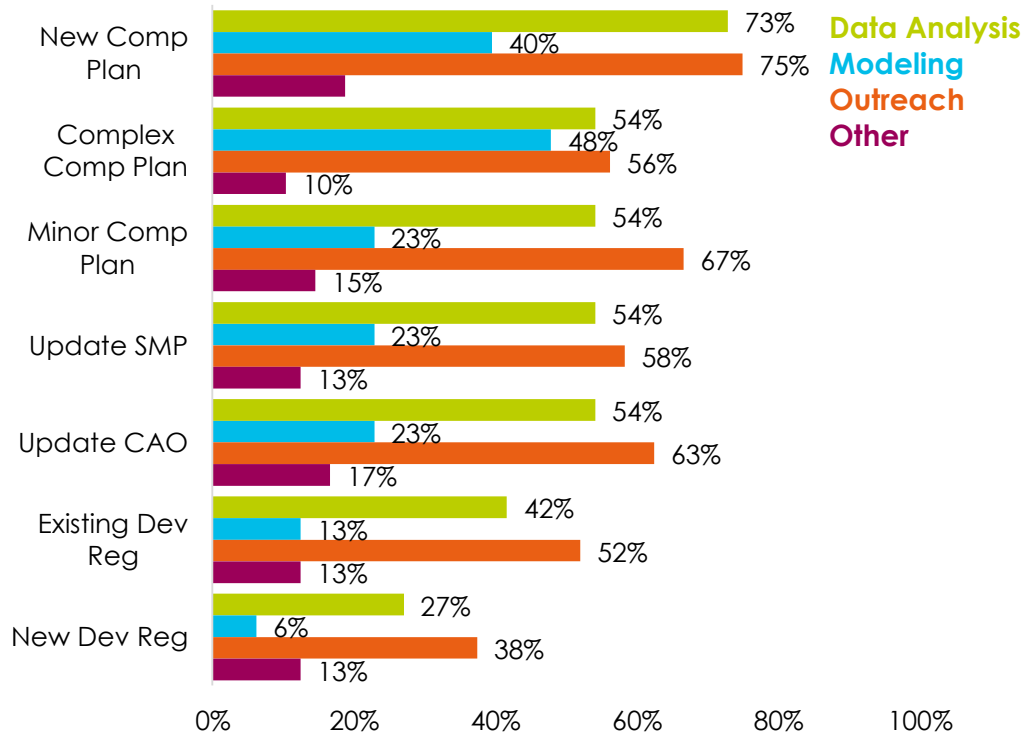
Cities most frequently employ modeling as part of more complex comprehensive plan updates (48% share of cities) or a new comprehensive plan element (40%). They are least likely to conduct outreach activities when establishing new development regulations (38%), while outreach is most frequently used as part of new comprehensive plan elements (75%). Data analysis is least frequently used for implementing a new development regulation (27%). (

Exhibit 16)

Almost all counties report using outreach and data analysis as part of a shoreline master program update (93%) while data analysis is least commonly employed for implementing new development regulations (36%). Outreach activities are frequently used across all activities, with more than 50% of counties indicating this as a task they utilized. Modeling activities are reported most frequently for complex comprehensive plan updates (64%) and least frequently for minor comprehensive plan updates and implementing new development regulations (7%). (

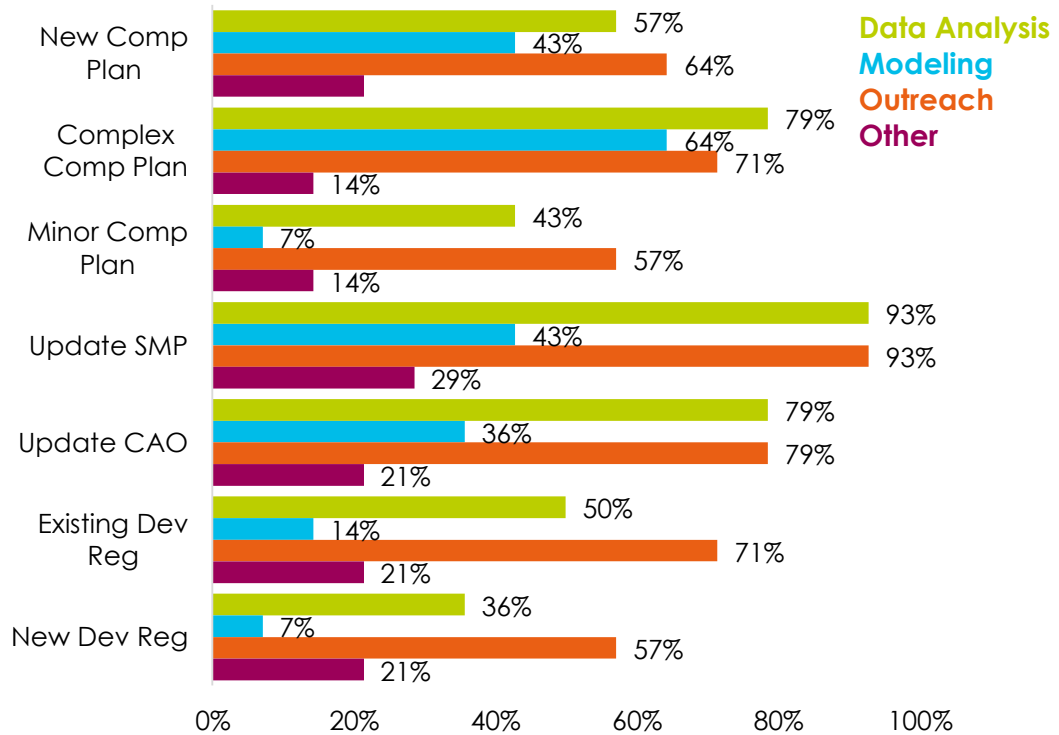
Exhibit 17)

Exhibit 16. Types of Technical Tasks Used by Cities by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Exhibit 17. Types of Technical Tasks Used by Counties by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Other types of technical tasks that jurisdictions completed within planning activities include:

- Goal, policy, code, and ordinance writing are common technical tasks noted by respondents for all planning activities.
- Research and analysis including land use and mapping analysis are technical tasks mentioned for most types of planning activities.
- Other frequently mentioned forms of technical tasks include planning review and staff reports, technical meetings, legislative presentations, coordination with regional partners and state agencies, as well as stakeholder and community coordination and outreach including community materials.

Number of Consultant Contracts

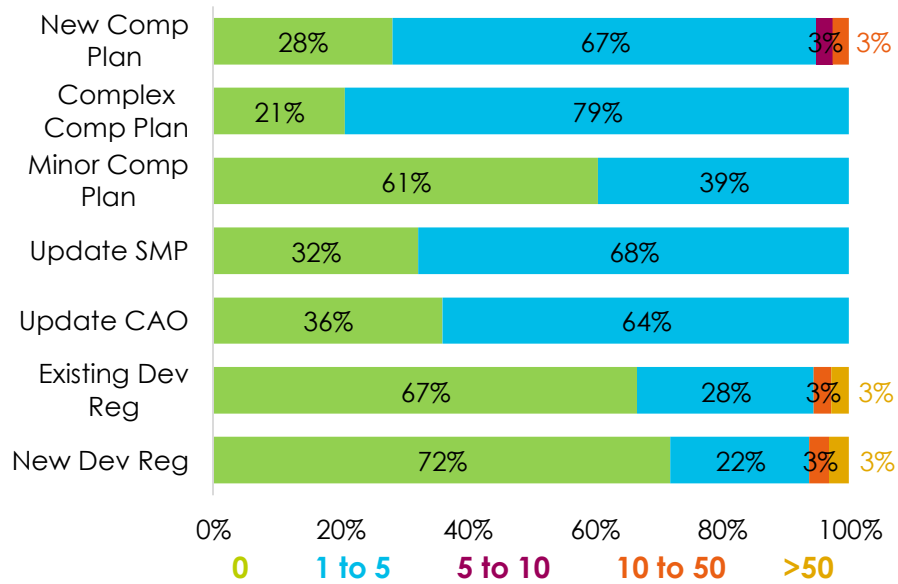
Jurisdictions appear to rely on consultants more heavily for complex planning activities, including new comprehensive plan elements, complex comprehensive plan updates, updates to critical areas ordinances and shoreline master programs. The number of consultants rarely exceeds one to five contracts, but a small share (6%) of cities reports more than five contracts for new comprehensive plan elements, updates to existing development regulations and implementing new development regulations (

Exhibit 19)

Consultants are less frequently engaged for new development regulations, with 72% of cities in the survey reporting that zero consultant contracts were utilized, as well as for revised development regulations, with 67% reporting zero consultant contracts. In some cases, cities appear to require a large number of contracts for a new comprehensive plan or development regulations, while counties do not appear to exceed one to five contracts for any of the identified planning activities. (**Exhibit 18** and

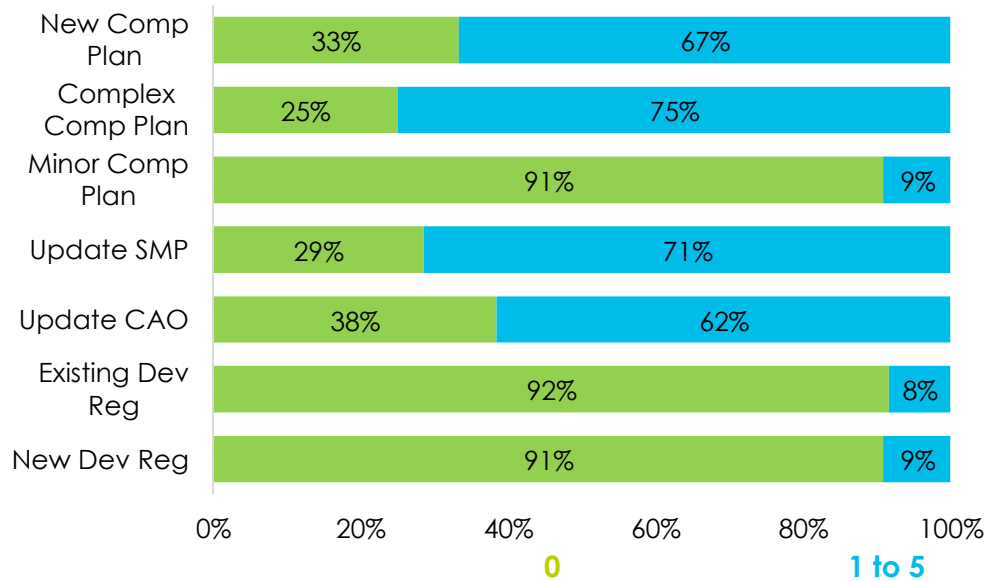
Exhibit 19)

Exhibit 18. Number of Consultant Contracts Reported by Cities by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Exhibit 19. Number of Consultant Contracts Reported by Counties by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

The types of technical tasks that require consultant support include:

- Research and technical analysis are among the most frequently mentioned technical tasks that require consultant support. This includes mapping, field work, research on best available science and best practices, environmental assessment and review, and transportation and growth modeling. This technical analysis supports a variety of plan types including transportation, land use, economic development, and critical areas.
- Other technical tasks mentioned include drafting code and ordinances, policy development, presentations for legislative review and legislative process support, plan development and technical writing, legal review, and community engagement support and public meeting facilitation.

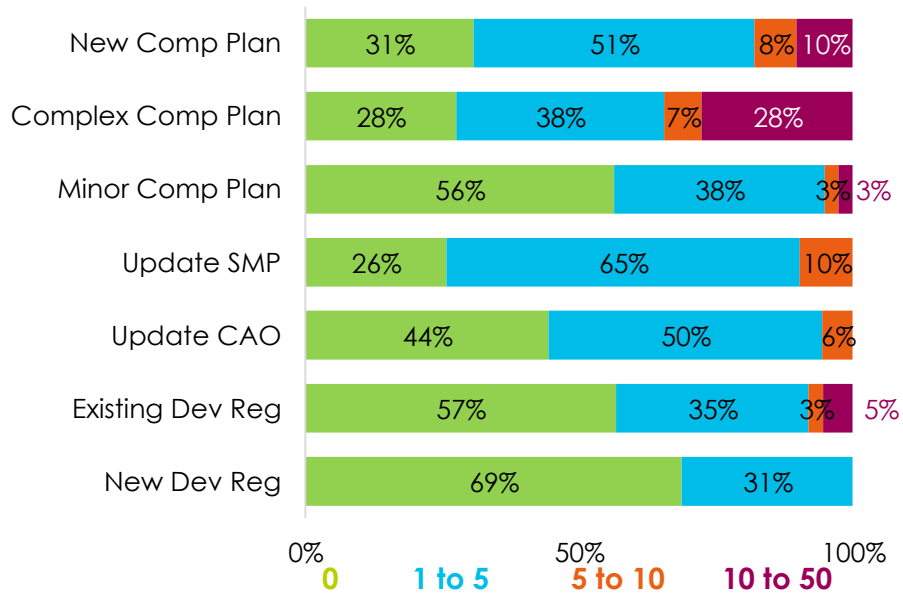
Number of Stakeholder Meetings

The number of stakeholder meetings held also varies across the different planning activities. Most frequently, planning activities require one to five meetings. The largest share of city respondents indicated that no stakeholder meetings were held to implement a new development regulation (69%), update an existing development regulation (57%), and update a minor comprehensive plan update (56%). More than five stakeholder meetings were reported for a new comprehensive plan element (51%). (**Exhibit 20**)

Like cities, the number of stakeholder meetings varies across planning activities for counties. Counties report no stakeholder meetings most frequently for minor comprehensive plan updates. Most activities require between one and five meetings, except updates to a shoreline master program, for which 50% of responding counties indicate that more than five stakeholder meetings are required. (

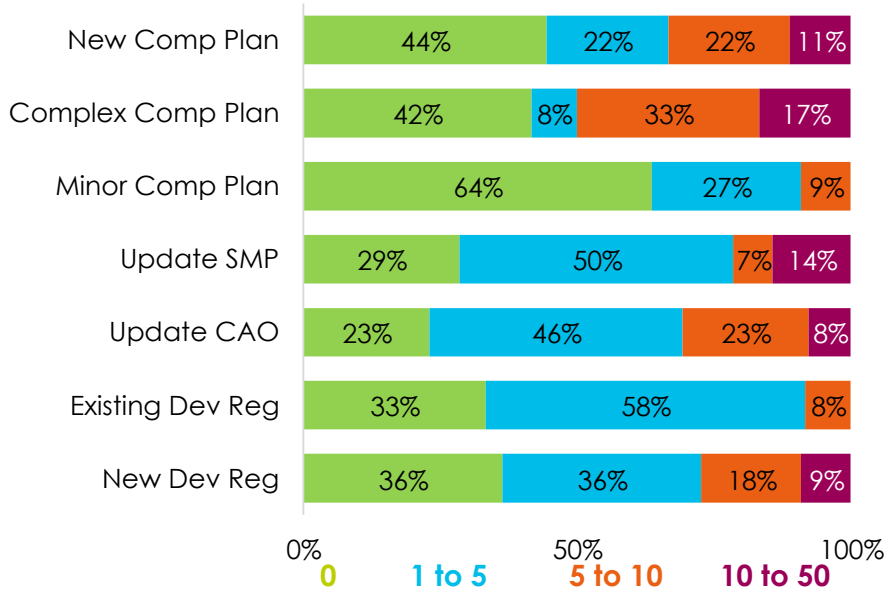
Exhibit 21)

Exhibit 20. Number of Stakeholder Meetings Reported by Cities by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Exhibit 21. Number of Stakeholder Meetings Reported by Counties by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

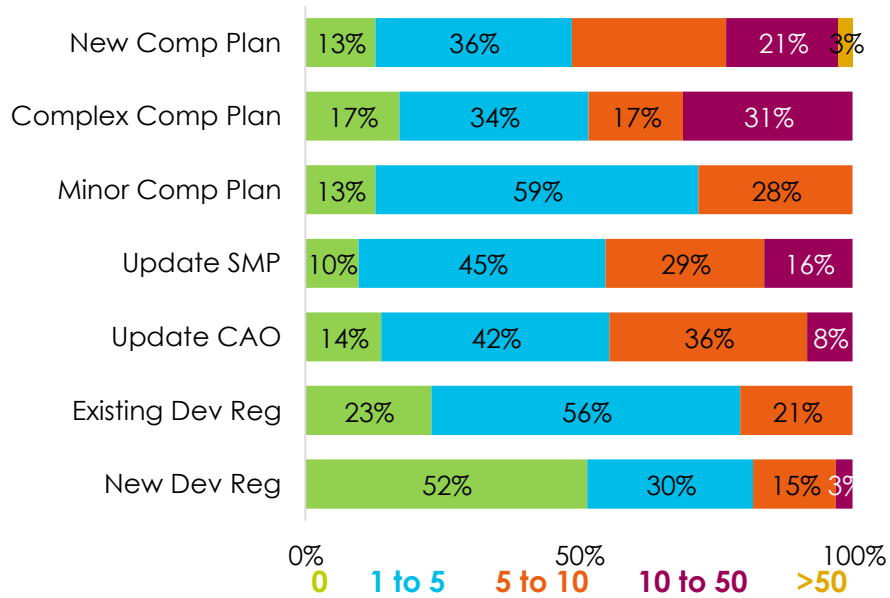
Number of Public Meetings

Planning activities typically require at least one public meeting. Most typically, planning activities for cities require between one and five meetings. More than a third of cities report requiring more than five public meetings for a new comprehensive plan element, updates to a critical areas ordinance, updates to a shoreline master program, and a complex comprehensive plan update. Only for implementing a new development regulation do more than 50% of cities indicate no public meetings were required. (

Exhibit 22)

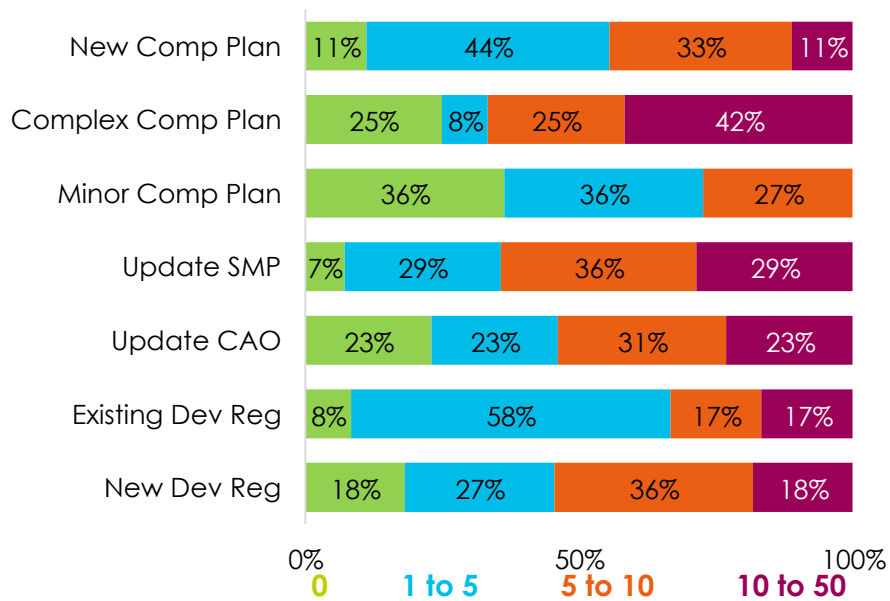
More than 50% of responding counties report more than five public meetings as a part of updates to a critical areas ordinance, implementing a new development regulation, update to a shoreline master program, and a complex update to a comprehensive plan. (**Exhibit 23**)

Exhibit 22. Number of Public Meetings Reported by Cities by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Exhibit 23. Number of Public Meetings Reported by Counties by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

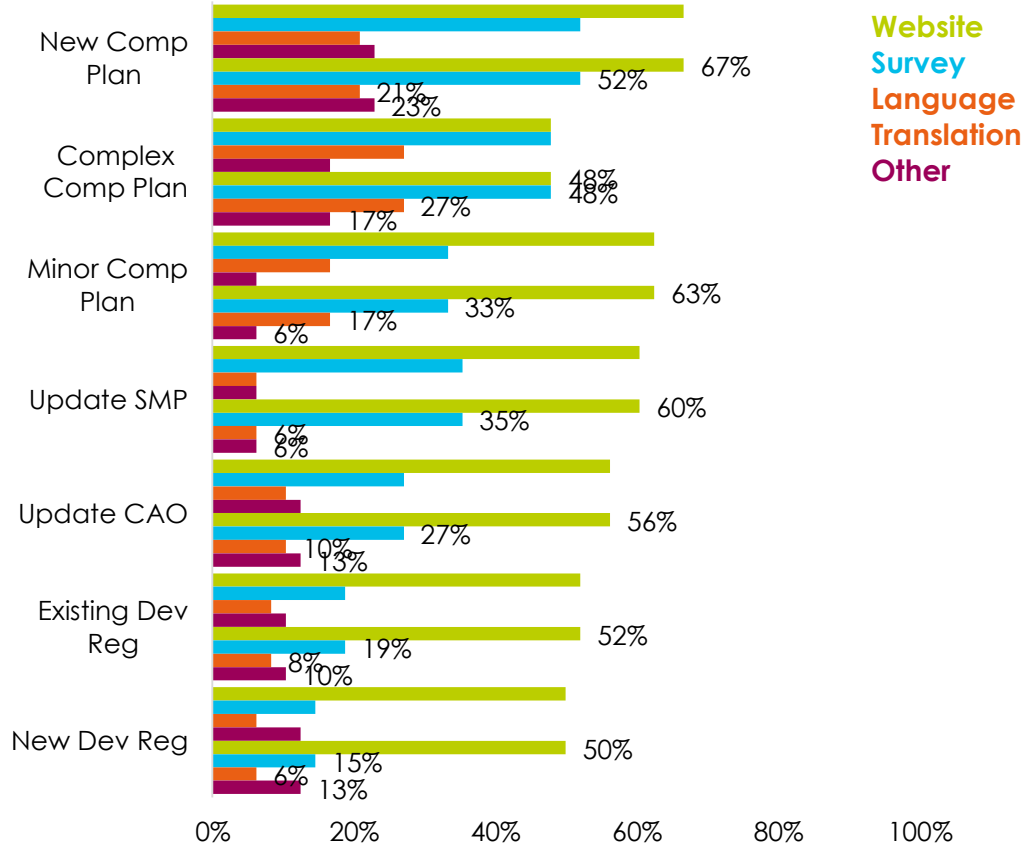
Other Types of Public Engagement

More than 48% of cities and counties report using a website for public engagement across all planning activities. Almost all counties used a website for a shoreline master program update (93%). They less frequently report using language translation services or other forms of public engagement as part of their planning activities.

Surveys were employed by cities most for new comprehensive plan elements (52%) or complex comprehensive plan updates (48%) and less frequently used in implementing new (15%) or updating existing development regulations (19%). Counties conducted surveys most frequently as part of shoreline master program updates and complex comprehensive plan updates (64%).

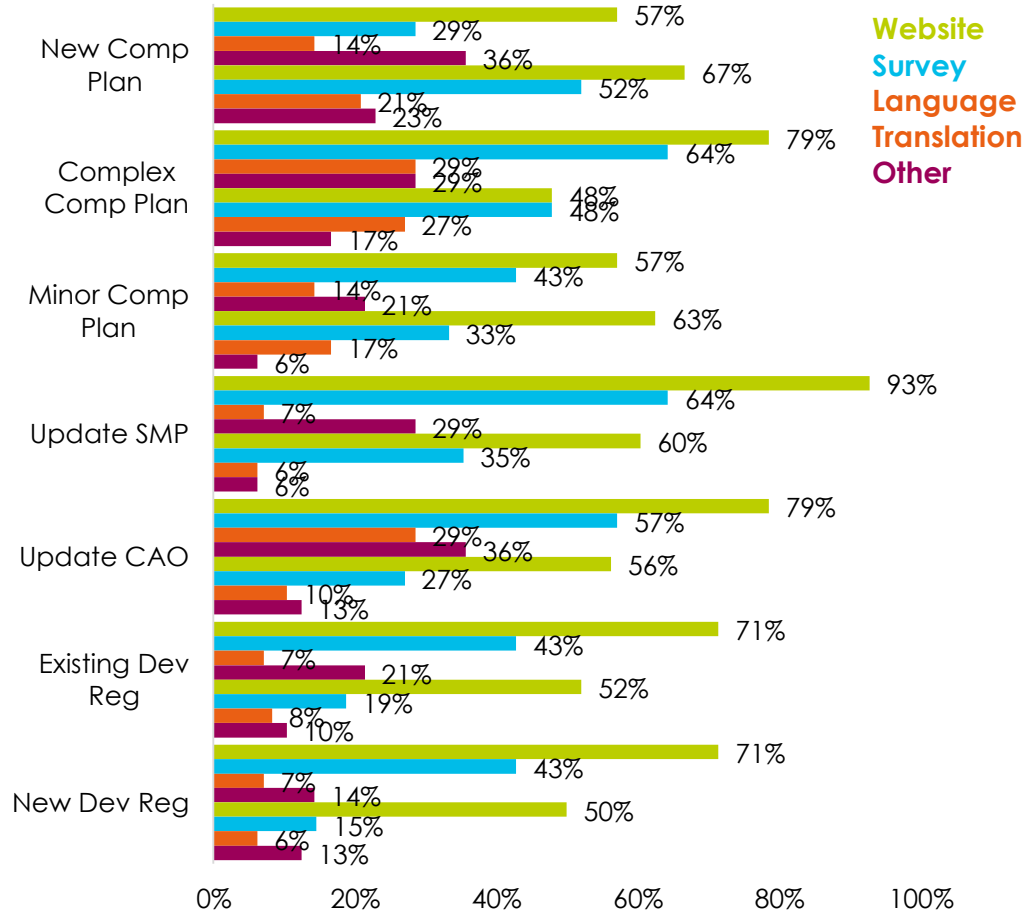
Language translation services are the least frequently reported type of public engagement used in planning activities. Cities use language translation services most frequently for new comprehensive plan elements and complex updates to a comprehensive plan (more than 20%). Counties most frequently report using language translation services for complex updates to a comprehensive plan and critical areas ordinance updates. (**Exhibit 24** and **Exhibit 25**)

Exhibit 24. Other Types of Public Engagement Used by Cities by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Exhibit 25. Other Types of Public Engagement Used by Counties by Activity



Sources: Community Attributes Inc, 2022; LDC, 2022.

Respondents noted a variety of other types of public engagement, including:

- For comprehensive planning projects, other types of public engagement include the public comment process, web-based engagement tools, civic and group presentations, and public events, as well as workshops and open houses.
- Other public engagement methods mentioned by respondents include mailers, newsletters and email, one-on-one meetings, phone calls and counter inquiries, as well as technical and business stakeholder engagement, map visualizations and permit modifications.

COST VARIABILITY AND DIFFERENTIATION BY JURISDICTION CHARACTERISTICS

Detailed analysis of costs and drivers of costs by planning activity are documented in **appendices A through N**. Analysis presented in the appendices provides summary findings by jurisdictional characteristics, including population size, geography, and GMA planning level.

Population Size

Across all planning activities, total costs are generally lower for small cities and counties and increase based on population size. However, the costs per 1,000 are highest among small cities and counties and in most cases, this is double the cost per 1,000 on average.

Geography

Key cost differences for cities between geographic areas include:

- The Central Puget Sound (CPS) region has significantly higher total costs on average for new comprehensive plan elements, while the region is closer in costs to other regions for complex comprehensive plan updates, minor comprehensive plan updates, shoreline master program updates, and development regulations.
- The CPS region also has higher total costs per 1,000 for complex comprehensive plan updates and minor comprehensive plan updates.
- Southwest cities and counties report higher total costs than all other regions for critical areas ordinance updates.
- The Southwest region also has the highest costs per 1,000 population for development regulations.
- Like the Central Puget Sound region, the Northwest region has high costs for a new comprehensive plan element but is similar to other regions for all other planning activities.
- The Northwest region has lower costs per 1,000 population for minor updates to a comprehensive plan element and updates to existing development regulations.
- Central Washington cities have costs similar to other regions for complex updates to a comprehensive plan element and updates to existing development regulations, but lower costs on average for all other planning activities.

Among counties, Western Washington has higher total costs than Eastern Washington for new comprehensive plan elements, complex comp plan updates, minor updates, critical area ordinance updates and development regulations. These costs are closer in alignment for shoreline master program updates. However, Western Washington has lower per-1,000 costs than

Eastern Washington across many planning activities, while it is more comparable for complex comprehensive plan updates and critical area ordinance updates.

Variability

Generally, the range of cost estimates was wider among complex planning activities, particularly among larger jurisdictions, the Central Puget Sound (CPS) region, and Western Washington.

- Cost estimates for new comprehensive plan elements had a wide range for large cities and counties, CPS region, and Western Washington.
- For complex comprehensive plan updates, there is a wide range for both large and medium size cities, large counties, CPS and the Southwest region, and counties in Western Washington.
- For critical areas ordinance updates, there is a wide range for both large and medium size cities and all counties. By region, there is wide variability in cost within the CPS and Southwest regions, and Western Washington counties.
- Shoreline master program updates had a wider range for large cities, and cities within the Southwest region as well as large counties, and Western Washington counties.

Cost estimates for more routine planning activities had a narrower range of cost estimates.

- Minor comp plan updates had a wider range for small cities, large counties, CPS and Southwest regions among cities, as well as Western Washington counties.
- For existing development regulations, there was a narrower range of estimates across all cities, but a wider range for large counties, CPS and Southwest regions among cities, and Western Washington counties.
- New development regulations generally had a narrower range, but wider for medium cities and CPS regions, large counties, and Western Washington counties.

CRITICAL TECHNICAL ASSISTANCE

CAI and LDC performed technical assistance interviews with 56 representatives of cities and counties, representing 17% of the 320 jurisdictions in Washington, . Findings from these interviews are described and compared in three different ways depending on the nature of the data. Interview results are analyzed on a statewide scale, based on population size and region. Regardless of size and region, jurisdictions reported that technical assistance of varying type and intensity is desperately needed.

Exhibit 26. Distribution of Interviewees by Population Size and Geography

Characteristic	Responses	Total Jurisdictions	Response Rate
Population Size			
Large (greater than 100,000)	2	23	9%
Medium (10,000 to 100,000)	24	103	23%
Small (less than 10,000)	18	194	9%
Geography			
Central Puget Sound	18	86	21%
Central	18	75	24%
Eastern	8	79	10%
Northwest	8	29	28%
Southwest	4	51	8%

Sources: LDC, 2022; Community Attributes Inc, 2022.

Technical assistance findings can be used to give equitable support to jurisdictions across the state, especially those in regions with specific planning difficulties.

Challenges in Completing GMA Planning Requirements

Interviewees were asked to identify if any of the below challenges were applicable to their jurisdiction.

- Knowing the requirements of GMA
- Knowing changes in state law or policy
- Having financial resources
- Political challenges with requirements to create new policies or codes

Of those areas of assistance, having the financial resources and staff availability to remain in compliance with GMA are noted as applicable by the most jurisdictions. For many cities and counties, their only option is to hire consultants to help with long-range, large-scale planning tasks such as updating the comprehensive plan. The ability to hire consultants does relieve

local planning staff; however, it takes considerable time to manage a consultant contract and it is a costly endeavor.

Jurisdictions expressed concern that the amount of effort it takes to update a comprehensive plan is severely underestimated and therefore the proper amount of grant funds has not been provided in the past. Many explained the level of detail needed to update elements such as the capital facility plan, transportation, and utilities take a significant amount of effort and coordination between multiple departments.

House Bill 1220 is a reoccurring factor described by planners as impacting the time and money required for this latest comprehensive plan update. HB 1220 amended GMA and requires local governments to “plan and accommodate” for housing that is affordable to all income levels. Planners explain that it is taking significant time to entirely understand this amendment and addressing it in plan implementation.

Jurisdictions across the state, regardless of size and geography, are generally comfortable with knowing about state requirements and changes moving through the state Legislature. Many jurisdictions find Commerce’s website to be a very helpful resource and feel the agency does a good job at keeping it updated with relevant information during the comprehensive planning period. Jurisdictions in the Central Puget Sound area also mentioned the helpful resources of the Puget Sound Regional Council (PSRC) and the Municipal Research and Services Center when it comes to comprehensive planning information. In small jurisdictions and those interviewed in Central and Eastern Washington, planners indicate they use consultants as a guide to remain in compliance with GMA.

Political challenges that come with remaining in compliance with GMA and creating new law or policy is a lesser concern for many jurisdictions. Washington state planners express that the work performed is political in nature and they generally do not experience major hurdles when it comes to remaining in compliance with state requirements. Interviewees state that political challenges sometimes occur with city councils, the public, or even internal to planning departments, but not to the point where this presents a significant challenge.

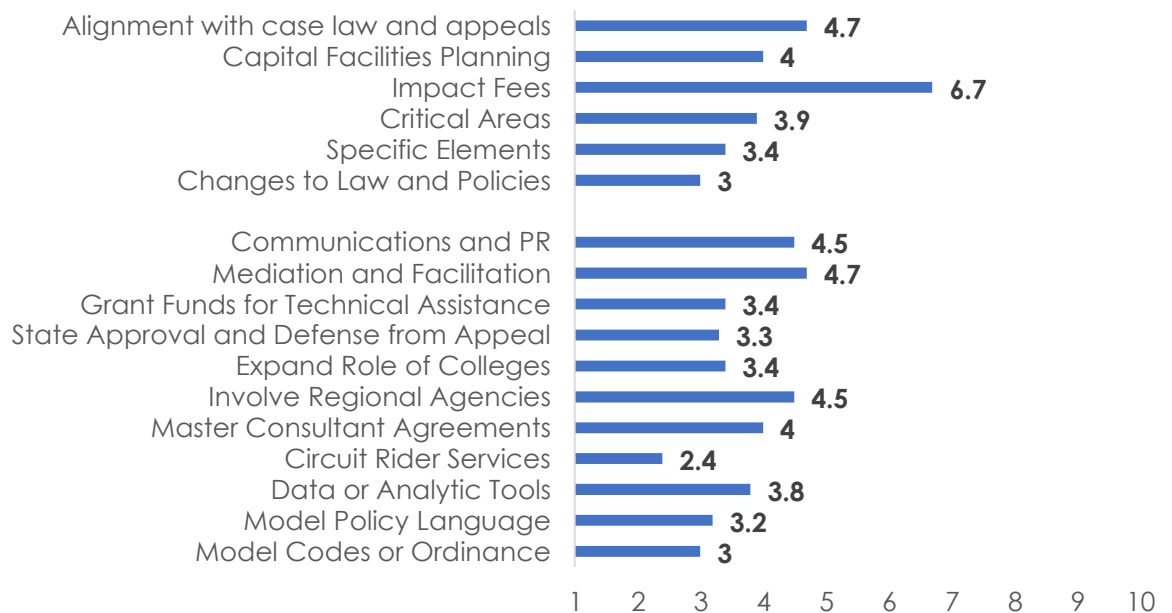
Planning Activities Requiring Additional Support

Changes to State, Regional or County Law and Policy

Data collected from the interviews suggest that on a statewide level, planners need the most support when it comes to changes to state, regional, or county law and policy (**Exhibit 27**). Small and medium cities (

Exhibit 28 and **Exhibit 29**, respectively) rank this topic highest for additional support. This suggests planners in smaller jurisdictions across Washington have a harder time keeping up with, understanding the impacts of, and implementing changes to comply with state regulations. Planners in the Central Puget Sound region noted PSRC as a great resource that helps to relay information and requirements coming from the state to local planners. Councils of government can provide similar assistance to local jurisdictions.

Exhibit 27. Areas of Greatest Challenges and Technical Assistance Preferences, All Responses



Sources: LDC, 2022; Community Attributes Inc, 2022.

All regions and jurisdiction sizes ranked changes to state, regional or county law and policy similarly. On average jurisdictions ranked this between 2 and 3.3, where one is most important and ten is least important (**Exhibit 27**). Help in understanding changes to state law and policy is considered the most important need; planners express less concern about where exactly the support is coming from.

Specific Comprehensive Plan Elements

Specific comprehensive plan elements rank second highest among areas where planners need additional support (**Exhibit 27**). Planners across the state have expressed that mandatory elements with technical aspects such as capital facilities and transportation take significant coordination between multiple departments, and that it would be beneficial for Commerce to provide guiding documents or resources. This is especially difficult for cities with a small or no planning team (

Exhibit 28). Those who would find this helpful made said that comprehensive planning is a local document, unique to the jurisdiction, and so they would not be interested in a “plug and play”-type document provided by the state. They said there are things the state could do to provide foundational support. Interviewees mention that the Passport to 2044 series of online workshops to support the comprehensive plan periodic updates, hosted by the Puget Sound Regional Council, the Washington State Department of Commerce, and the Municipal Research and Services Center, has been a helpful resource. They noted that this is exactly the type of service to be provided whether or not the state is in a comprehensive planning period.

Critical Areas Based on Best Available Science

Additional support for critical areas based on best available science ranked on average at 3.9 across the state (**Exhibit 27**). Small cities in the Central and Southwest regions (**Exhibit 173**² and **Exhibit 177**, respectively) tend to rank this activity as an area needing additional support (3.6 and 3.4, respectively), more than other regions and cities. When looking at this area of support by size of jurisdiction, small cities and counties across the board are more interested in having critical area data provided. Medium and large jurisdictions ranked this area of assistance at five, which might be interpreted as a neutral position. Many jurisdictions rely heavily on state agencies and consultants for critical areas planning, which can be very expensive.

Impact Fees

Jurisdictions in the Central and Eastern regions (**Exhibit 173** and **Exhibit 174** respectively) were much less interested in receiving additional support for impact fees than all the Western regions (**Exhibit 175** through **Exhibit 177**) in Washington. This reflects the fact that many smaller jurisdictions in Central and Eastern Washington simply do not collect impact fees because the level of development is so low, or because they are not able to charge impact fees. For the larger jurisdictions on the western side of the state, the consensus was that planners and consultants had a good grasp at creating and updating impact fees. Generally, small cities ranked impact fees lower in importance than medium and larger cities (

² Additional exhibits with breakouts by geography are available in **Appendix O**.

Exhibit 28 through Exhibit 30).

Capital Facility Planning

Every region except the Central region (**Exhibit 173**) ranked capital facility planning between 4.8 and 5.3. This falls into the neutral category of needing additional support, indicating jurisdictions may not necessarily need assistance, but would not refuse it if provided. The Central region ranked capital facility planning a high 2.8. This indicates the significant effort it takes for jurisdictions to update a highly technical element. Overall, smaller cities ranked this activity higher than medium and large size cities (

Exhibit 28 through **Exhibit 30**).

Alignment with Case Law and Growth Management Hearings Board Appeals

Alignment with case law and GMA Hearings Board appeals ranked between a 4.3 and 5.4 in all regions except for the Southwest region (**Exhibit 173** through **Exhibit 177**). The Southwest region (**Exhibit 177**) ranked this activity a 2.1, very important for receiving additional support. Many planners express the importance of understanding what cases are ongoing and the details of the review. These planners expressed how helpful it would be to have cases publicly available so others can learn from the experience. Notably, jurisdictions that have not had problems with appeals felt this did not apply to them. There were a few planners who recognize that even though they have not been appealed, this would still be useful assistance.

Interest in Technical Assistance

The types of technical assistance surveyed include the following:

- Model codes or ordinance provisions
- Model policy language for comprehensive plan updates
- State provision of data or analytical tools
- Circuit rider services to directly staff local planning activities
- Master consultant agreements for planning services
- Involve regional agencies, such as councils of government, to provide planning services to member local jurisdictions
- Expand the role of colleges and universities in assisting local governments with planning activities
- Optional process of state approval and defense from appeal
- Allow some portion of comprehensive plan grant funds to be used for technical assistance
- Mediation and facilitation services
- Communications and public relations expertise for assistance in complex/controversial planning issues
- Any others recommended by jurisdiction

Across Washington, two types of technical assistance stand out for jurisdiction's interest: circuit rider services and model codes and ordinances. Both cities and counties in Washington give a high-ranking score for circuit rider services. The average rank for circuit rider services is 2.4, and this service received the highest average score out of all the types of technical assistance. The next closest is model codes or ordinances, with an average rating of 3.0 (**Exhibit 27**). Planners express that model codes and ordinances are generally helpful to review as they prepare materials but comes with the

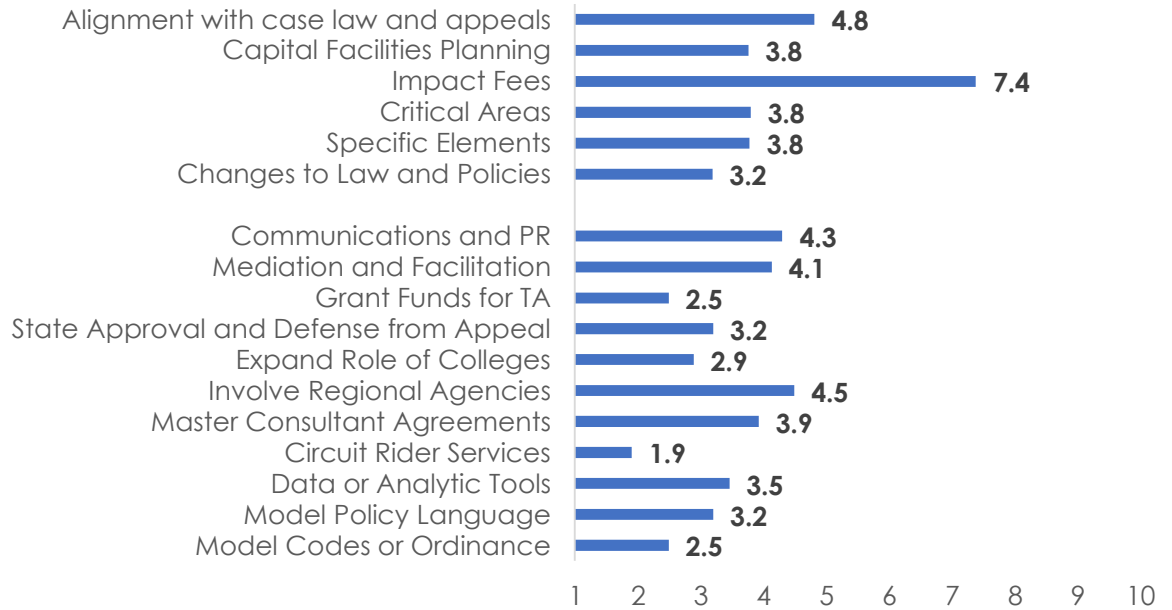
caveat that provided examples must be changed significantly to flow with existing code.

Circuit rider services are especially highly ranked in small cities (population under 10,000) in the Central and Eastern regions (**Exhibit 173** and **Exhibit 174** respectively). This may suggest that there is greater need for experienced planning staff in these jurisdictions. Almost all jurisdictions said that any help with their long-range planning from circuit rider services would free up current planning staff to avoid burnout, do more community work, and catch up on local permitting backlogs. Others indicated that it would help avoid challenges in managing staff loads during different levels of intensity between planning cycles. One county planner indicated that the planners who do not often need this type of service may still rank it high because they know how helpful it could be for smaller jurisdictions.

All counties interviewed show great interest in the opportunity to secure state approval and defense from appeal. Counties ranked state approval and defense from appeal as the highest level of interest out of all the types of technical assistance surveyed (**Exhibit 32**). This result suggests that counties are receiving many appeals and may spend a lot of time and money processing these appeals.

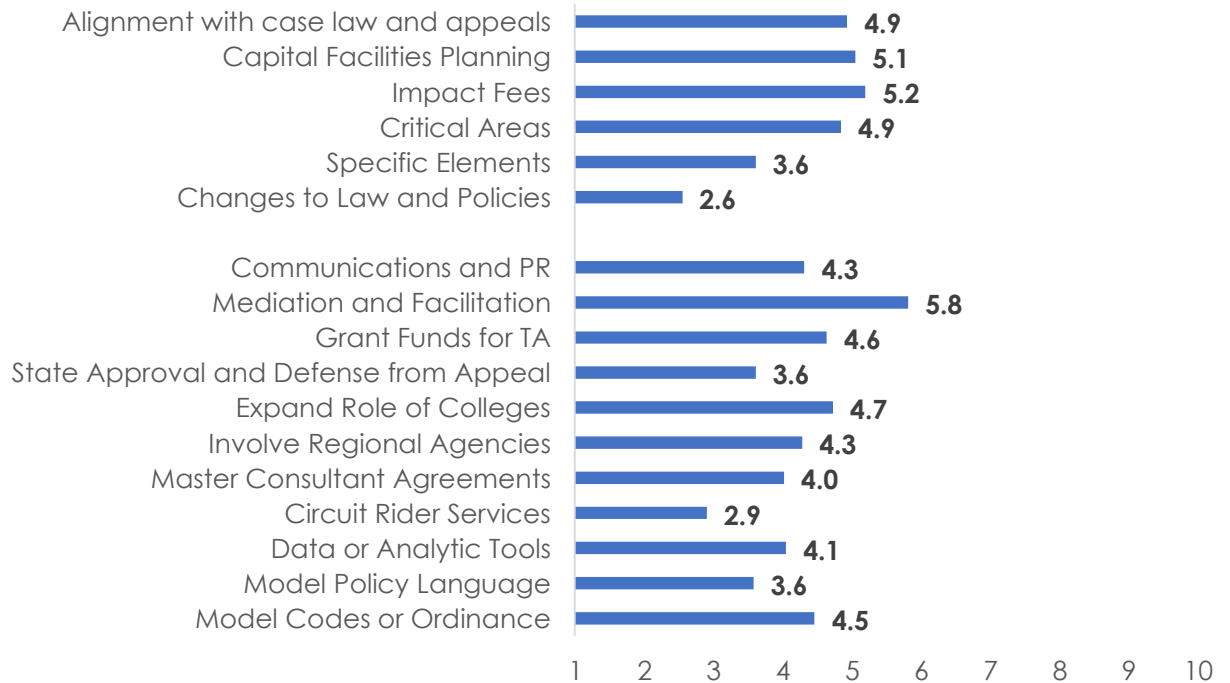
When asked if there are any other types of technical assistance that would be useful in their jurisdiction, a common answer was “any type of assistance to increase education of planning commissioners.” There is an even distribution geographically where this was mentioned as a needed technical assistance. Some of the other types of assistance mentioned include translation services, scaling model ordinances and policy, equity, more promotion for university planning programs, and more direction with critical areas.

Exhibit 28. Areas of Greatest Challenges and Technical Assistance Preferences, Small Population Size, Washington Cities



Sources: LDC, 2022; Community Attributes Inc, 2022.

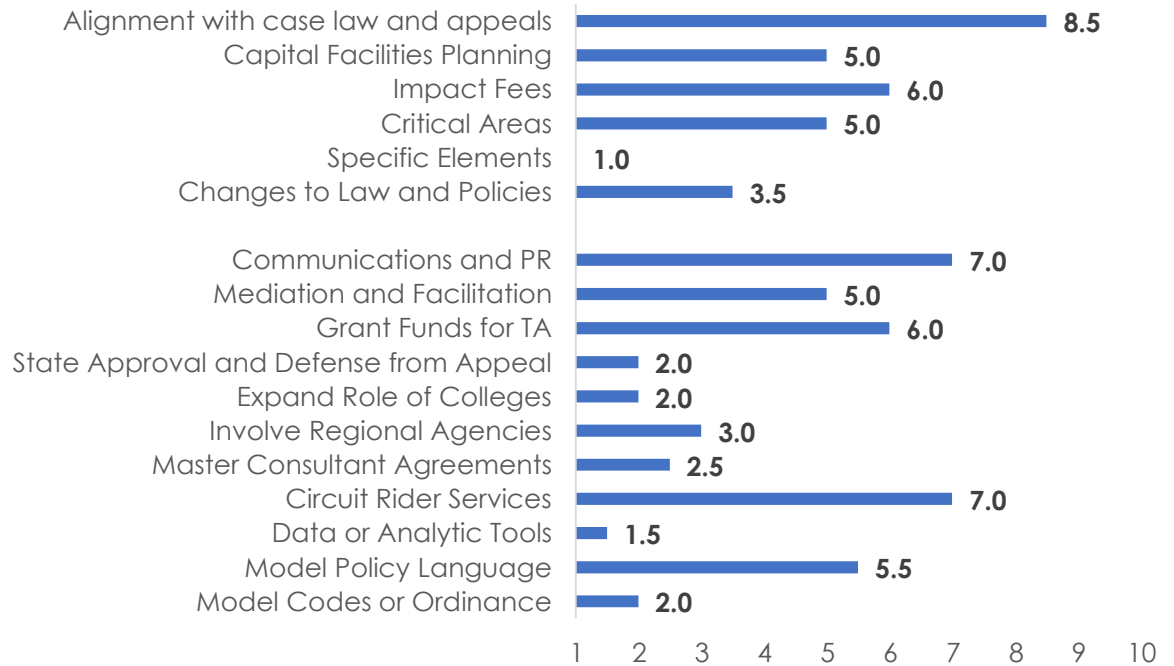
Exhibit 29. Areas of Greatest Challenges and Technical Assistance Preferences, Medium Population Size, Washington Cities



Sources: LDC, 2022; Community Attributes Inc, 2022.

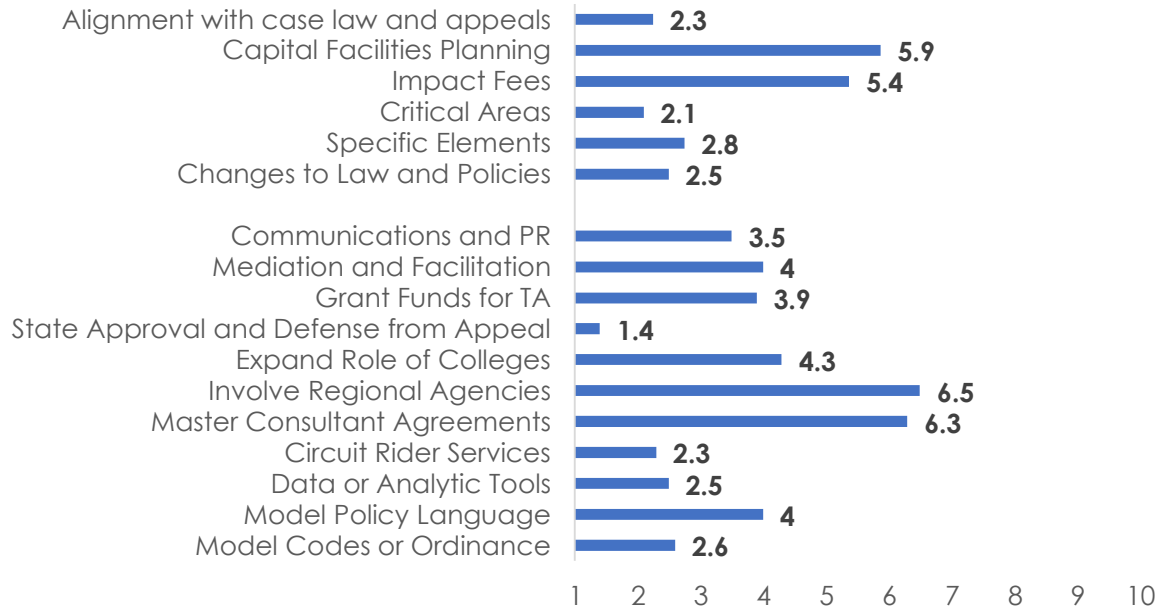
The sample for large jurisdictions is limited to one interview.

Exhibit 30. Areas of Greatest Challenges and Technical Assistance Preferences, Large Population Size, Washington Cities



Sources: LDC, 2022; Community Attributes Inc, 2022.

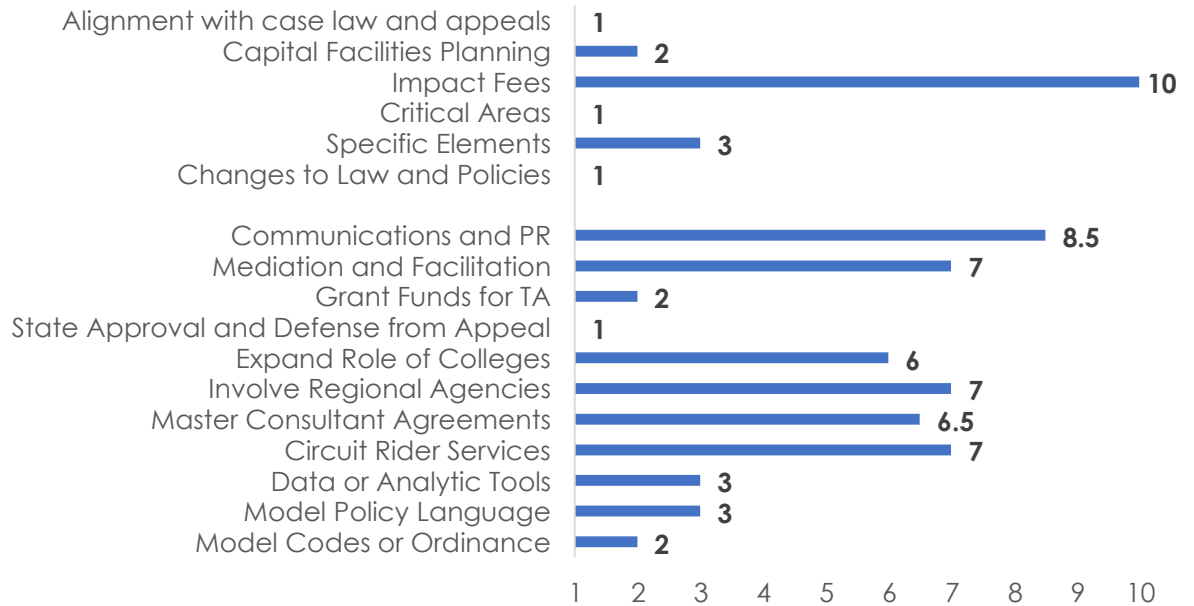
Exhibit 31. Areas of Greatest Challenges and Technical Assistance Preferences, Medium Population Size, Washington Counties



Sources: LDC, 2022; Community Attributes Inc, 2022.

The sample for large jurisdictions is limited to one interview.

Exhibit 32. Areas of Greatest Challenges and Technical Assistance Preferences, Large Population Size, Washington Counties



Sources: LDC, 2022; Community Attributes Inc, 2022.

Jurisdictions also provided suggestions for additional ideas for technical assistance in survey responses. Responses focused on additional research resources as well as improvements in planning coordination, review processes, and existing technical assistance programs. Some jurisdictions note the significant cost and difficulty in accessing planning-related data. These jurisdictions suggest this could be partly addressed through the creation of centralized data resources. Centralized data resources mentioned include data sets and standard scope of service templates for jurisdictions to use with consultants.

Several jurisdictions in the survey recommended improved planning mandate coordination and funding processes. Several noted the need to better align mandate timetables with local planning processes. Improved coordination was also recommended for GMA implementation and state agency decisions, such as for infrastructure plans and rule changes. Others recommended that state planning mandates should allow for more flexible implementation based on size of jurisdiction or regional differences in planning processes and allow local communities to develop unique visions and plans.

Several jurisdictions also recommended improved coordination in environmental assessment processes. Suggestions include improved integration of assessments, particularly those that link assessments in comprehensive plans to project-level reviews, and for additional resources to cover environmental defense legal fees that result from assessments.

Jurisdictions also suggested ways to improve existing technical assistance programs. Some noted that addressing planning grant reporting requirements that are time-consuming and potentially cost-prohibitive. Others recommended increasing state resources to more adequately support local community engagement activities. Additional recommendations were offered for more state technical on-call assistance and best practice information on how jurisdictions address specific GMA challenges.

APPENDICES

Appendix A. New Comprehensive Plan Element Detail for Cities by Characteristic

Survey response data provided by cities and counties for each planning activity are presented in detail within Appendix A through N. Responses are segmented by city characteristics including:

- Population size:
 - Large City (more than 100,000 population)
 - Medium City (10,000 to 100,000 population)
 - Small City (less than 10,000 population)
- Geography:
 - Central Puget Sound (CPS) includes all cities within King, Kitsap, Pierce and Snohomish counties.
 - Northwest includes all cities within Clallam, Island, Jefferson, San Juan, Skagit and Whatcom counties.
 - Southwest includes all cities within Clark, Cowlitz, Grays Harbor, Lewis, Mason, Pacific, Thurston and Wahkiakum counties.
 - Central includes all cities within Adams, Chelan, Douglas, Grant, Kittitas, Klickitat, Okanogan, Skamania and Yakima counties.
 - Eastern includes all cities within Asotin, Benton, Columbia, Ferry, Franklin, Garfield, Lincoln, Pend Oreille, Spokane, Stevens, Walla Walla and Whitman counties.
- GMA Planning Level
 - Fully Planning within the Central Puget Sound (1.0)
 - Fully Planning (2.0/3.0)
 - Partially Planning (4.0/5.0)

The breakout for Eastern region and partially planning (4.0/5.0) are excluded from the presentation of results due to limited response data.

Exhibit 33. Total Costs for a New Comprehensive Plan Element by Characteristic

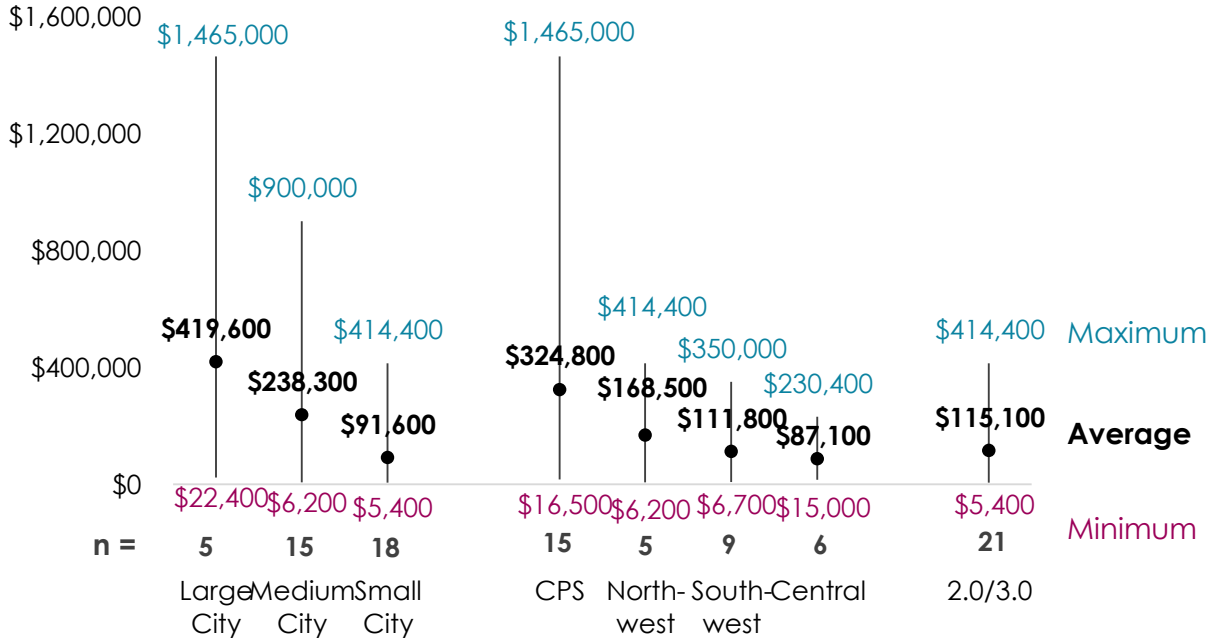


Exhibit 34. Per 1,000 Population Cost (excluding SEPA/NEPA) for a New Comprehensive Plan Element by Characteristic

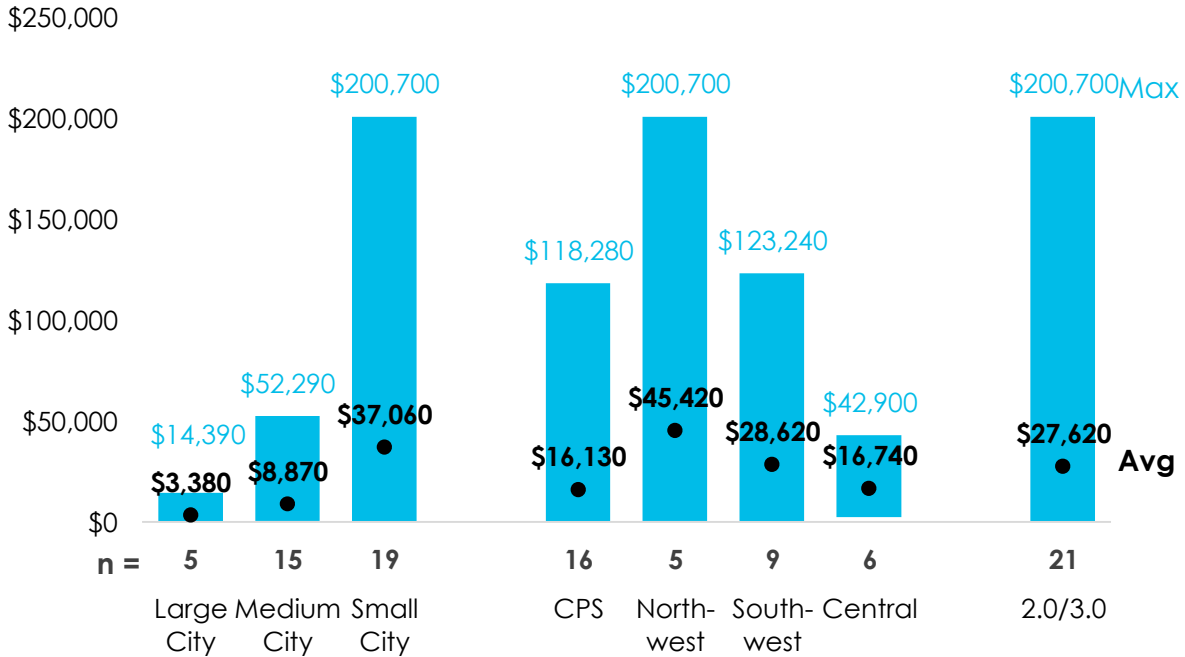


Exhibit 35. Labor and Contract Costs as a Share of Total Costs for a New Comprehensive Plan Element by Characteristic

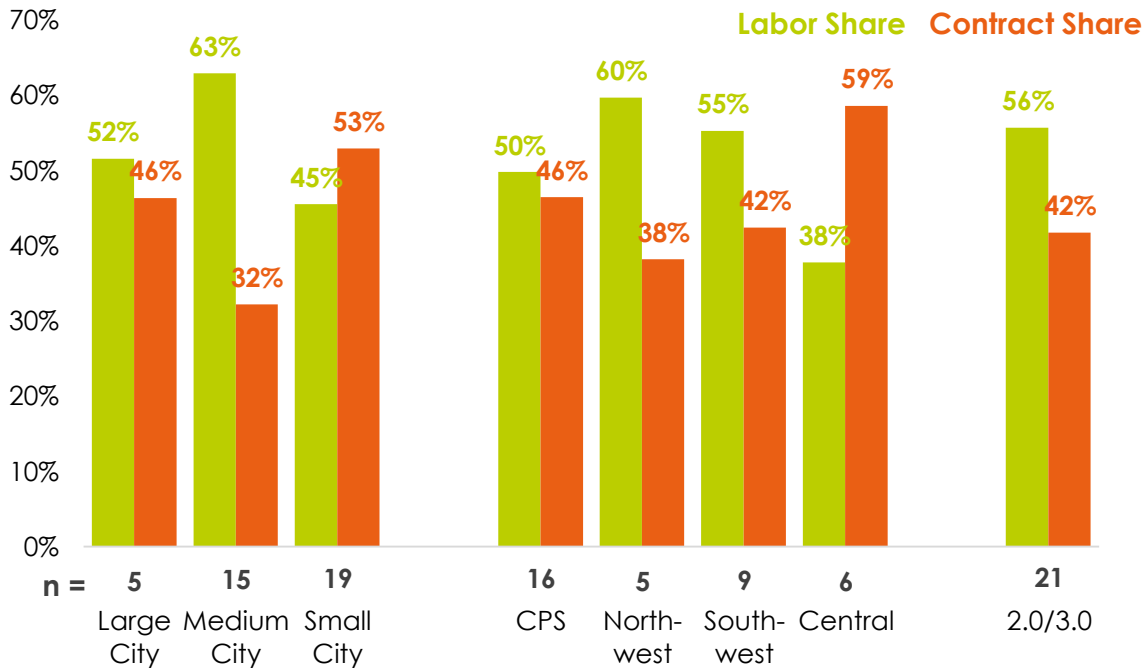


Exhibit 36. Level of Confidence in Cost Estimates for a New Comprehensive Plan Element by Characteristic

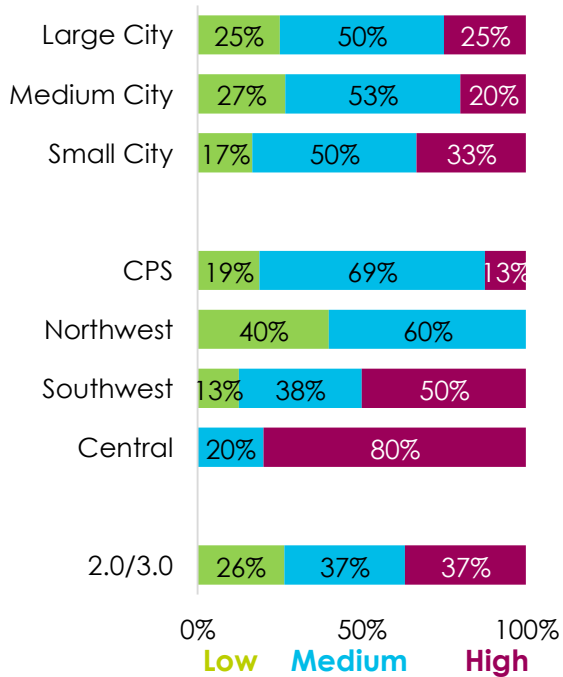


Exhibit 37. Length of Time to Complete a New Comprehensive Plan Element by Characteristic

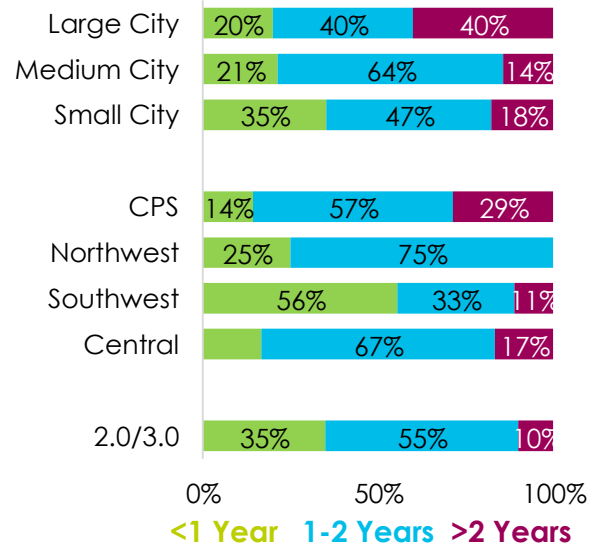


Exhibit 38. Types of Technical Tasks Required for a New Comprehensive Plan Element by Characteristic

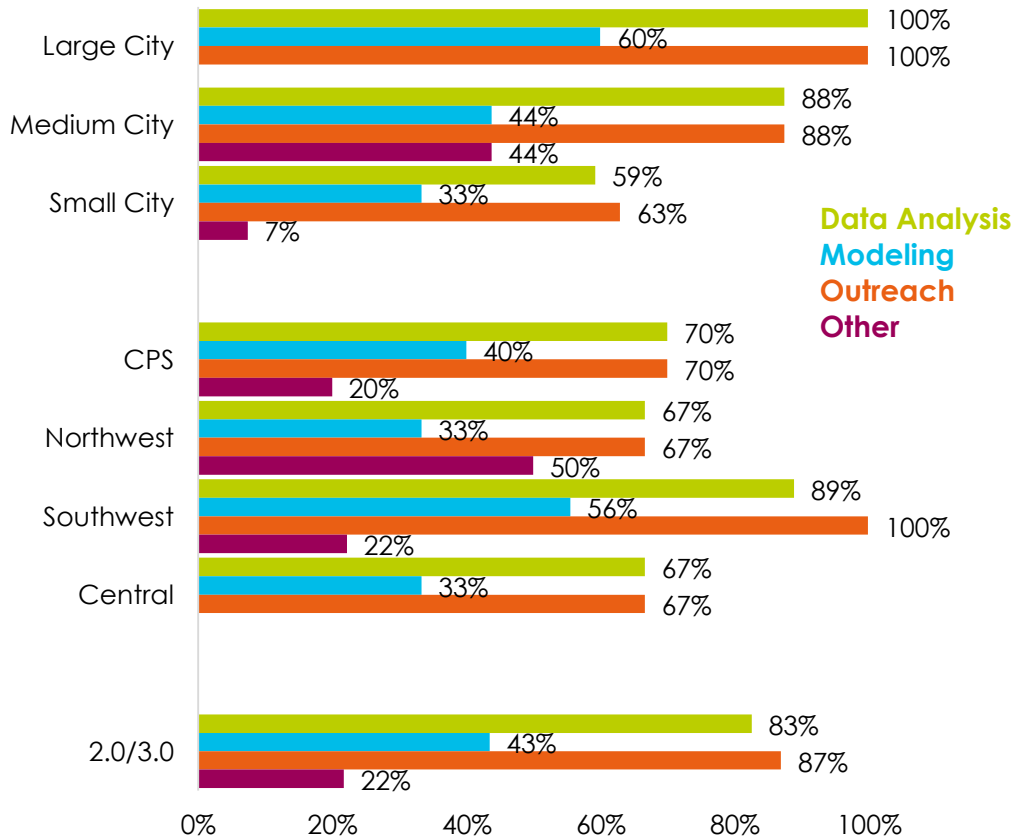


Exhibit 39. Number of Consultant Contracts for a New Comprehensive Plan Element by Characteristic

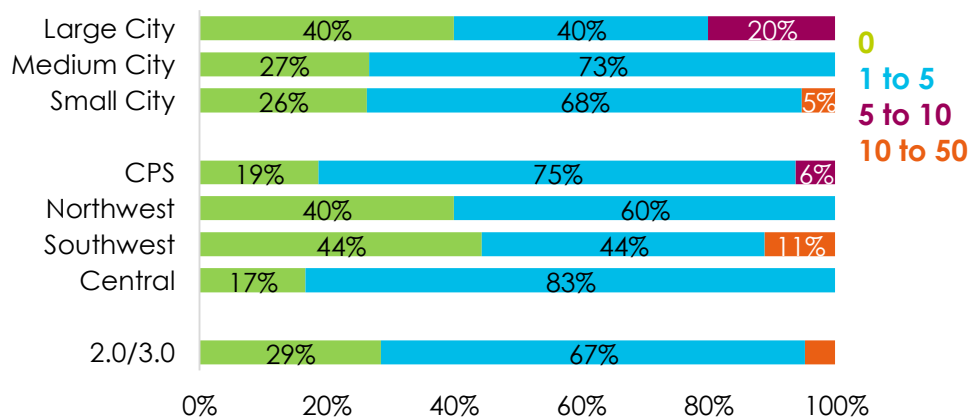


Exhibit 40. Number of Stakeholder Meetings for a New Comprehensive Plan Element by Characteristic

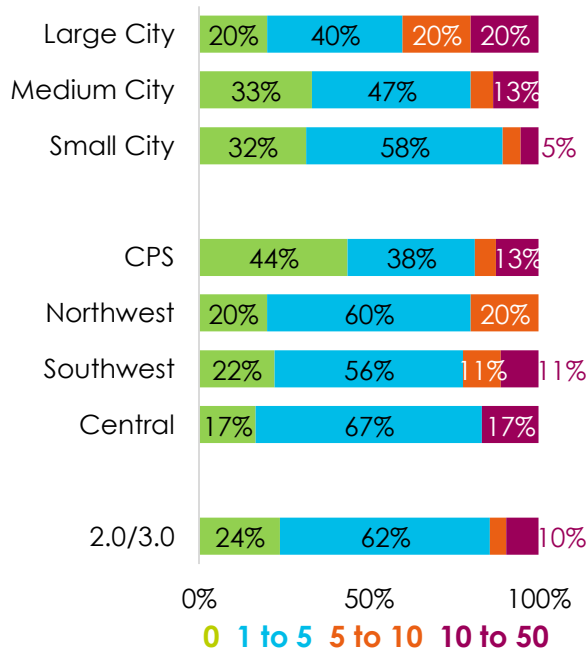


Exhibit 41. Number of Public Meetings for a New Comprehensive Plan Element by Characteristic

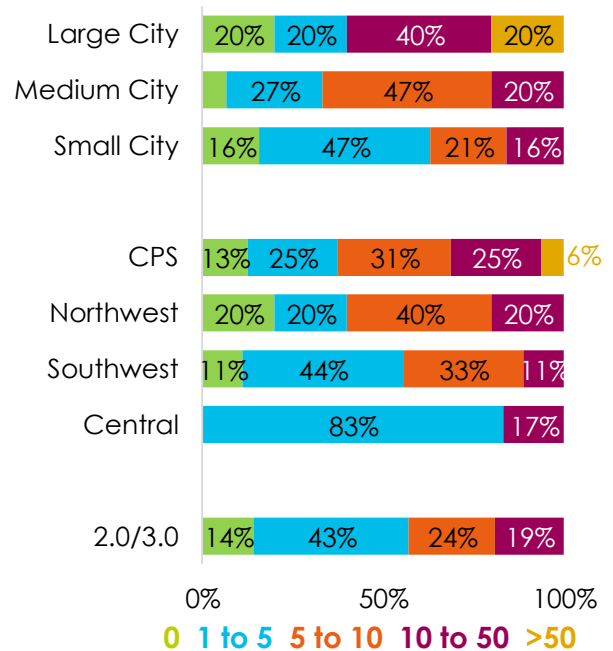
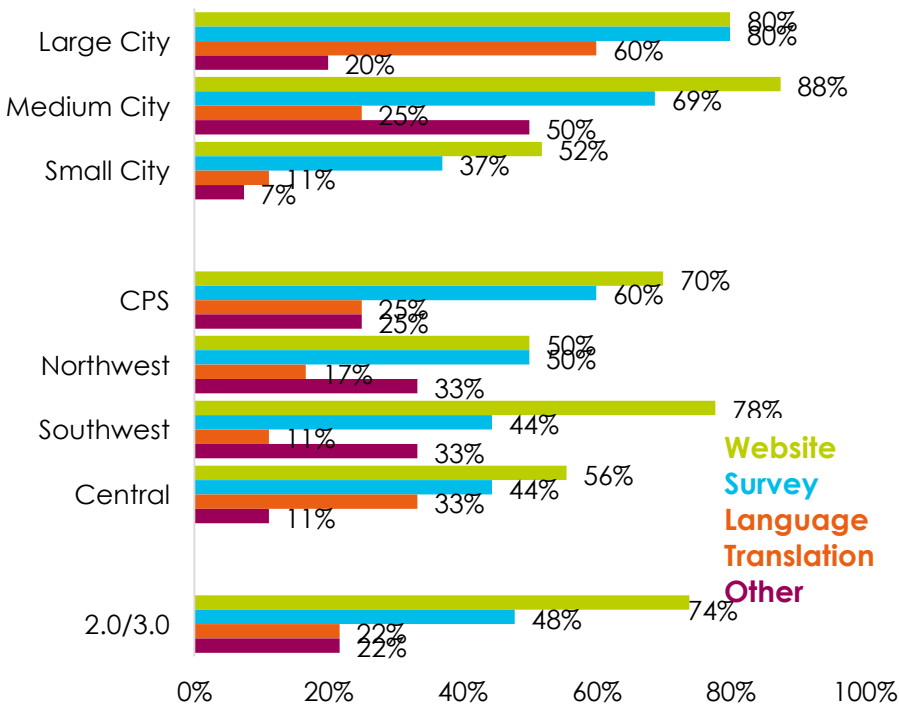


Exhibit 42. Other Types of Public Engagement Used for a New Comprehensive Plan Element by Characteristic



Appendix B. New Comprehensive Plan Element Detail for Counties by Characteristic

Responses are segmented by county characteristics including:

- Population size:
 - Large county (more than 100,000 population)
 - Small and medium county (less than 100,000 population)
- Geography:
 - West includes the following counties:
 - Central Puget Sound (CPS) counties including King, Kitsap, Pierce and Snohomish.
 - Northwest counties including Clallam, Island, Jefferson, San Juan, Skagit and Whatcom.
 - Southwest counties including Clark, Cowlitz, Grays Harbor, Lewis, Mason, Pacific, Thurston and Wahkiakum.
 - East includes the following counties:
 - Central counties including Adams, Chelan, Douglas, Grant, Kittitas, Klickitat, Okanogan, Skamania and Yakima Counties.
 - Eastern counties including Asotin, Benton, Columbia, Ferry, Franklin, Garfield, Lincoln, Pend Oreille, Spokane, Stevens, Walla Walla and Whitman .
- GMA Planning Level
 - Fully Planning including Central Puget Sound or 1.0 planning counties and 2.0/3.0 planning counties
 - Partially Planning (4.0/5.0)

Geographic data are aggregated into two categories due to limited response rates within more detailed geographies. The breakout for partially planning (4.0/5.0) are excluded from the presentation of results due to limited response data.

Exhibit 43. Total Costs for a New Comprehensive Plan Element by Characteristic

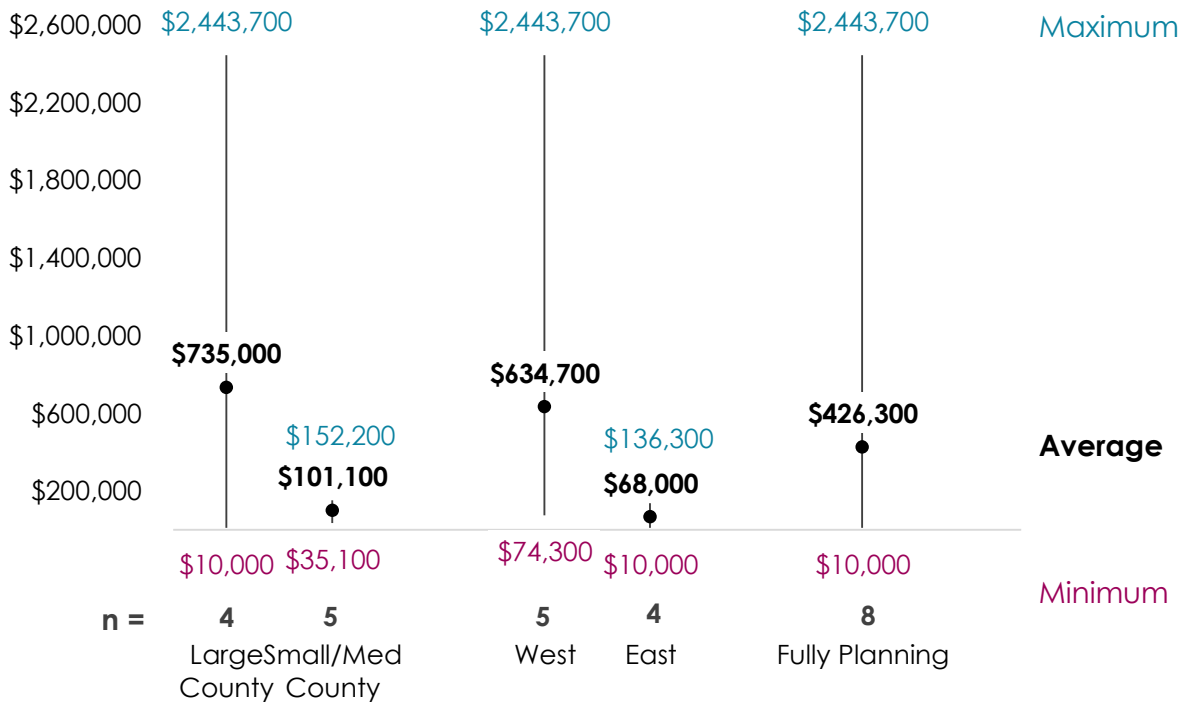


Exhibit 44. Per 1,000 Population Cost (excluding SEPA/NEPA) for a New Comprehensive Plan Element by Characteristic

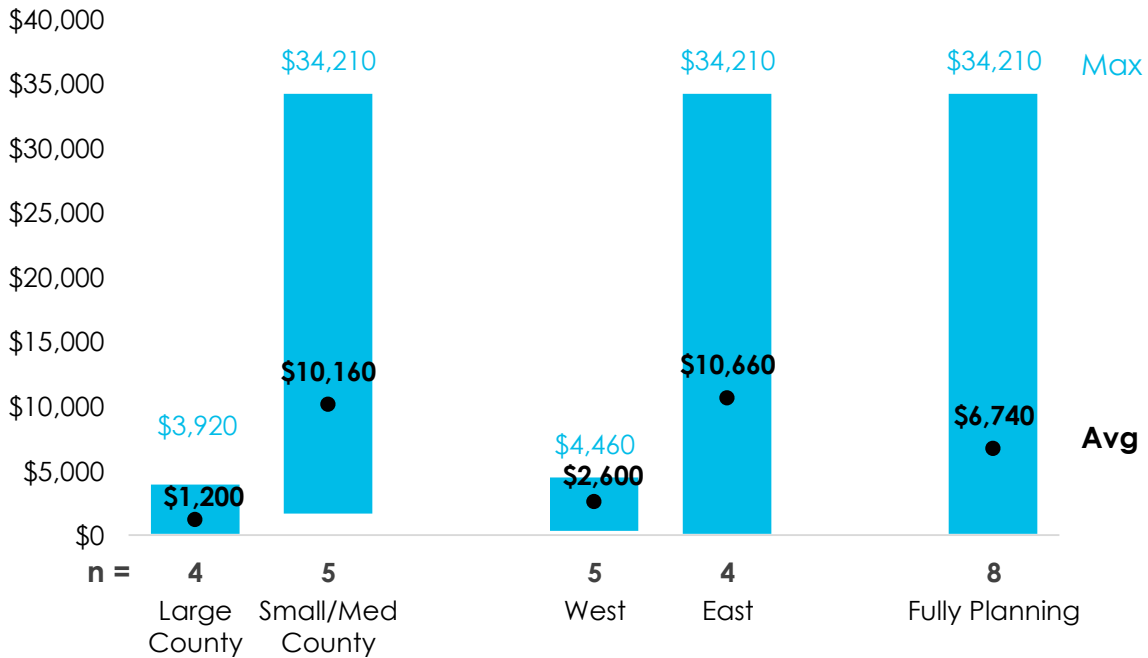


Exhibit 45. Labor and Contract Costs as a Share of Total Costs for a New Comprehensive Plan Element by Characteristic

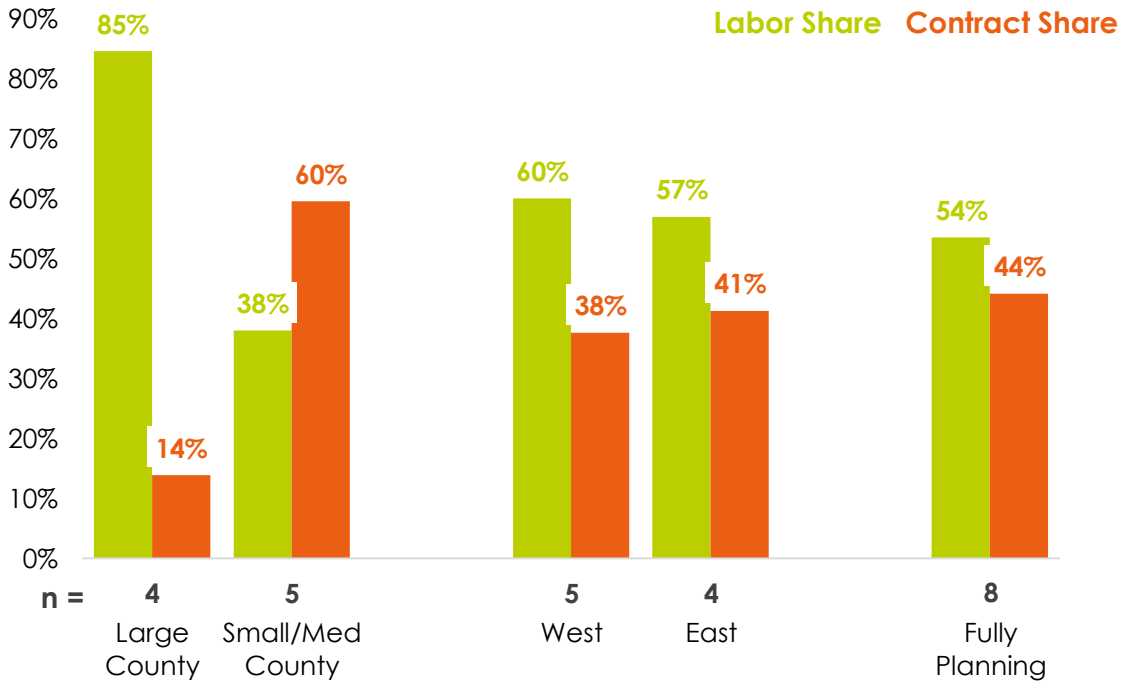


Exhibit 46. Level of Confidence in Cost Estimates for a New Comprehensive Plan Element by Characteristic

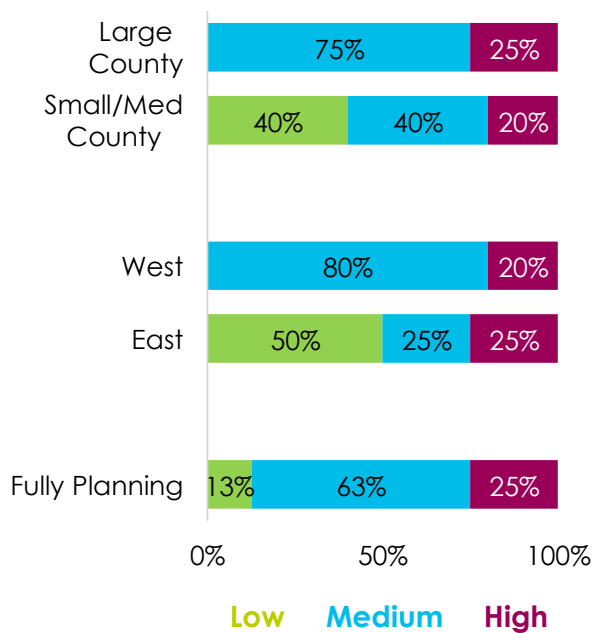


Exhibit 47. Length of Time to Complete a New Comprehensive Plan Element by Characteristic

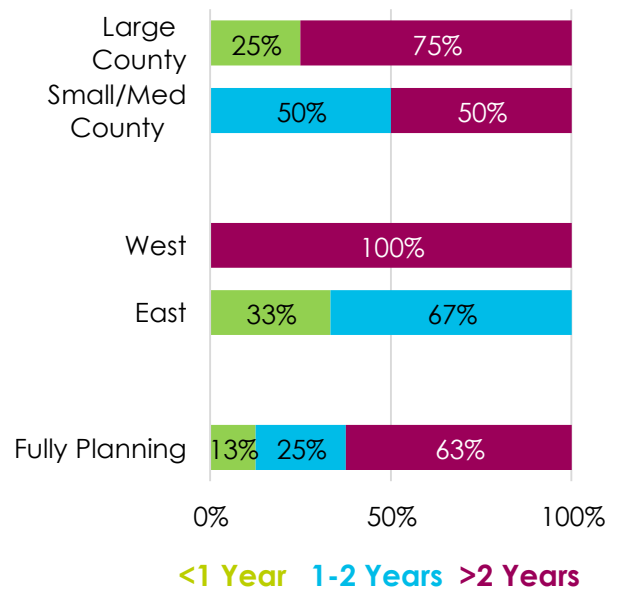


Exhibit 48. Types of Technical Tasks Required for a New Comprehensive Plan Element by Characteristic

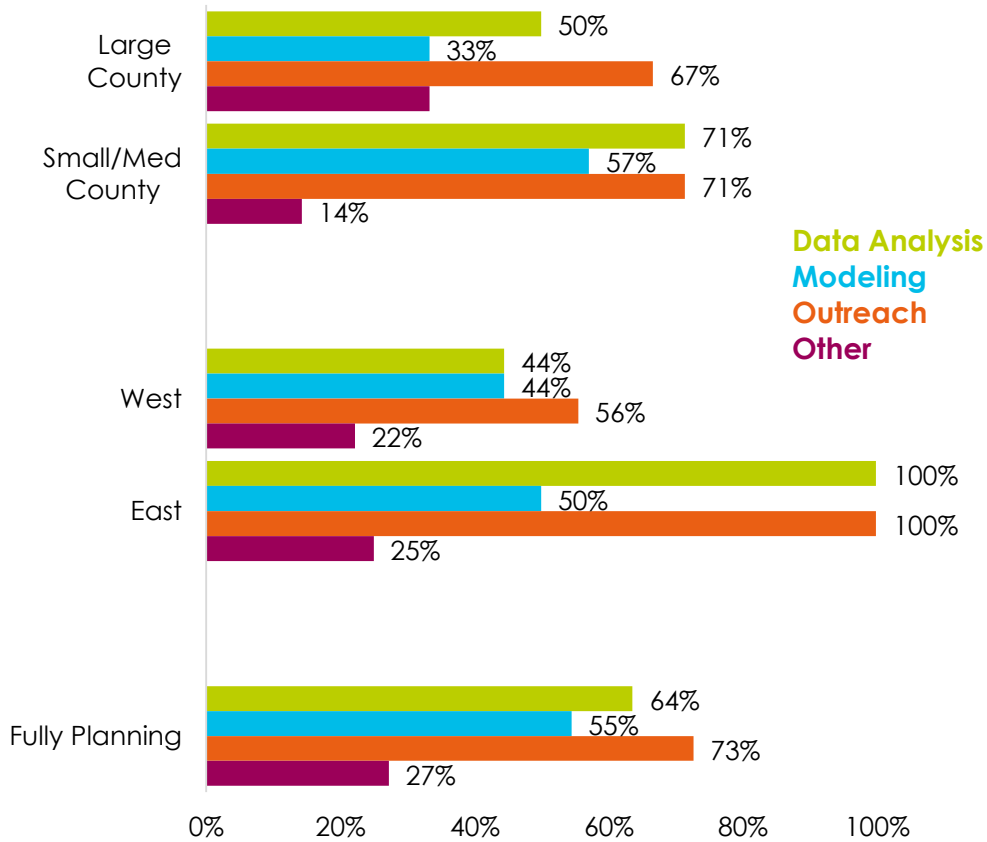


Exhibit 49. Number of Consultant Contracts for a New Comprehensive Plan Element by Characteristic

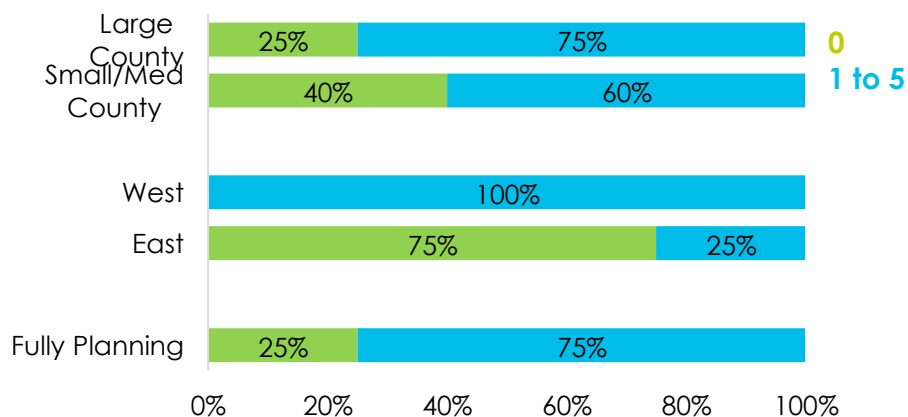


Exhibit 50. Number of Stakeholder Meetings for a New Comprehensive Plan Element by Characteristic

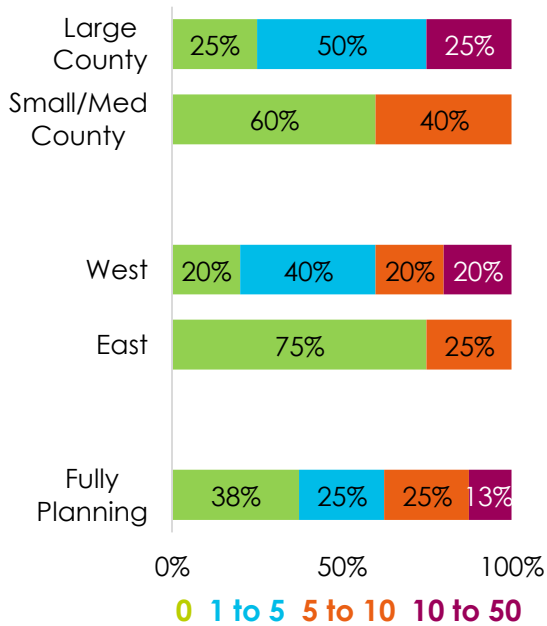


Exhibit 51. Number of Public Meetings for a New Comprehensive Plan Element by Characteristic

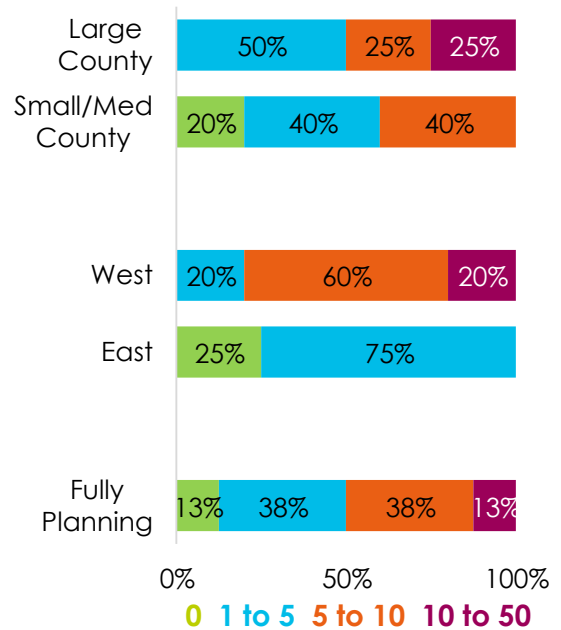
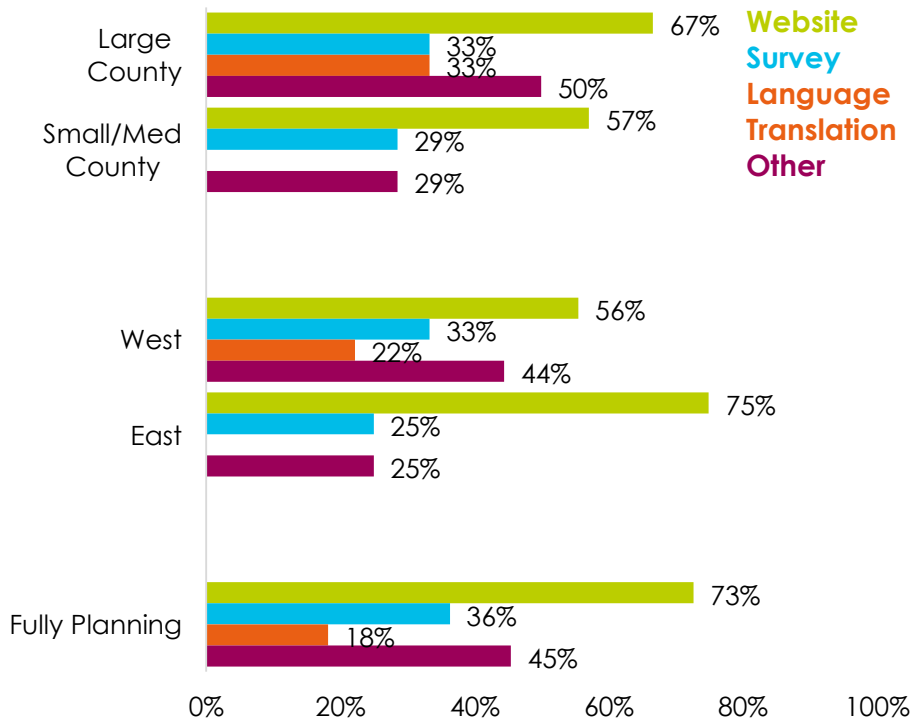


Exhibit 52. Other Types of Public Engagement Used for a New Comprehensive Plan Element by Characteristic



Appendix C. Complex Update to a Comprehensive Plan Element Detail for Cities by Characteristic

Exhibit 53. Total Costs for a Complex Comprehensive Plan Element Update by Characteristic

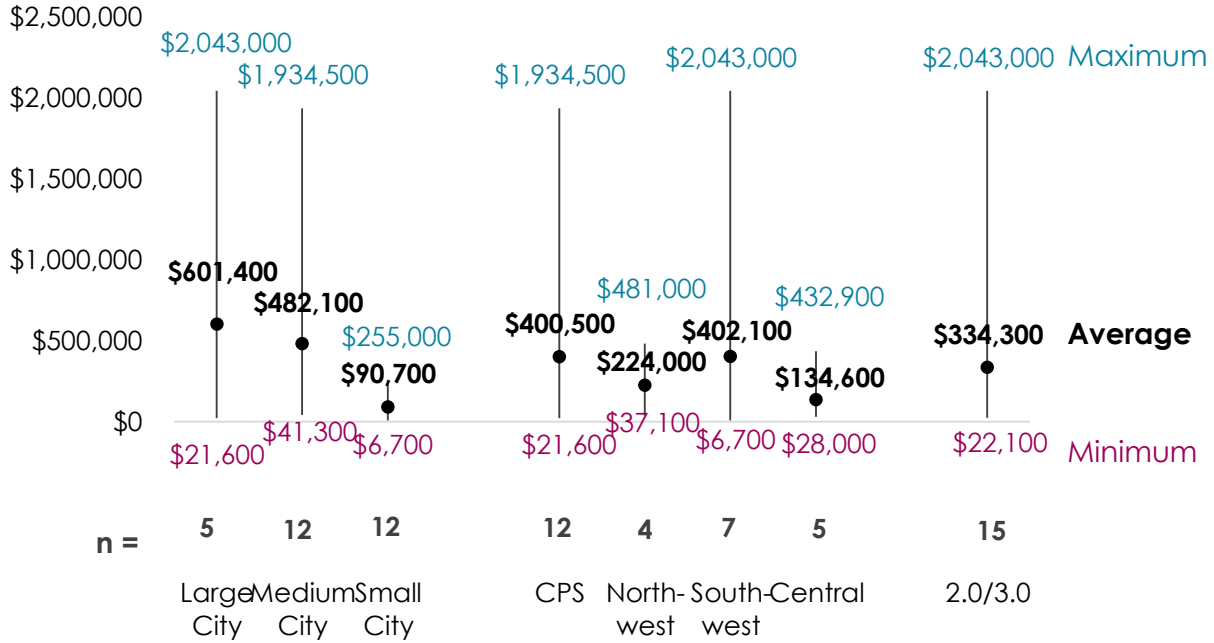


Exhibit 54. Per 1,000 Population Cost (excluding SEPA/NEPA) for a Complex Comprehensive Plan Element Update by Characteristic

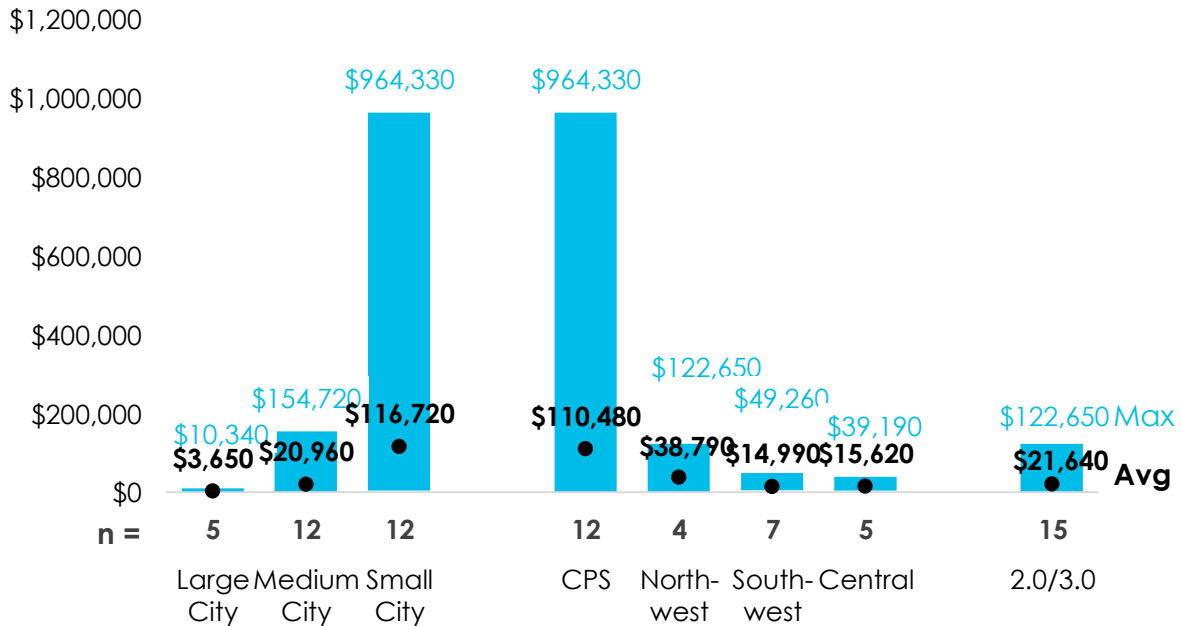


Exhibit 55. Labor and Contract Costs as a Share of Total Costs for a Complex Comprehensive Plan Element Update by Characteristic

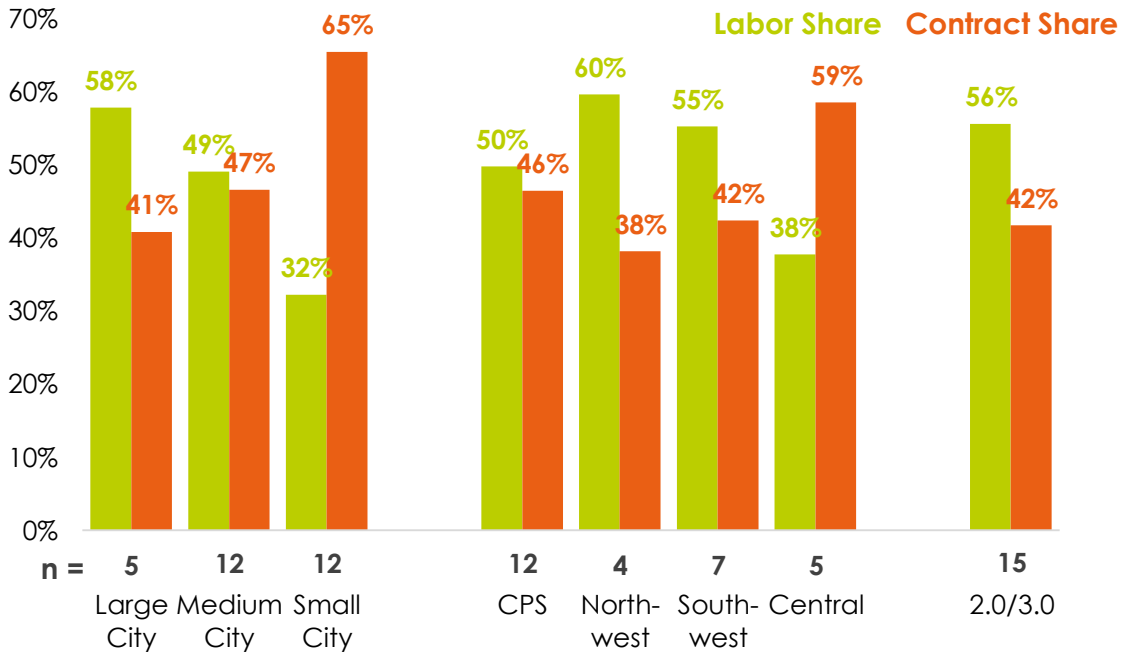


Exhibit 56. Level of Confidence in Cost Estimates for a Complex Comprehensive Plan Element Update by Characteristic

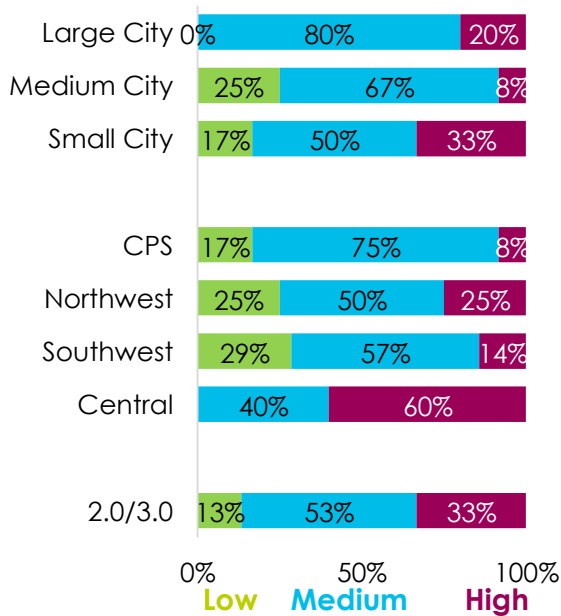


Exhibit 57. Length of Time to Complete a Complex Comprehensive Plan Element Update by Characteristic

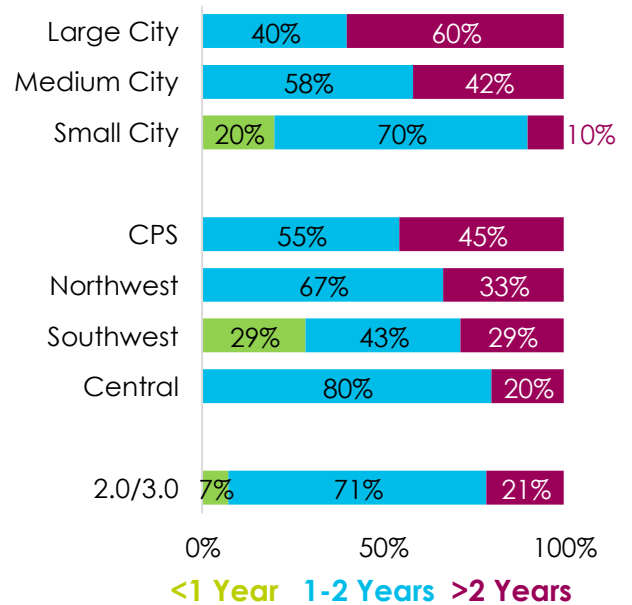


Exhibit 58. Types of Technical Tasks Required for a Complex Comprehensive Plan Element Update by Characteristic

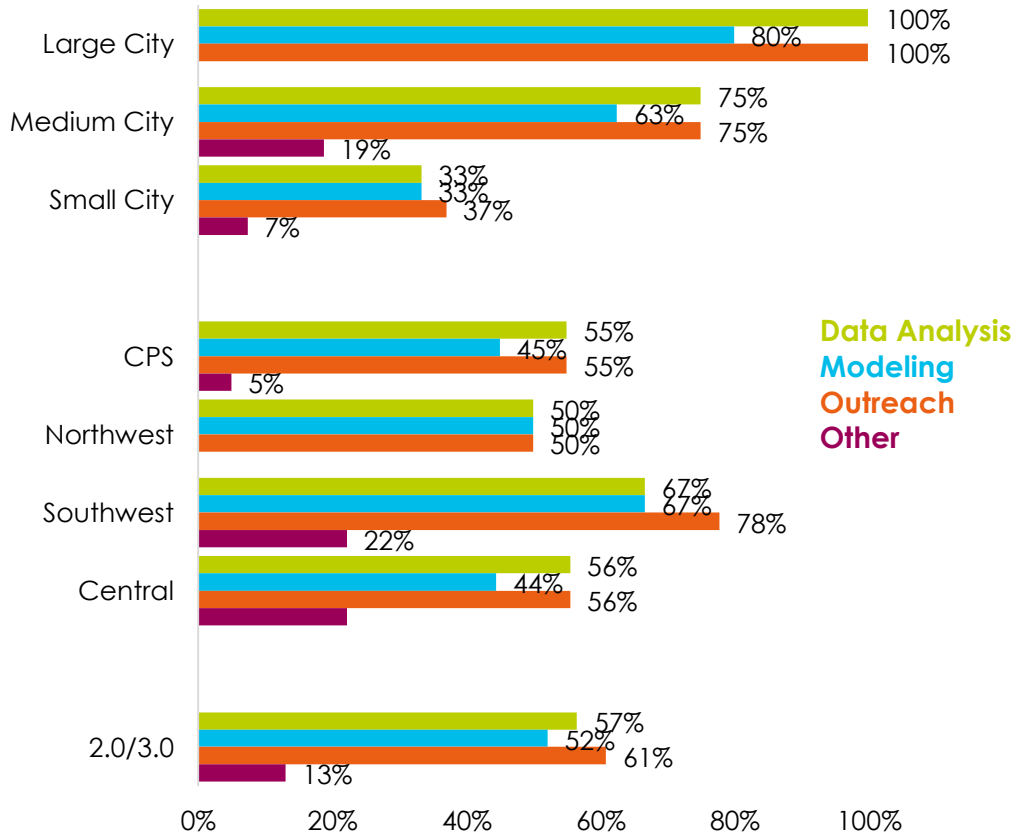


Exhibit 59. Number of Consultant Contracts for a Complex Comprehensive Plan Element Update by Characteristic

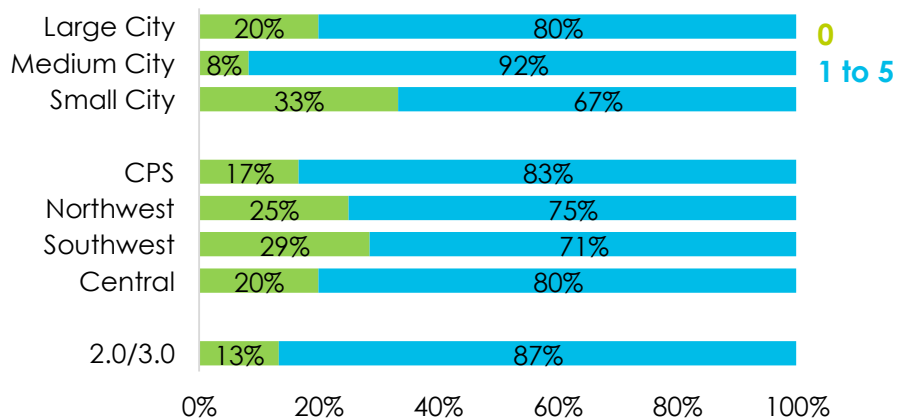


Exhibit 60. Number of Stakeholder Meetings for a Complex Comprehensive Plan Element Update by Characteristic

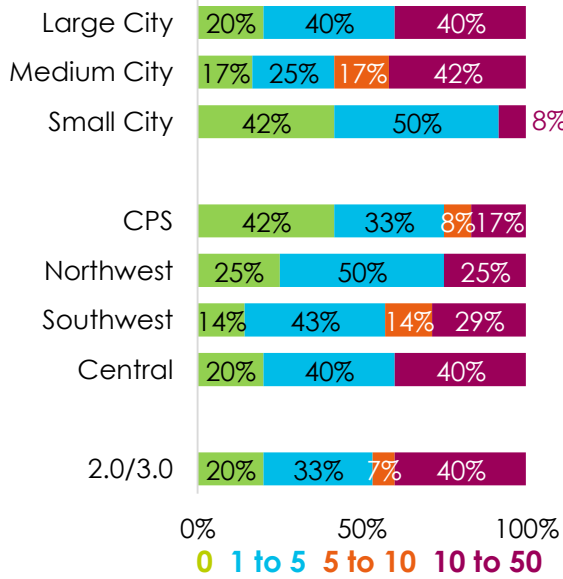


Exhibit 61. Number of Public Meetings for a Complex Comprehensive Plan Element Update by Characteristic

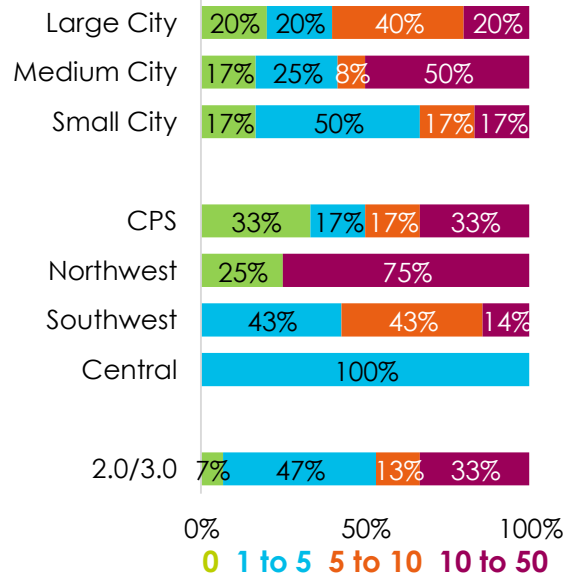
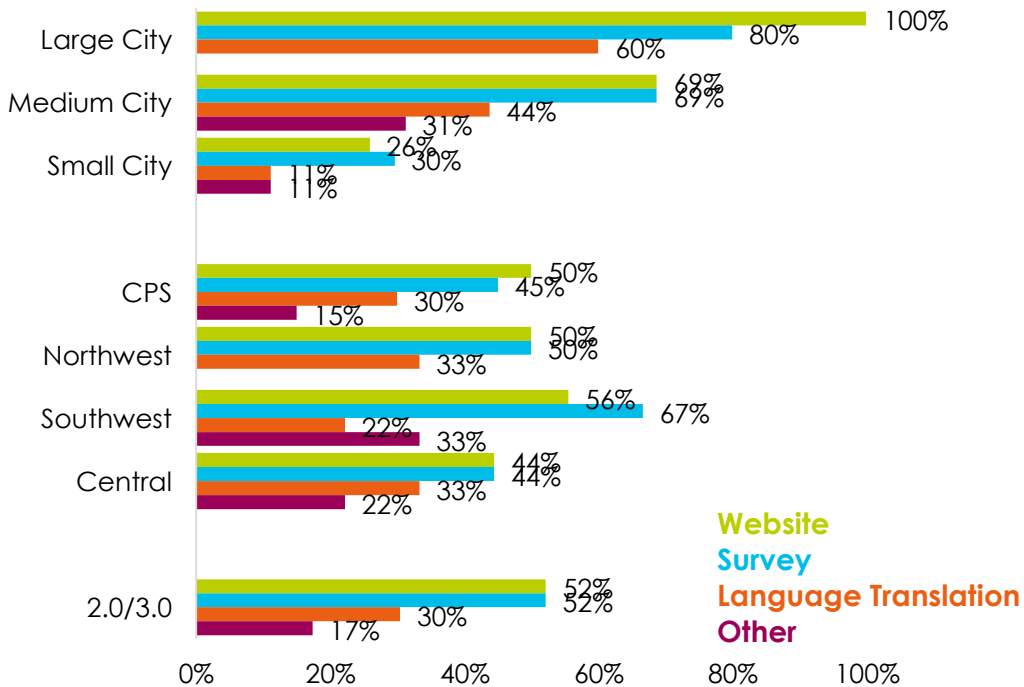


Exhibit 62. Other Types of Public Engagement Used for a Complex Comprehensive Plan Element Update by Characteristic



Appendix D. Complex Update to a Comprehensive Plan Element Detail for Counties by Characteristic

Exhibit 63. Total Costs for a Complex Comprehensive Plan Element Update by Characteristic

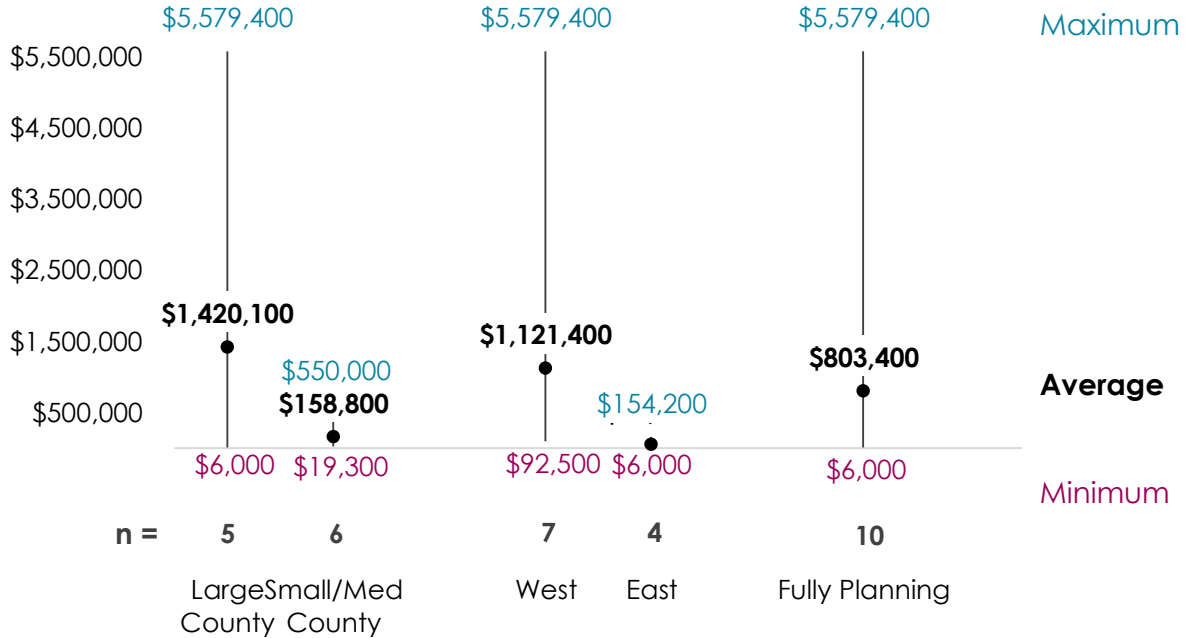


Exhibit 64. Per 1,000 Population Cost (excluding SEPA/NEPA) for a Complex Comprehensive Plan Element Update by Characteristic

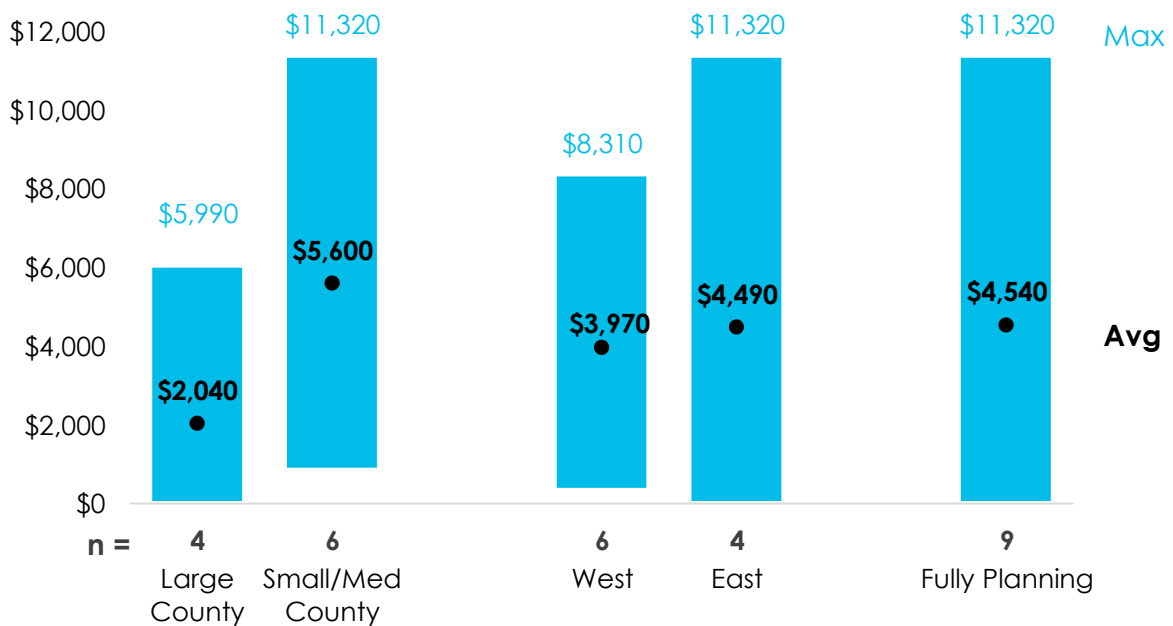


Exhibit 65. Labor and Contract Costs as a Share of Total Costs for a Complex Comprehensive Plan Element Update by Characteristic

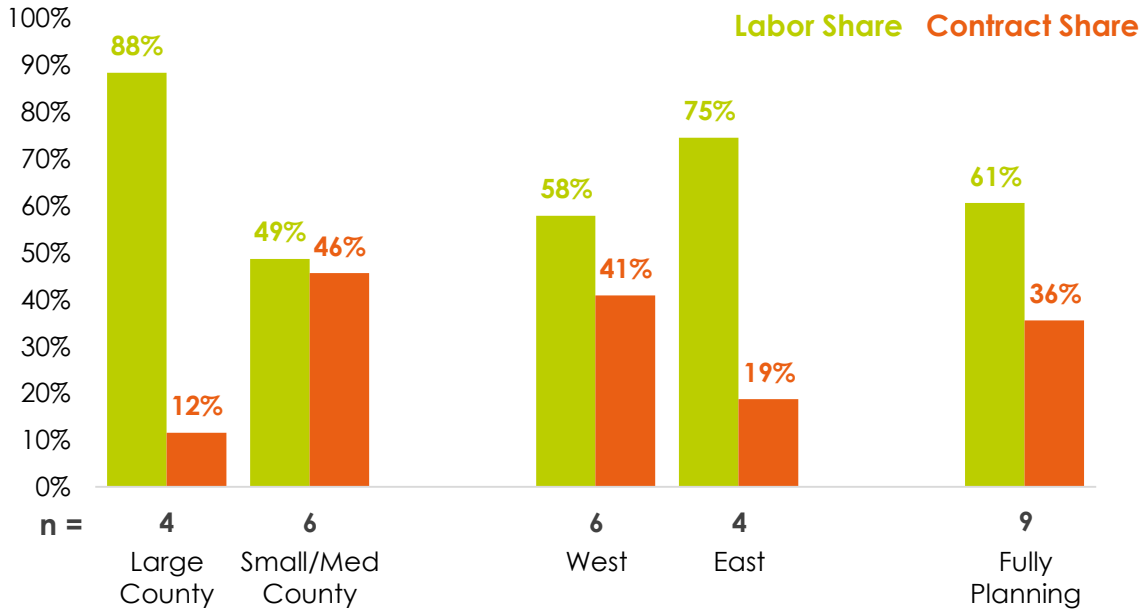


Exhibit 66. Level of Confidence in Cost Estimates for a Complex Comprehensive Plan Element Update by Characteristic

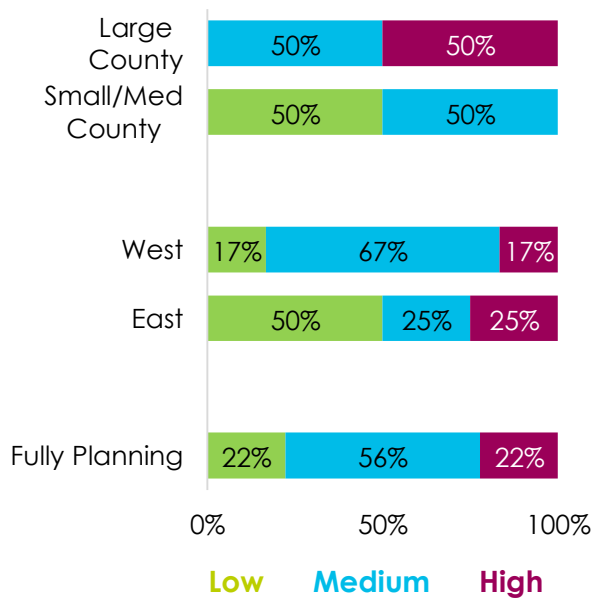


Exhibit 67. Length of Time to Complete a Complex Comprehensive Plan Element Update by Characteristic

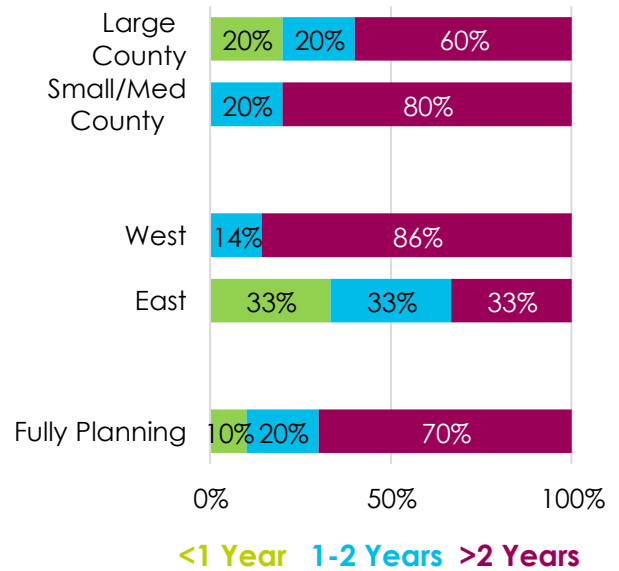


Exhibit 68. Types of Technical Tasks Required for a Complex Comprehensive Plan Element Update by Characteristic

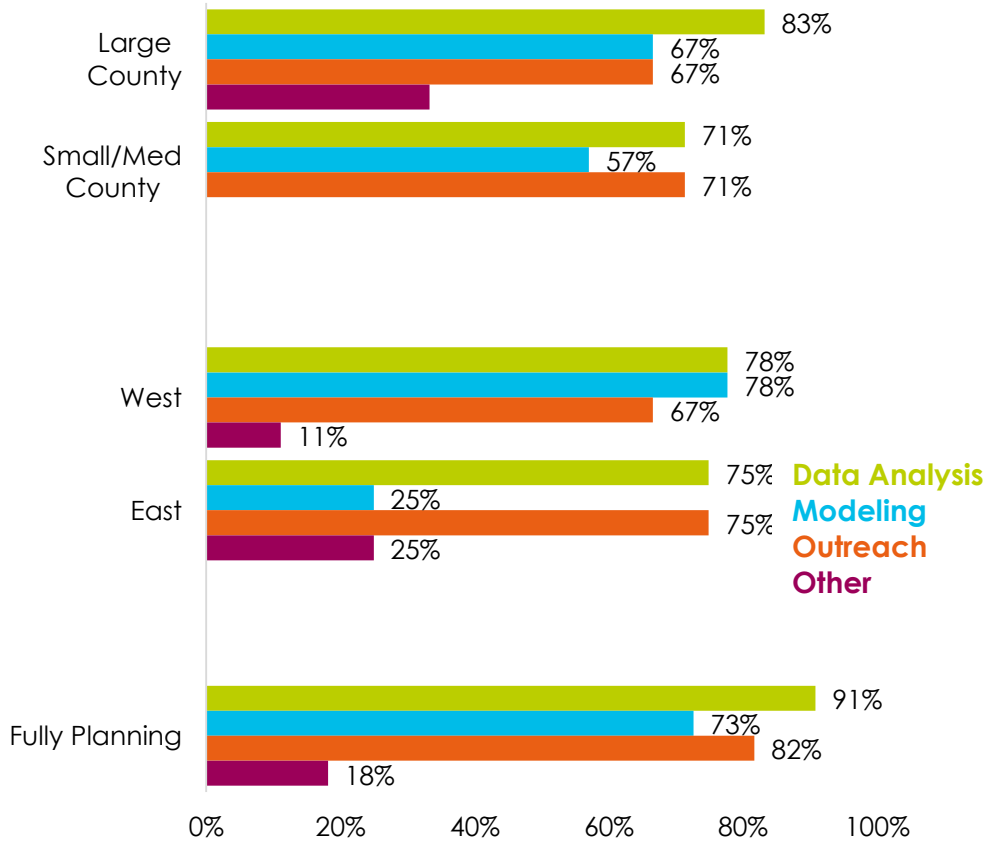


Exhibit 69. Number of Consultant Contracts for a Complex Comprehensive Plan Element Update by Characteristic

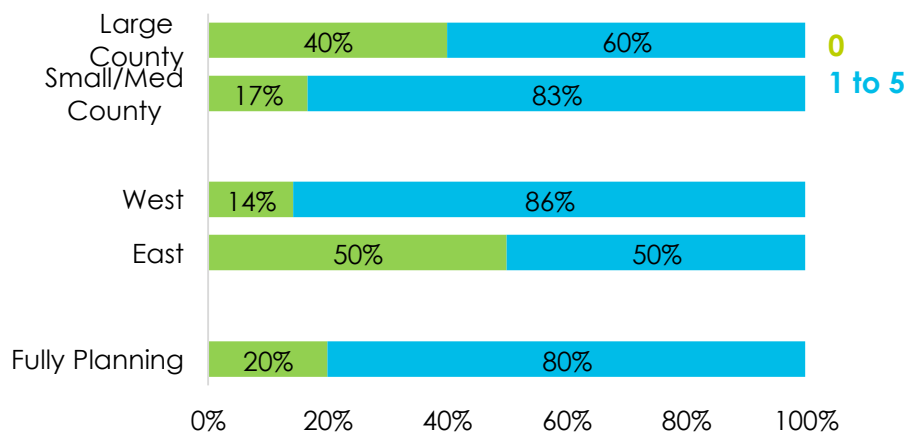


Exhibit 70. Number of Stakeholder Meetings for a Complex Comprehensive Plan Element Update by Characteristic

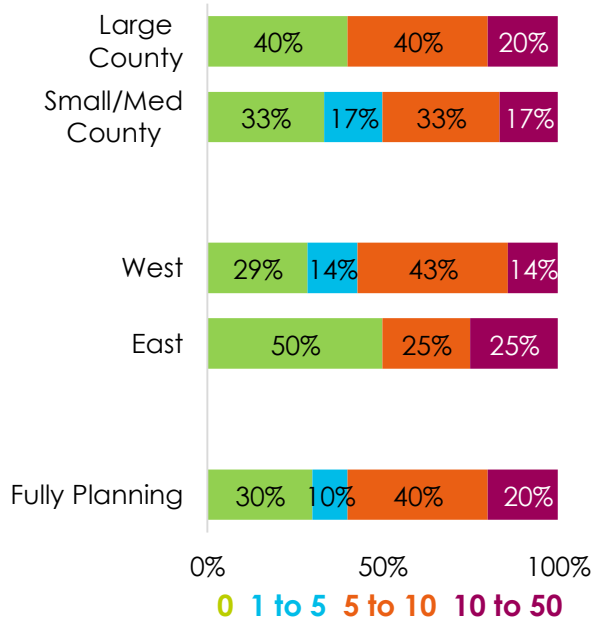


Exhibit 71. Number of Public Meetings for a Complex Comprehensive Plan Element Update by Characteristic

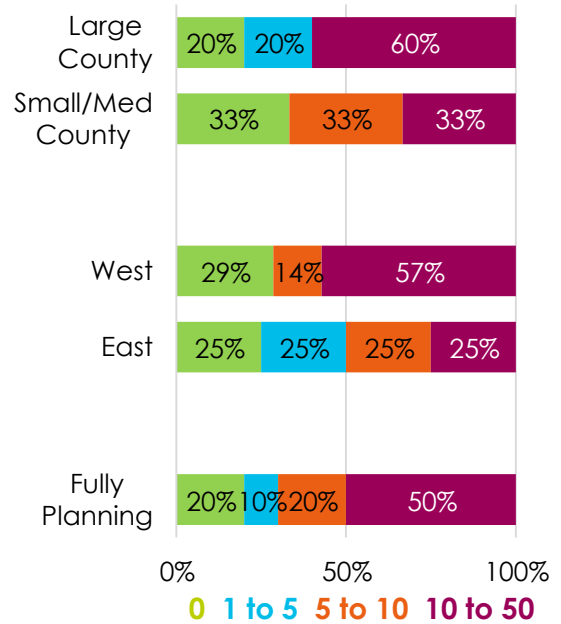
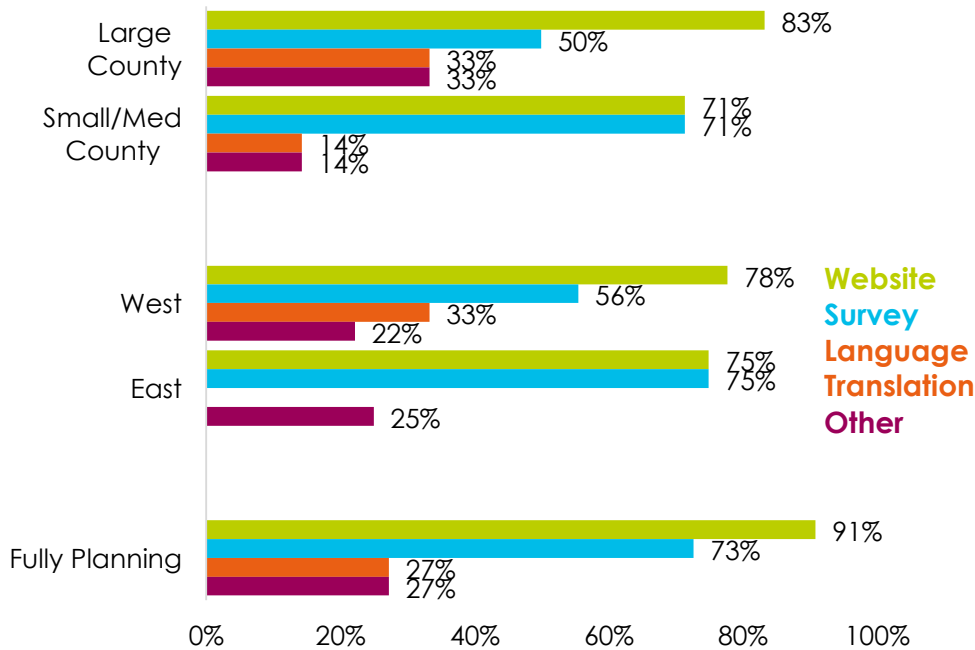


Exhibit 72. Other Types of Public Engagement Used for a Complex Comprehensive Plan Element Update by Characteristic



Appendix E. Minor Update to a Comprehensive Plan Detail for Cities by Characteristic

Exhibit 73. Total Costs for a Minor Comprehensive Plan Element Update by Characteristic

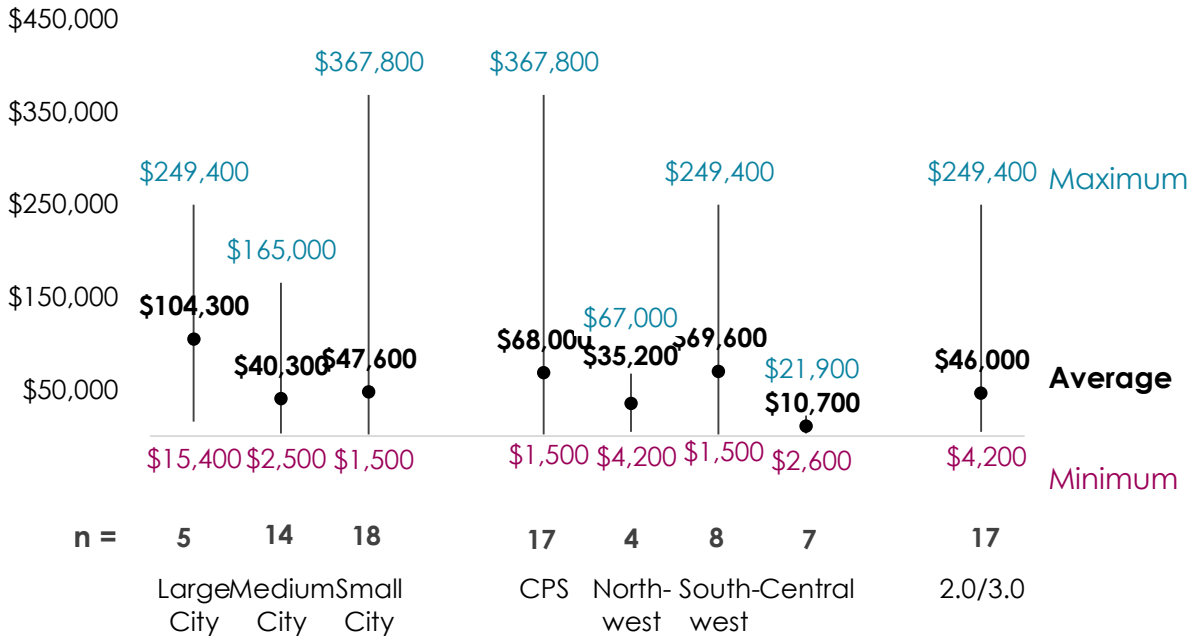


Exhibit 74. Per 1,000 Population Cost (excluding SEPA/NEPA) for a Minor Comprehensive Plan Element Update by Characteristic

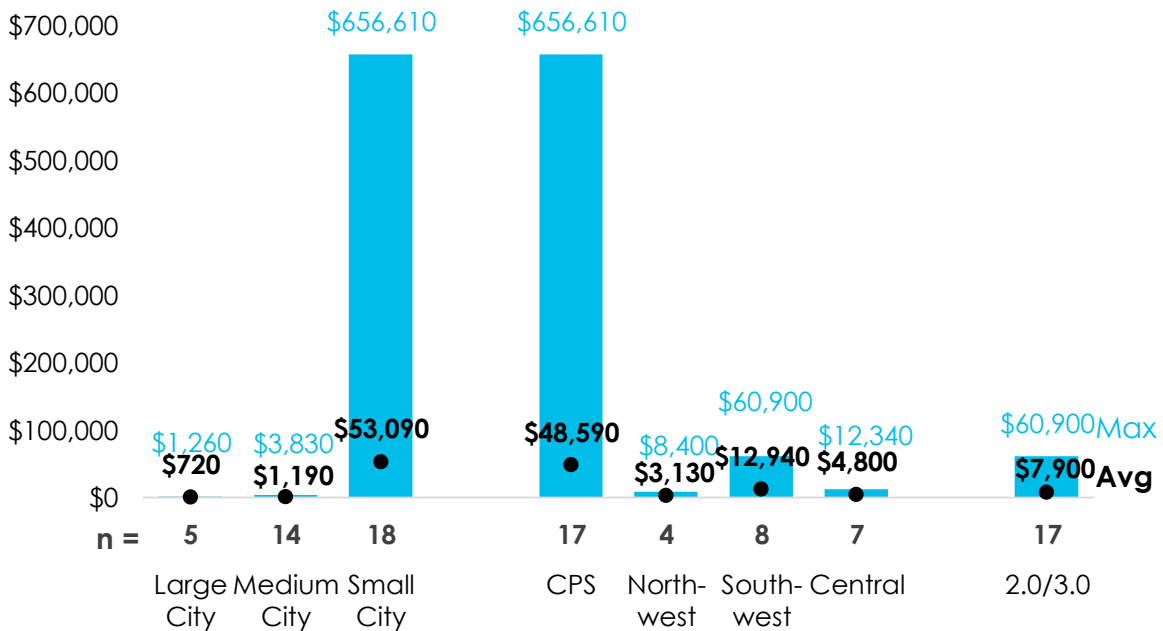


Exhibit 75. Labor and Contract Costs as a Share of Total Costs for a Minor Comprehensive Plan Element Update by Characteristic

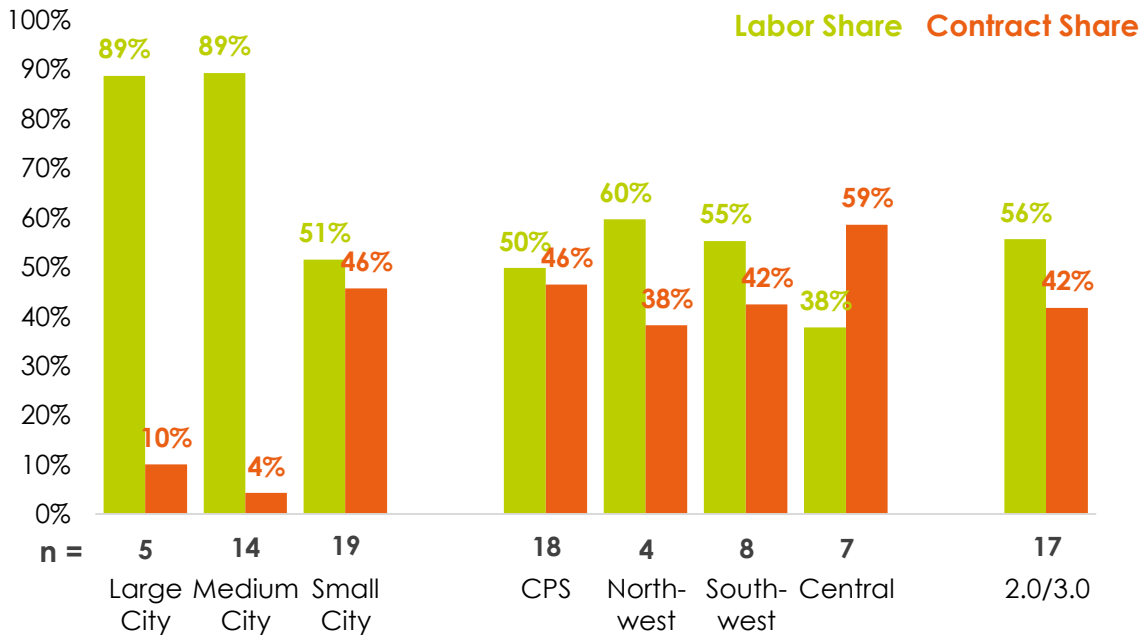


Exhibit 76. Level of Confidence in Cost Estimates for a Minor Comprehensive Plan Element Update by Characteristic

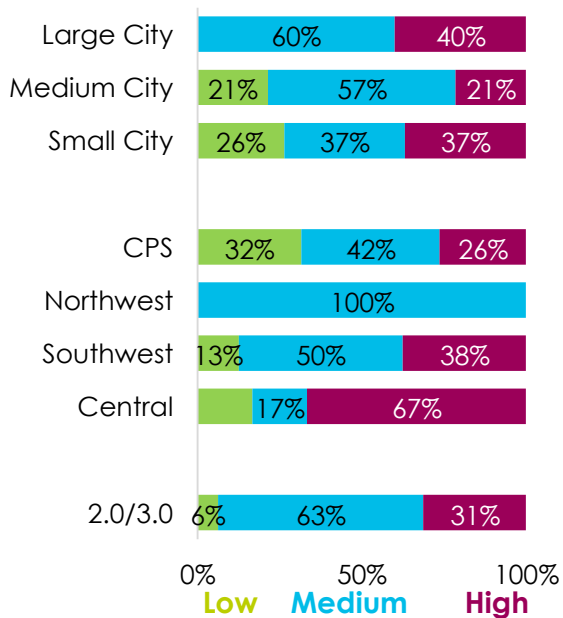


Exhibit 77. Length of Time to Complete a Minor Comprehensive Plan Element Update by Characteristic

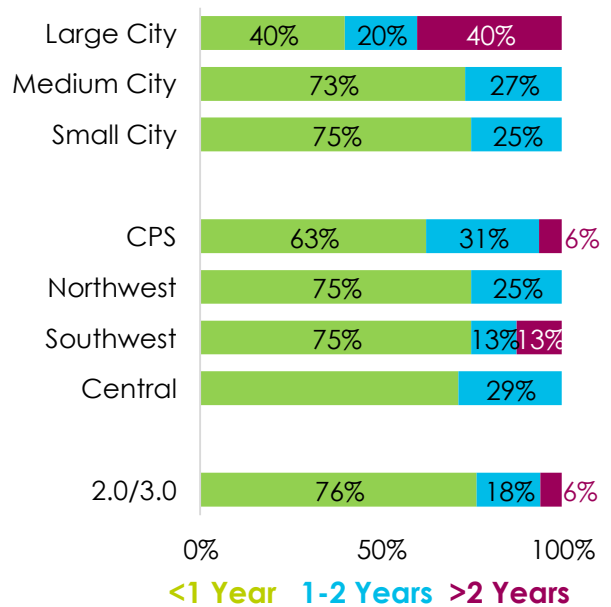


Exhibit 78. Types of Technical Tasks Required for a Minor Comprehensive Plan Element Update by Characteristic

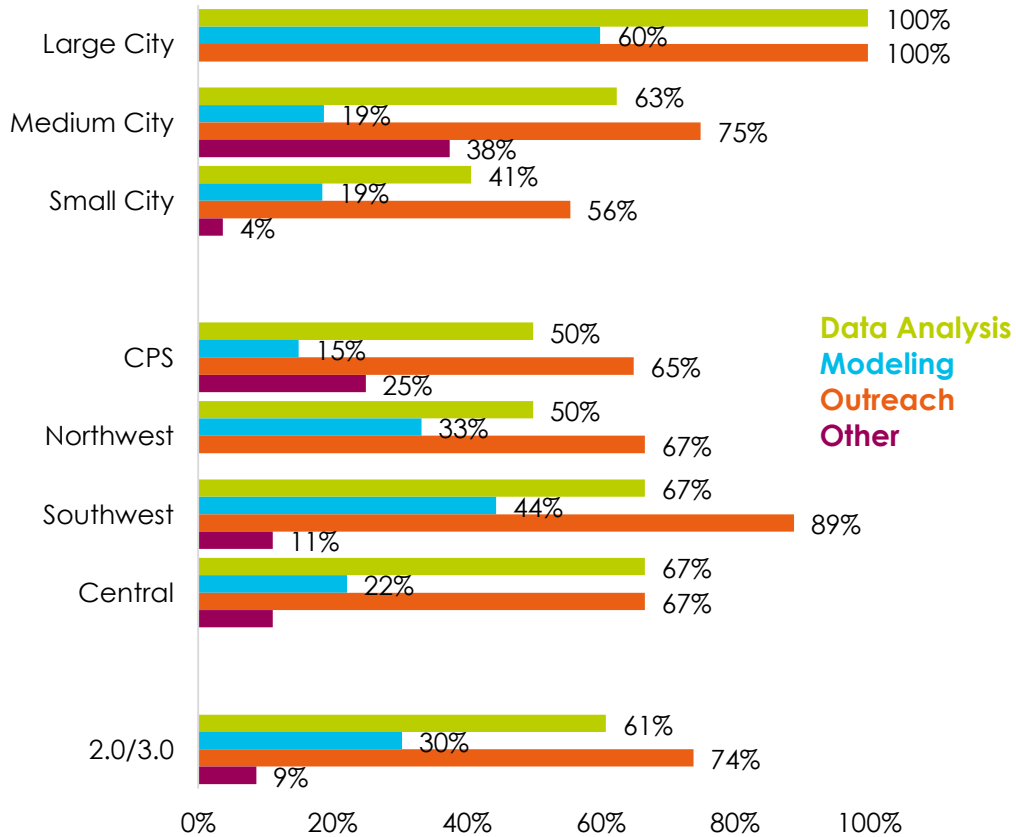


Exhibit 79. Number of Consultant Contracts for a Minor Comprehensive Plan Element Update by Characteristic

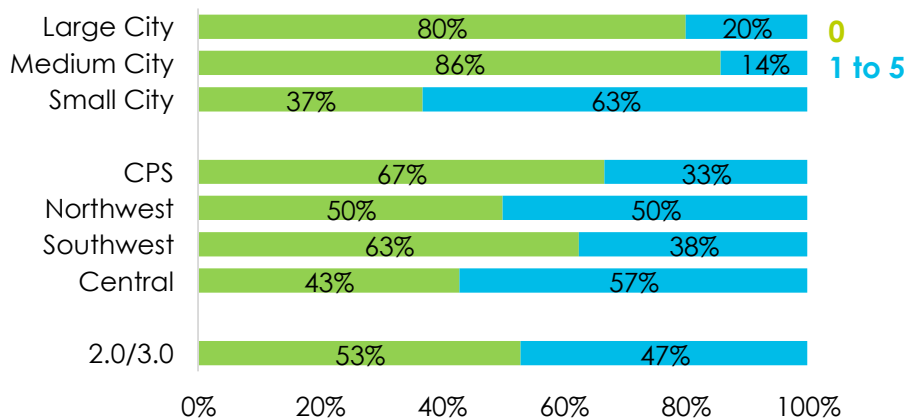


Exhibit 80. Number of Stakeholder Meetings for a Minor Comprehensive Plan Element Update by Characteristic

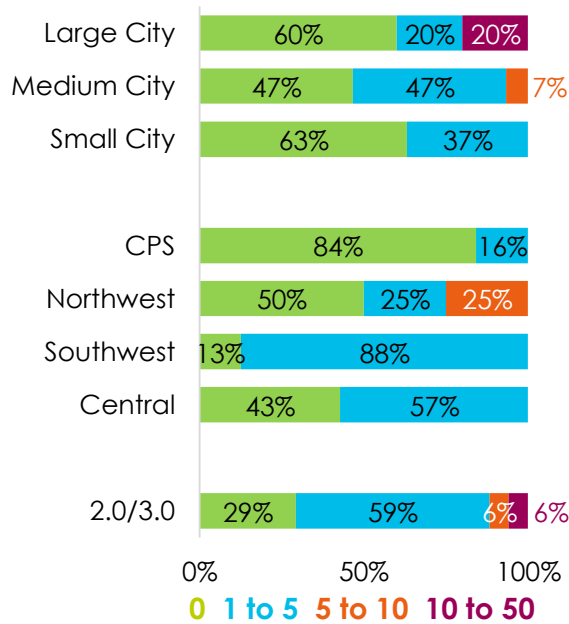


Exhibit 81. Number of Public Meetings for a Minor Comprehensive Plan Element Update by Characteristic

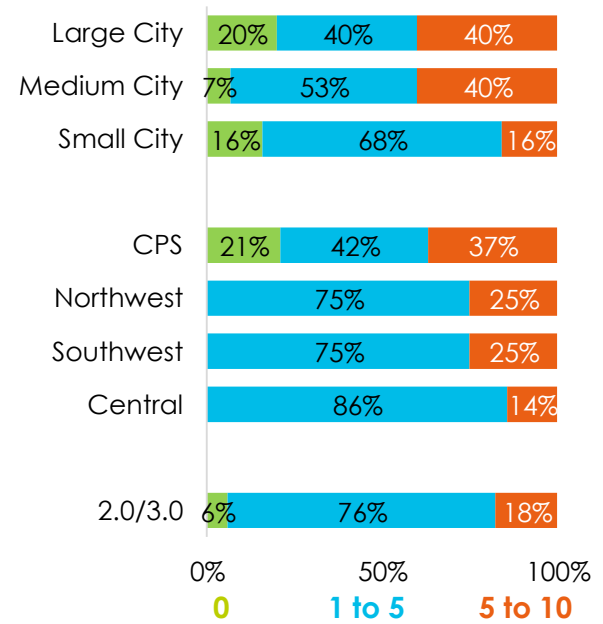
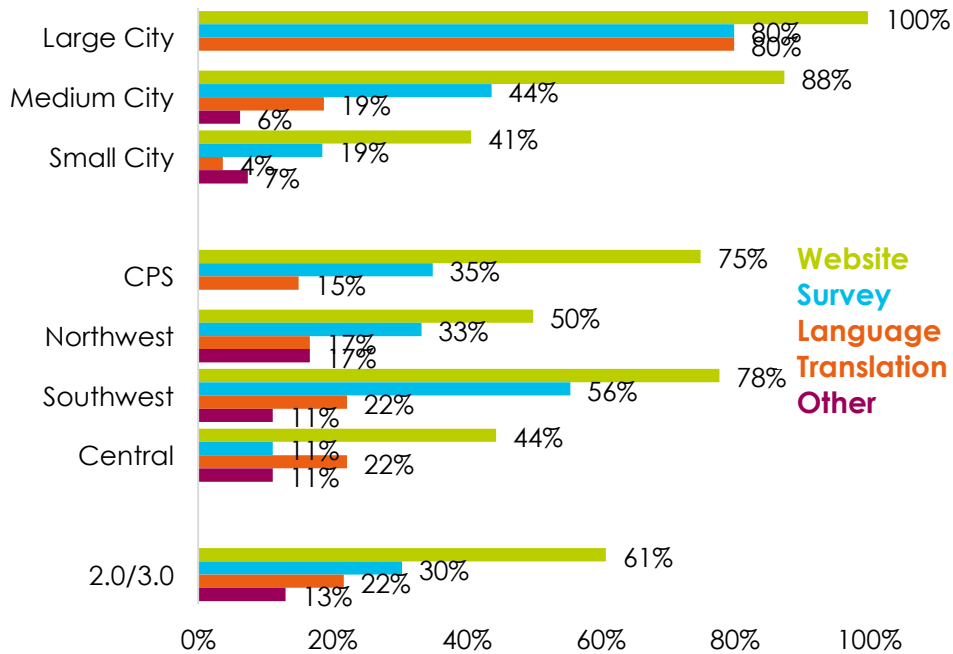


Exhibit 82. Other Types of Public Engagement Used for a Minor Comprehensive Plan Element Update by Characteristic



Appendix F. Minor Update to a Comprehensive Plan Detail for Counties by Characteristic

Exhibit 83. Total Costs for a Minor Comprehensive Plan Element Update by Characteristic

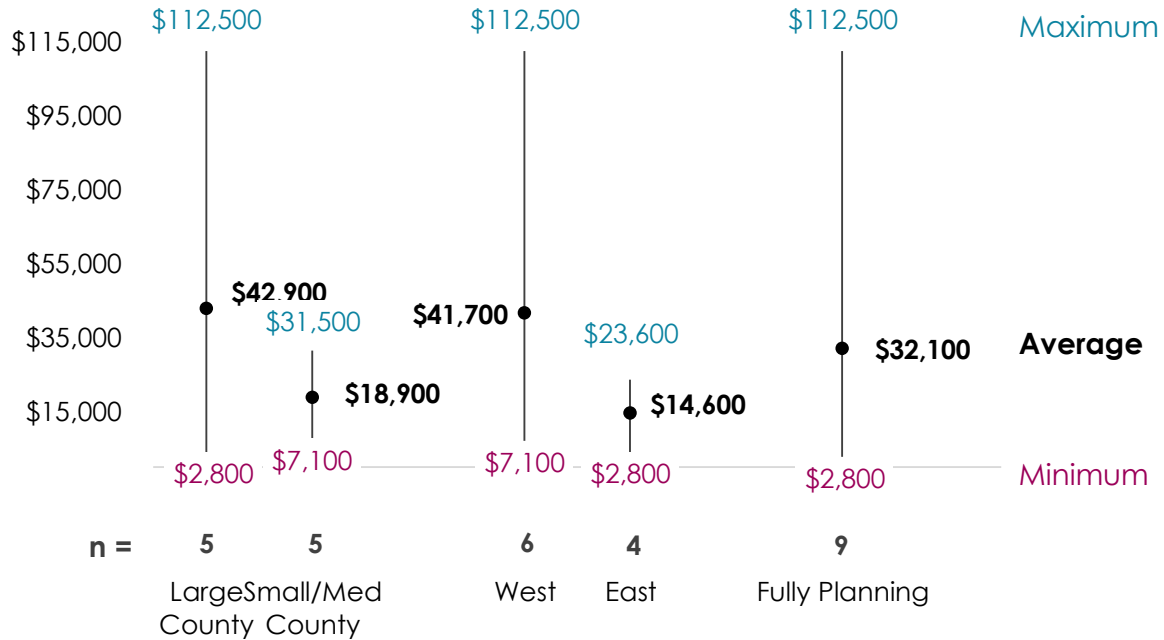


Exhibit 84. Per 1,000 Population Cost (excluding SEPA/NEPA) for a Minor Comprehensive Plan Element Update by Characteristic

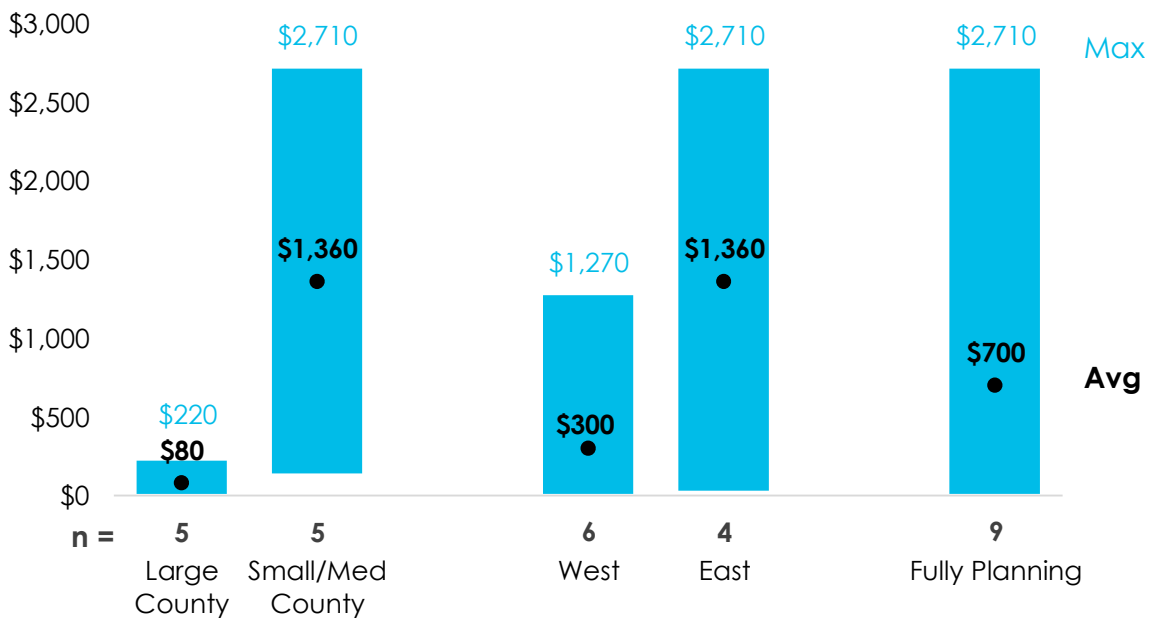


Exhibit 85. Labor and Contract Costs as a Share of Total Costs for a Minor Comprehensive Plan Element Update by Characteristic

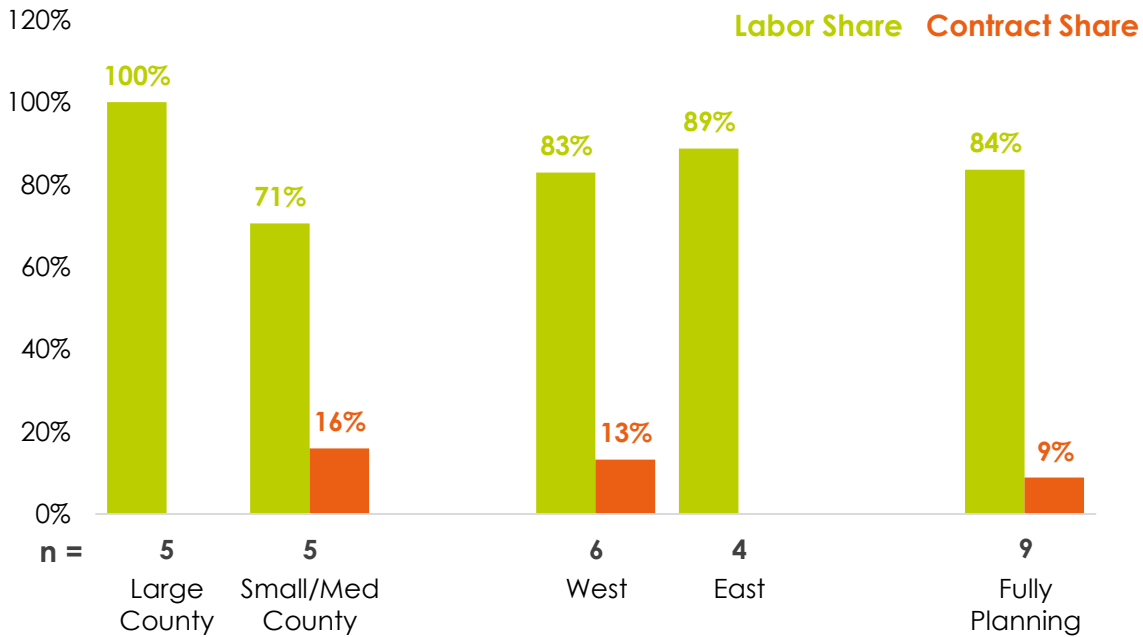


Exhibit 86. Level of Confidence in Cost Estimates for a Minor Comprehensive Plan Element Update by Characteristic

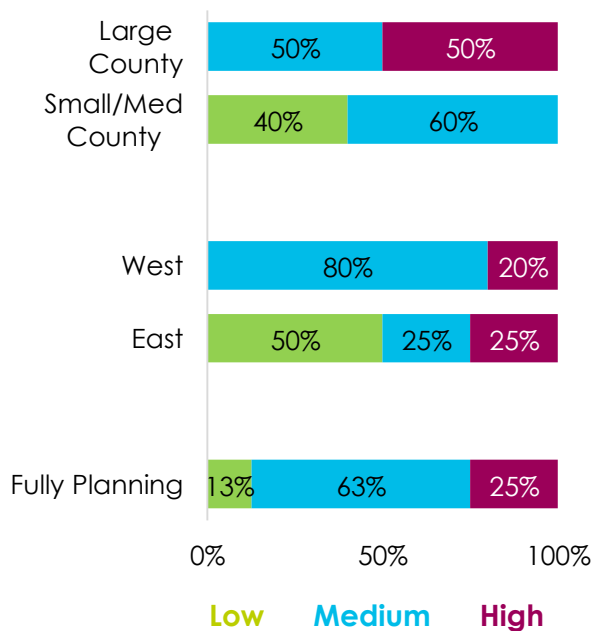


Exhibit 87. Length of Time to Complete a Minor Comprehensive Plan Element Update by Characteristic

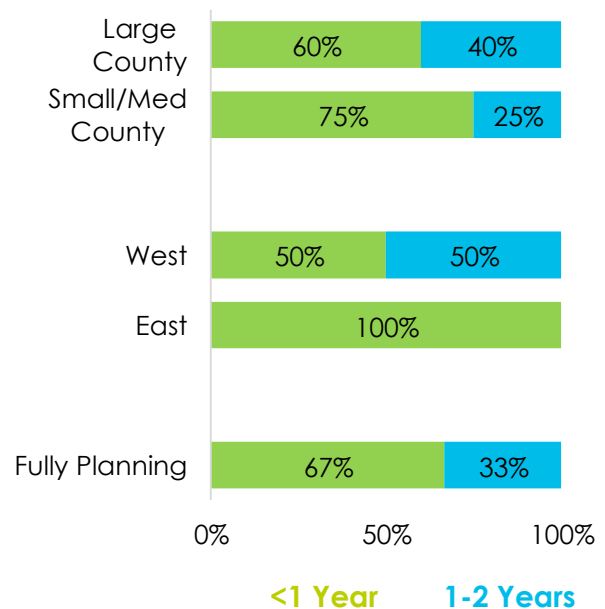


Exhibit 88. Types of Technical Tasks Required for a Minor Comprehensive Plan Element Update by Characteristic

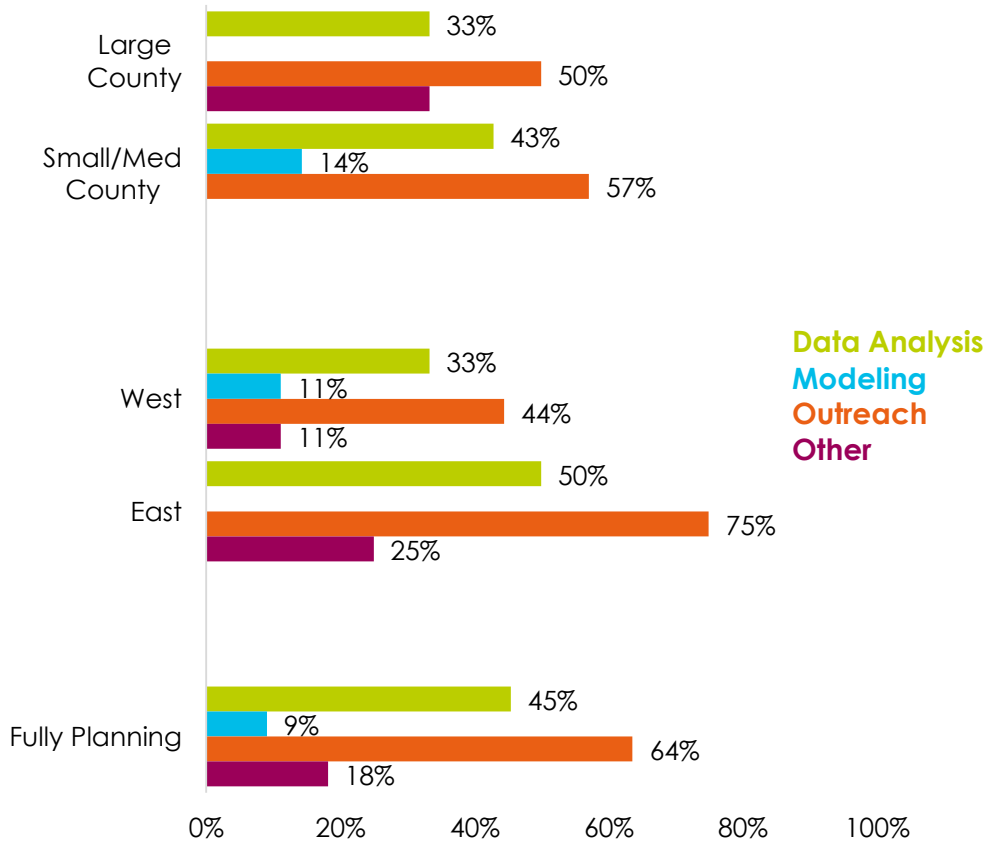


Exhibit 89. Number of Consultant Contracts for a Minor Comprehensive Plan Element Update by Characteristic

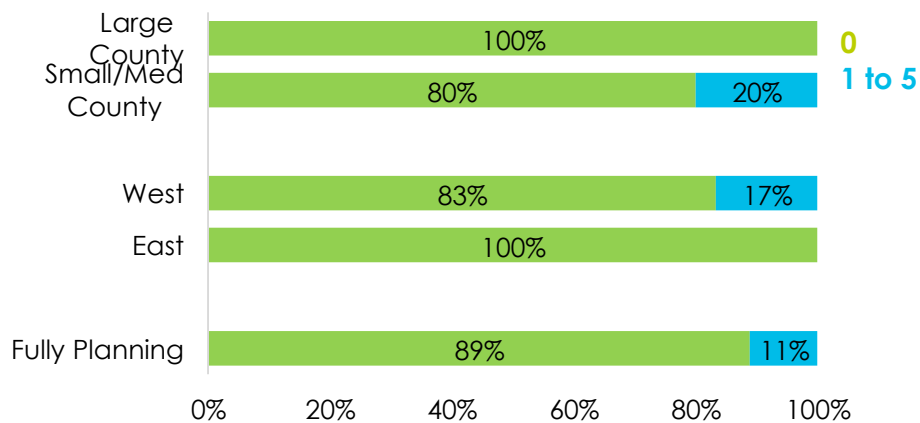


Exhibit 90. Number of Stakeholder Meetings for a Minor Comprehensive Plan Element Update by Characteristic

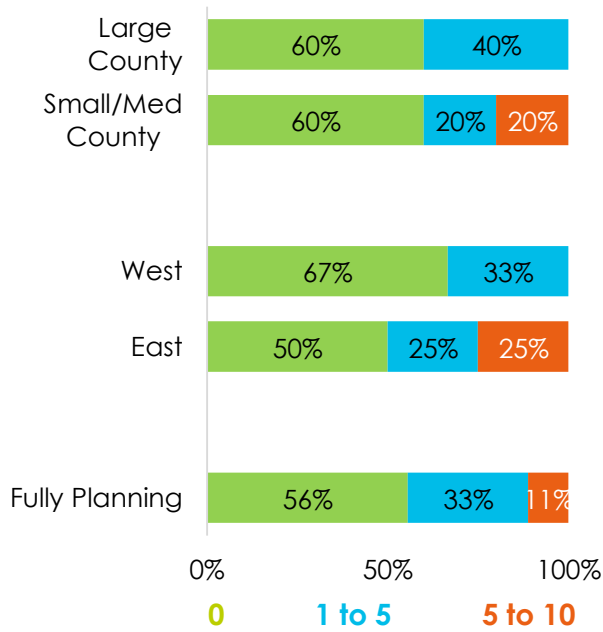


Exhibit 91. Number of Public Meetings for a Minor Comprehensive Plan Element Update by Characteristic

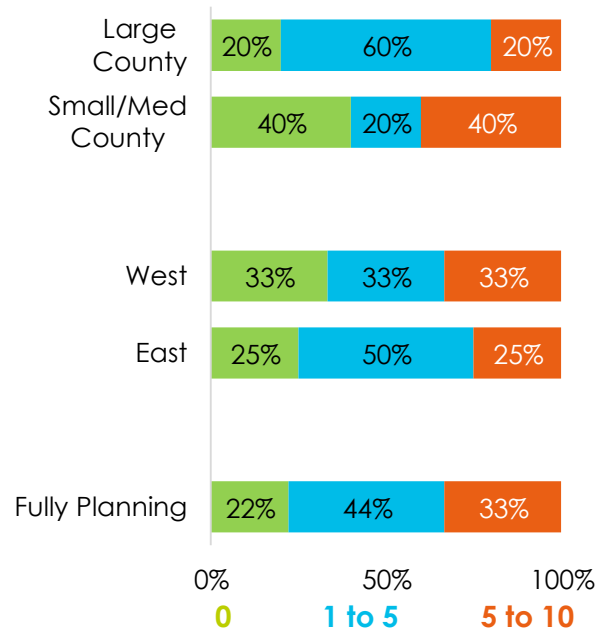
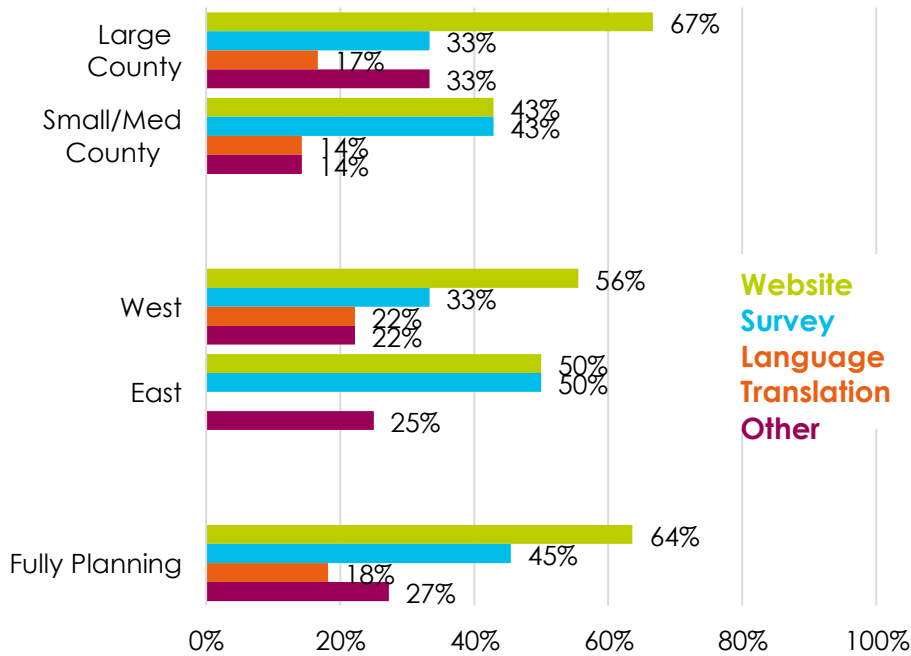


Exhibit 92. Other Types of Public Engagement Used for a Minor Comprehensive Plan Element Update by Characteristic



Appendix G. Update to a Critical Areas Ordinance Detail for Cities by Characteristic

Exhibit 93. Total Costs for a Critical Areas Ordinance Update by Characteristic

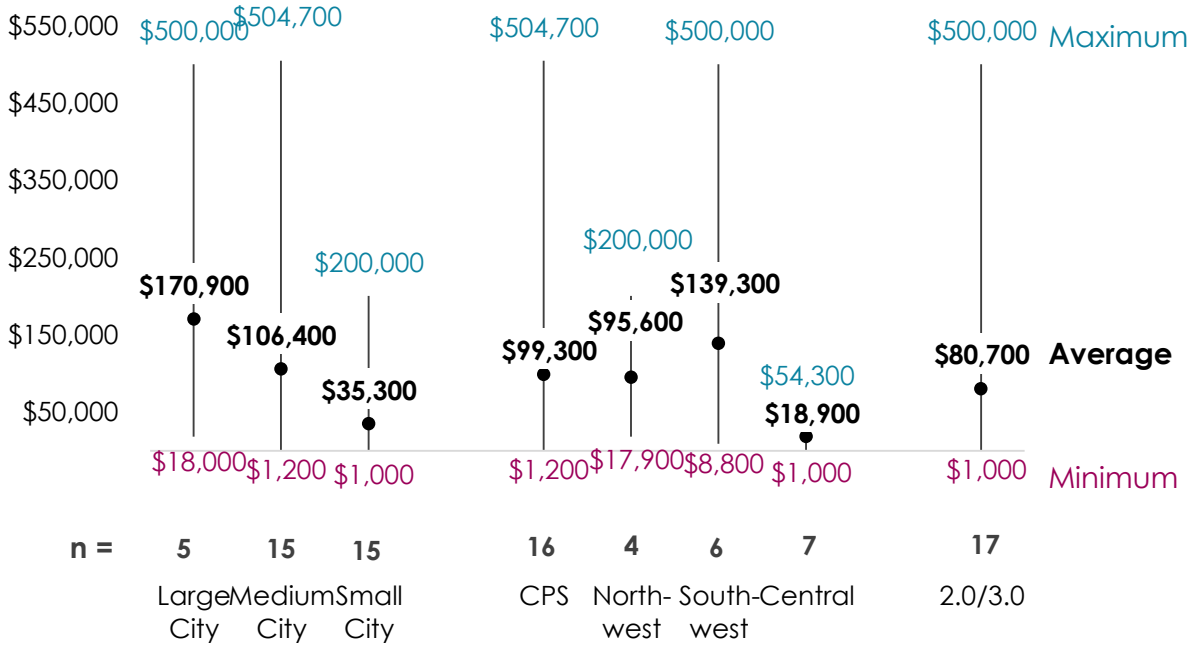


Exhibit 94. Per 1,000 Population Cost (excluding SEPA/NEPA) for a Critical Areas Ordinance Update by Characteristic

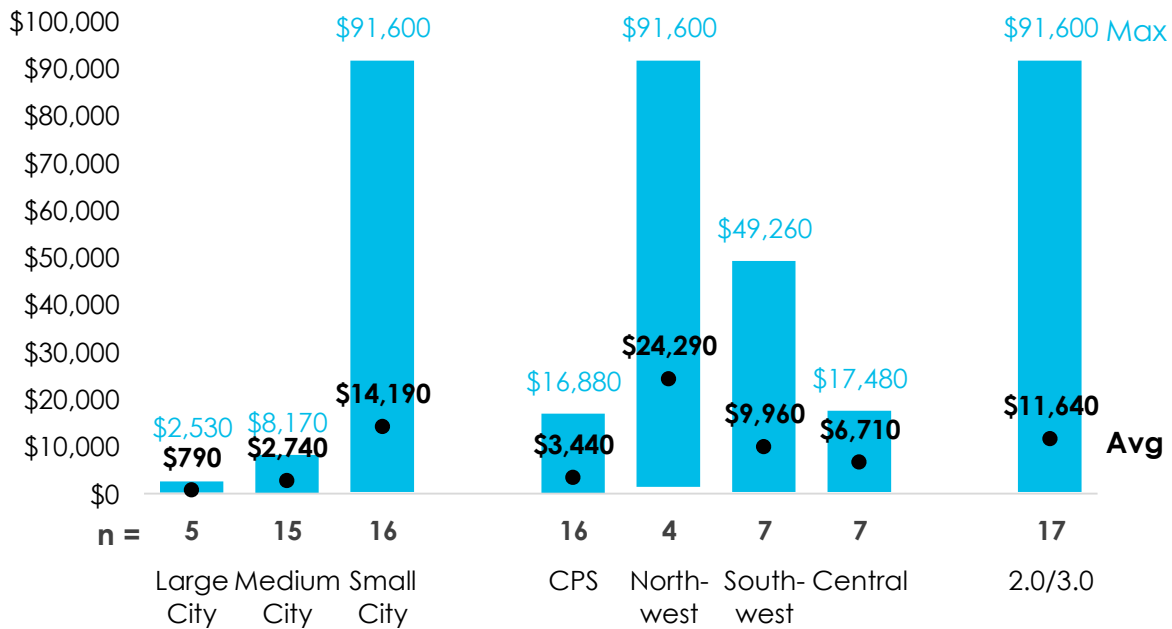


Exhibit 95. Labor and Contract Costs as a Share of Total Costs for a Critical Areas Ordinance Update by Characteristic

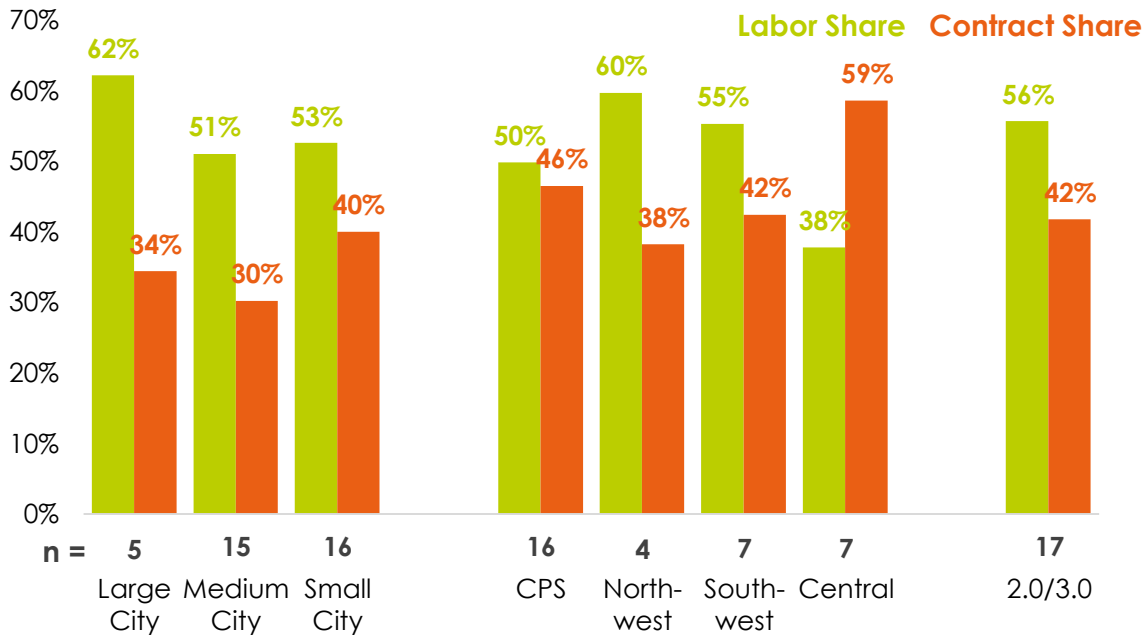


Exhibit 96. Level of Confidence in Cost Estimates for a Critical Areas Ordinance Update by Characteristic

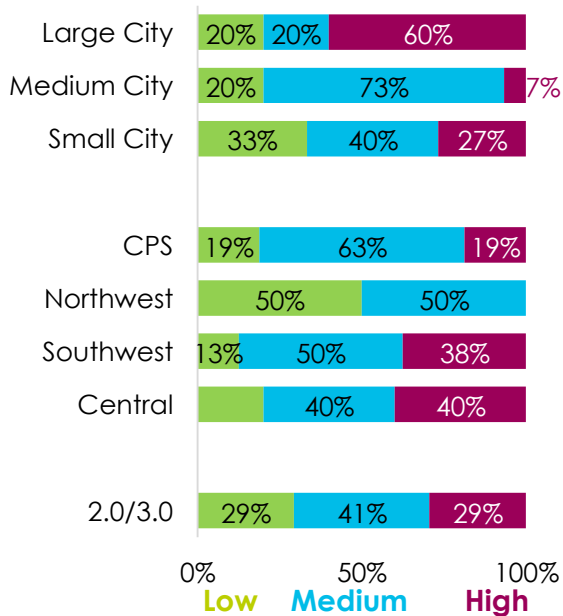


Exhibit 97. Length of Time to Complete a Critical Areas Ordinance Update by Characteristic

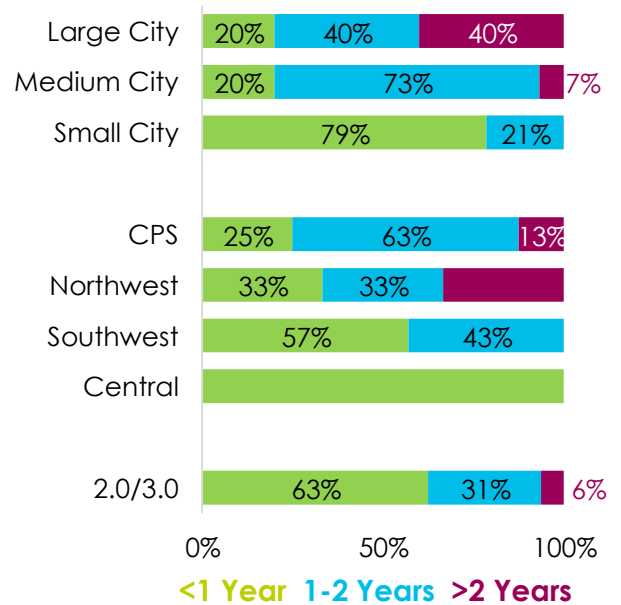


Exhibit 98. Types of Technical Tasks Required for a Critical Areas Ordinance Update by Characteristic

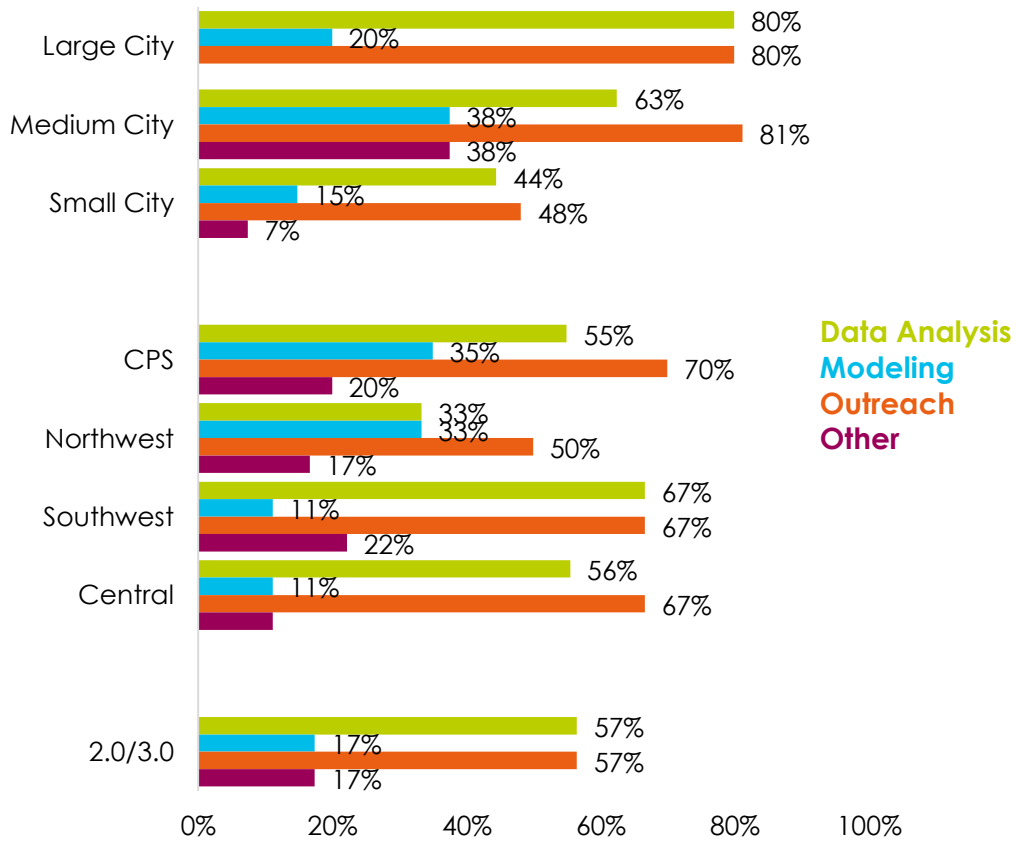


Exhibit 99. Number of Consultant Contracts for a Critical Areas Ordinance Update by Characteristic

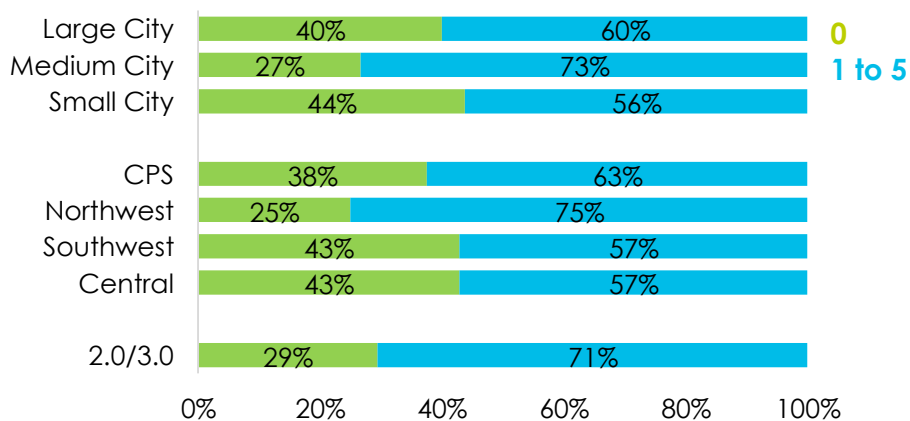


Exhibit 100. Number of Stakeholder Meetings for a Critical Areas Ordinance Update by Characteristic

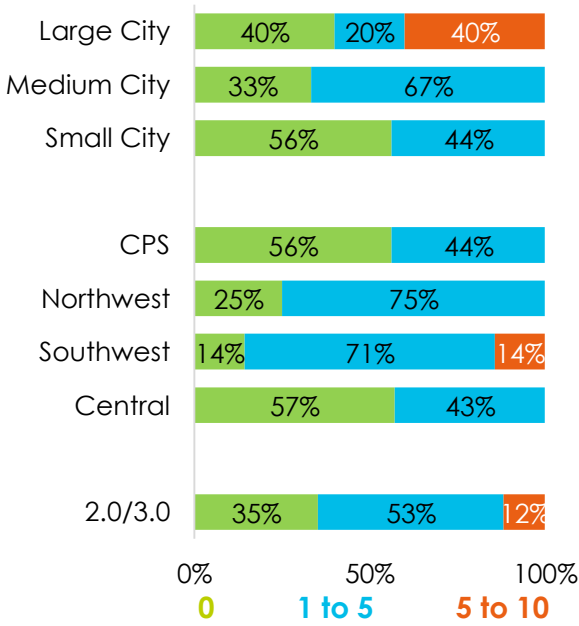


Exhibit 101. Number of Public Meetings for a Critical Areas Ordinance Update by Characteristic

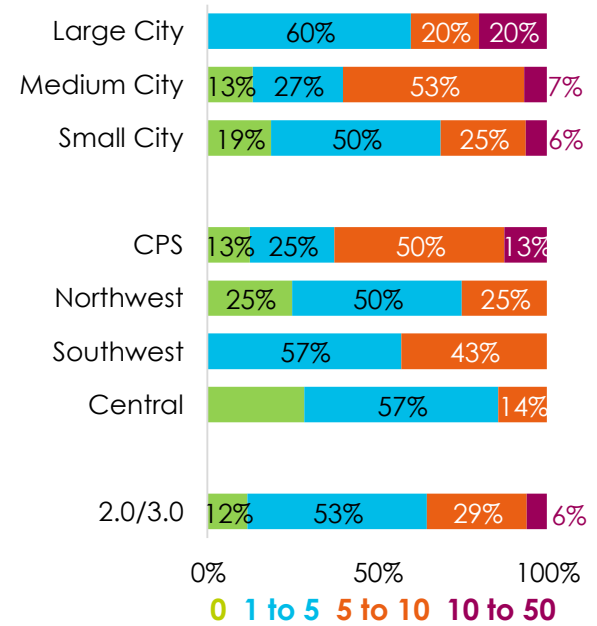
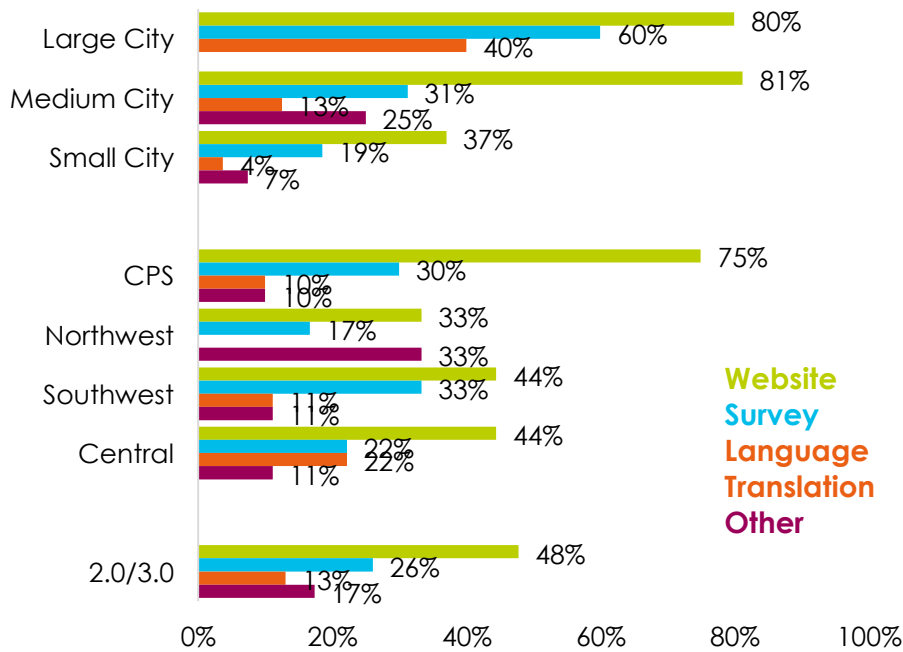


Exhibit 102. Other Types of Public Engagement Used for a Critical Areas Ordinance Update by Characteristic



Appendix H. Update to a Critical Areas Ordinance Detail for Counties by Characteristic

Exhibit 103. Total Costs for a Critical Areas Ordinance Update by Characteristic

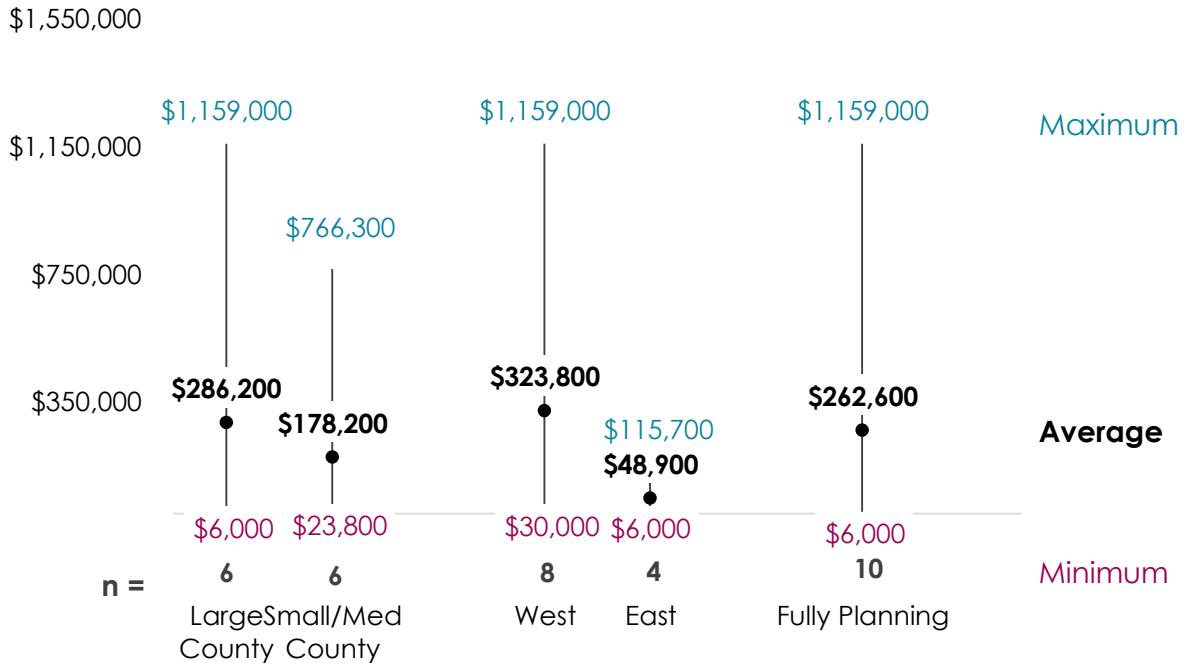


Exhibit 104. Per 1,000 Population Cost (excluding SEPA/NEPA) for a Critical Areas Ordinance Update by Characteristic

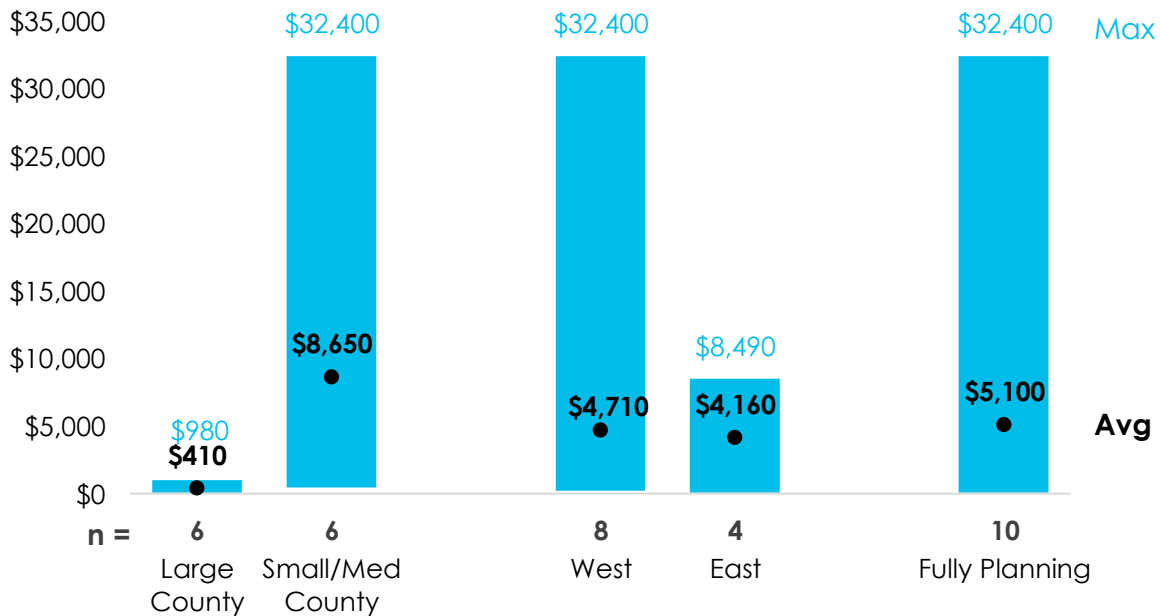


Exhibit 105. Labor and Contract Costs as a Share of Total Costs for a Critical Areas Ordinance Update by Characteristic

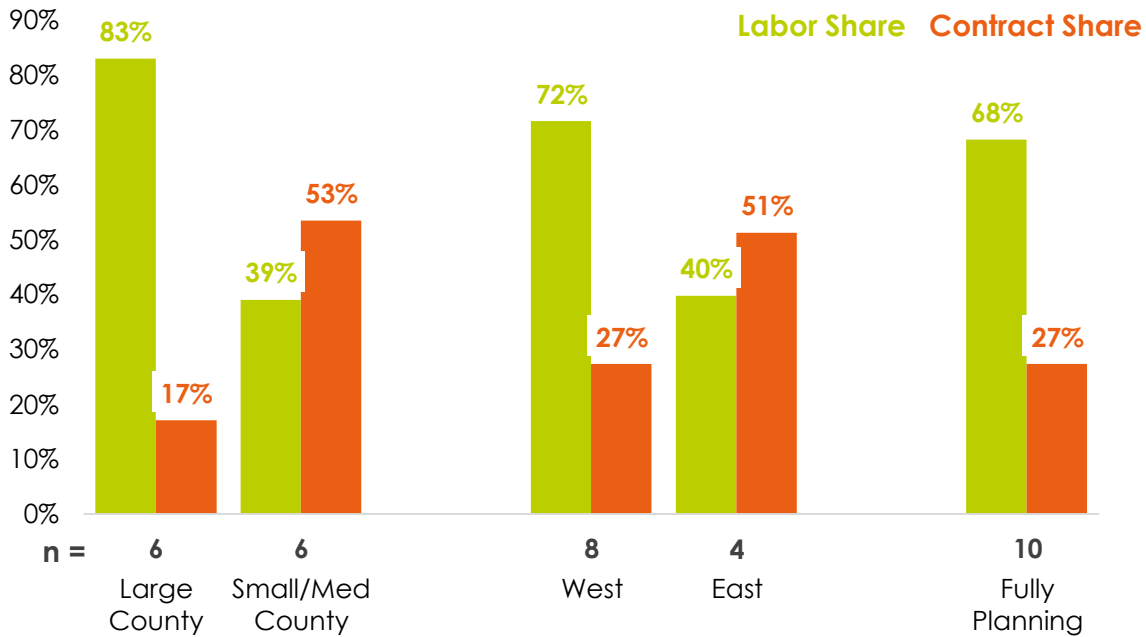


Exhibit 106. Level of Confidence in Cost Estimates for a Critical Areas Ordinance Update by Characteristic

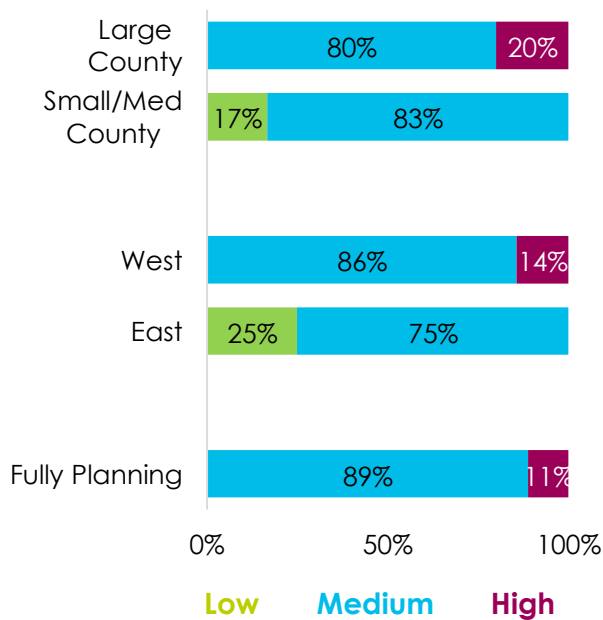


Exhibit 107. Length of Time to Complete a Critical Areas Ordinance Update by Characteristic

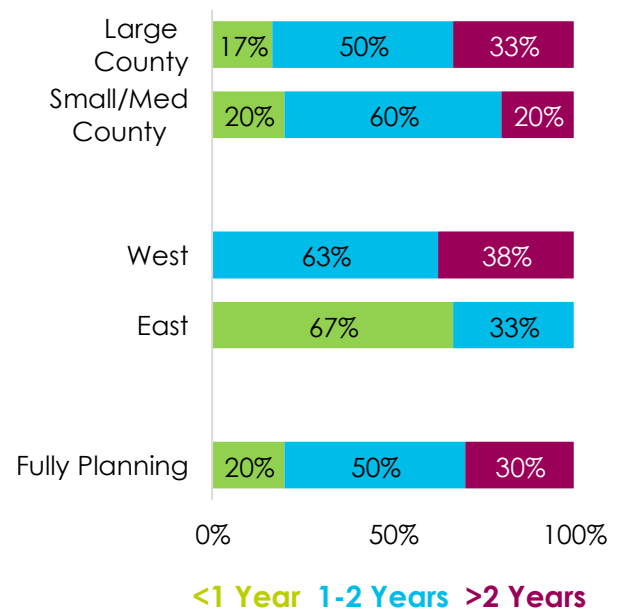


Exhibit 108. Types of Technical Tasks Required for a Critical Areas Ordinance Update by Characteristic

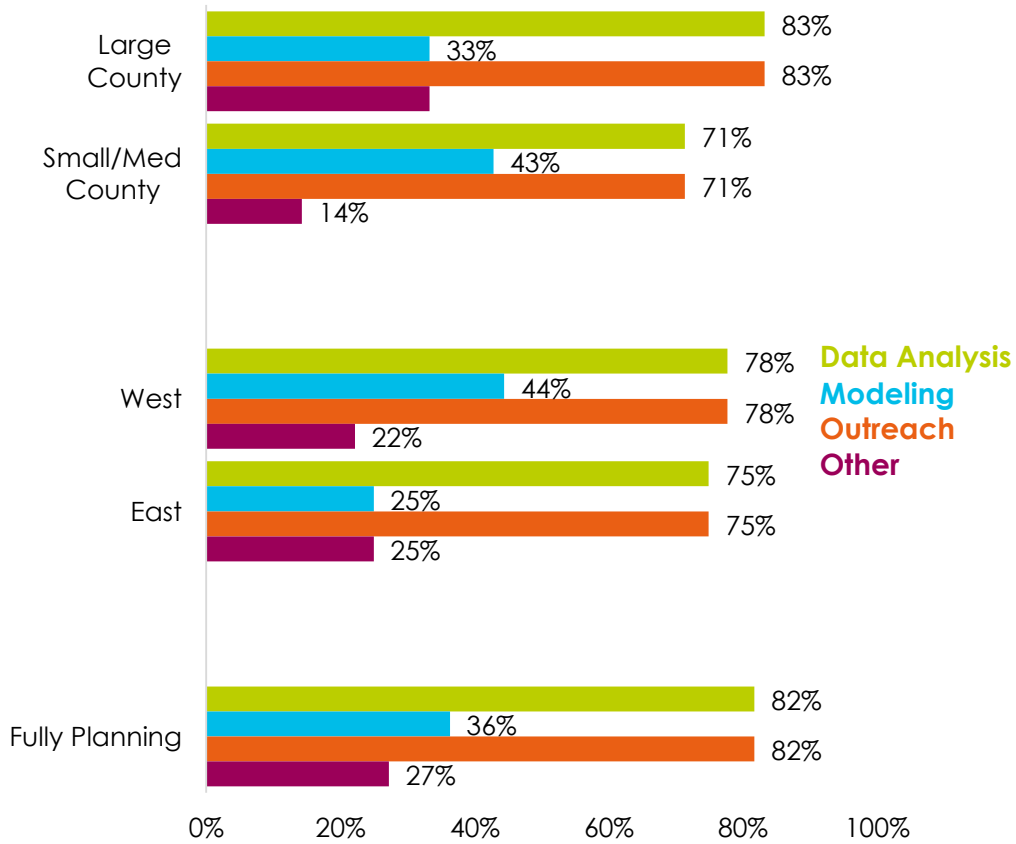


Exhibit 109. Number of Consultant Contracts for a Critical Areas Ordinance Update by Characteristic

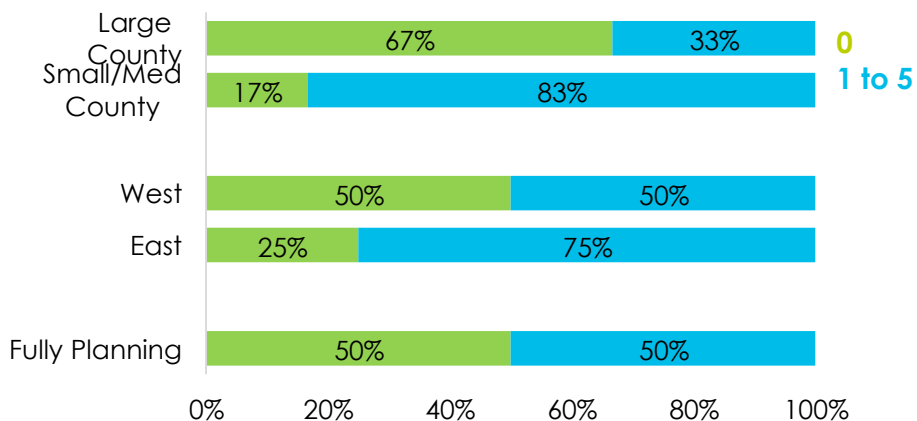


Exhibit 110. Number of Stakeholder Meetings for a Critical Areas Ordinance Update by Characteristic

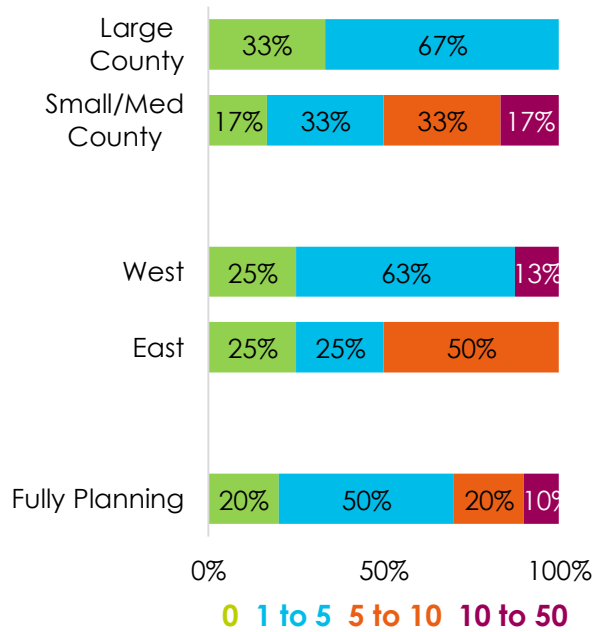


Exhibit 111. Number of Public Meetings for a Critical Areas Ordinance Update by Characteristic

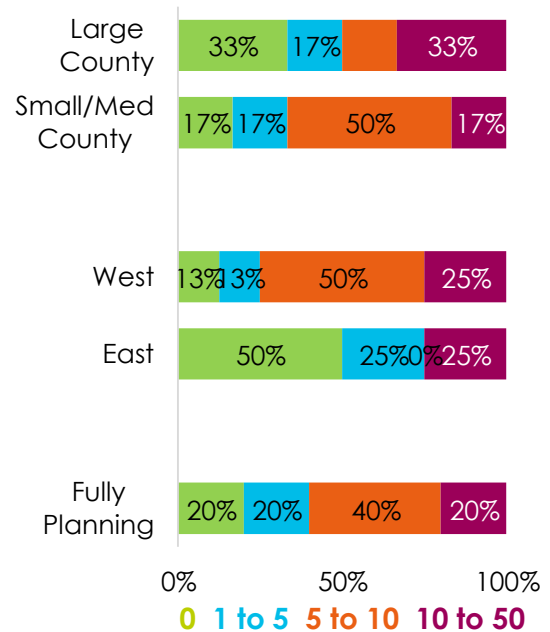
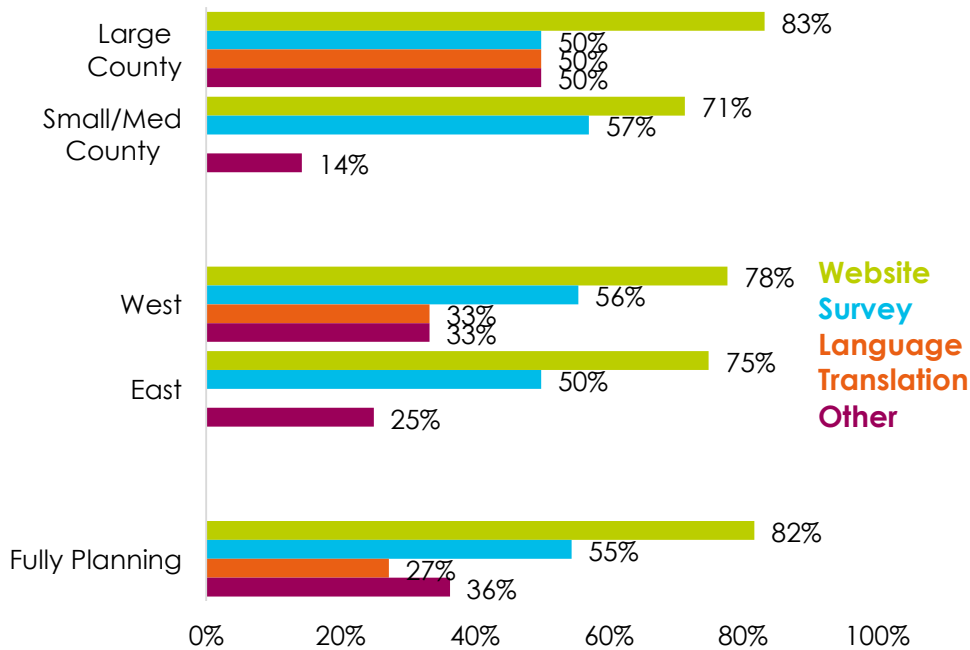


Exhibit 112. Other Types of Public Engagement Used for a Critical Areas Ordinance Update by Characteristic



Appendix I. Shoreline Master Program Update Detail for Cities by Characteristic

Exhibit 113. Total Costs for a Shoreline Master Program Update by Characteristic

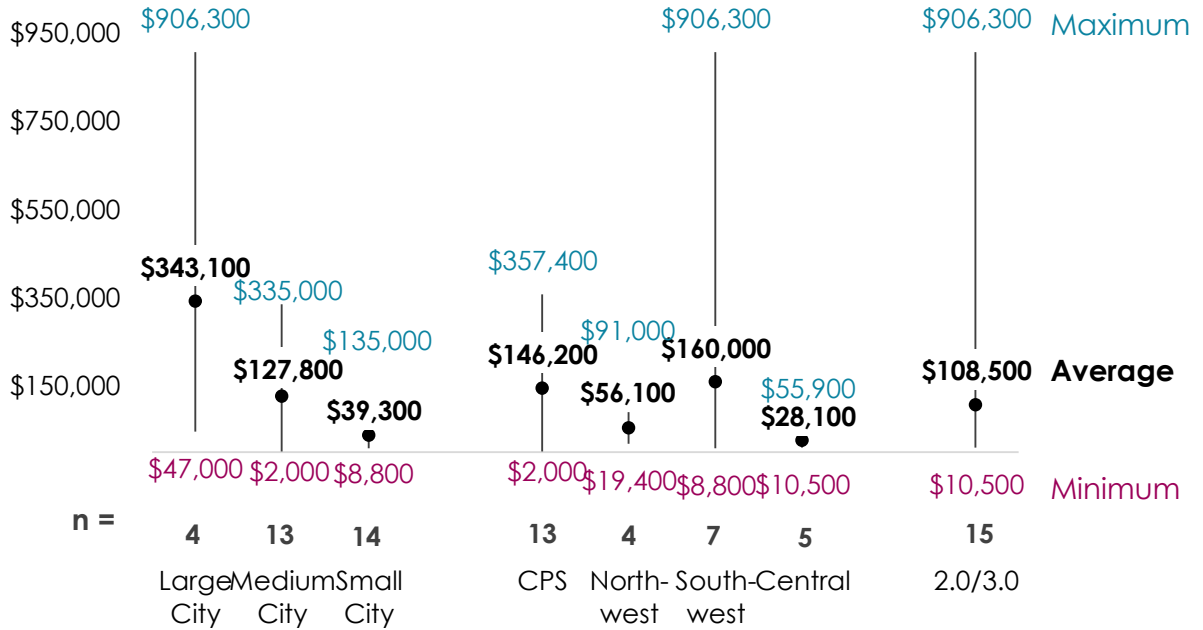


Exhibit 114. Per 1,000 Population Cost (excluding SEPA/NEPA) for a Shoreline Master Program Update by Characteristic

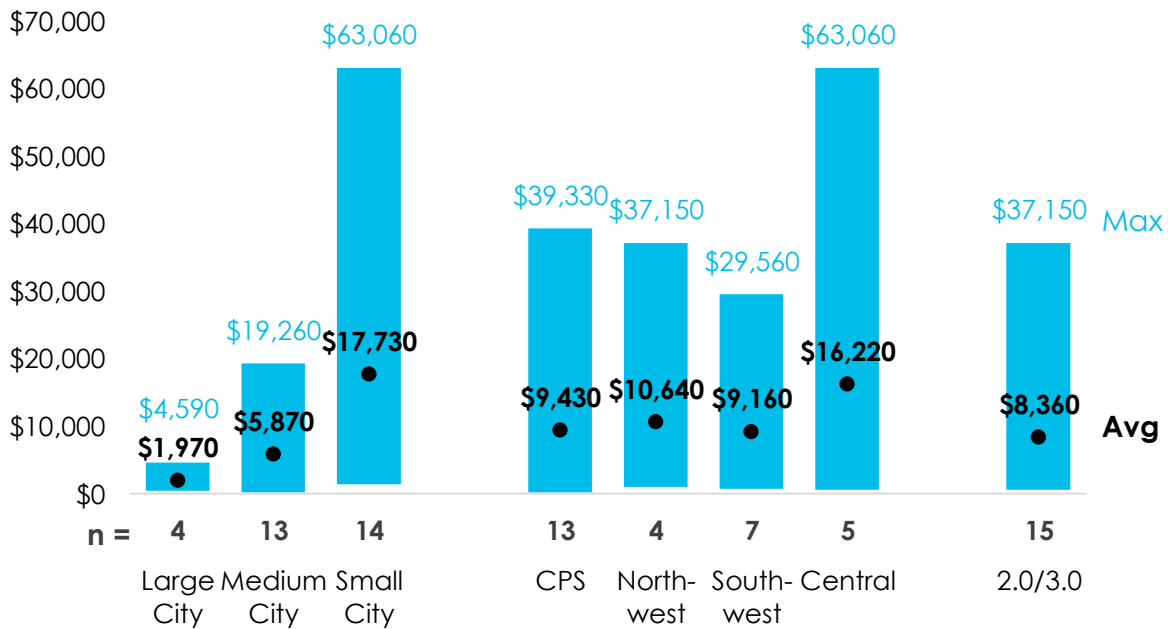


Exhibit 115. Labor and Contract Costs as a Share of Total Costs for a Shoreline Master Program Update by Characteristic

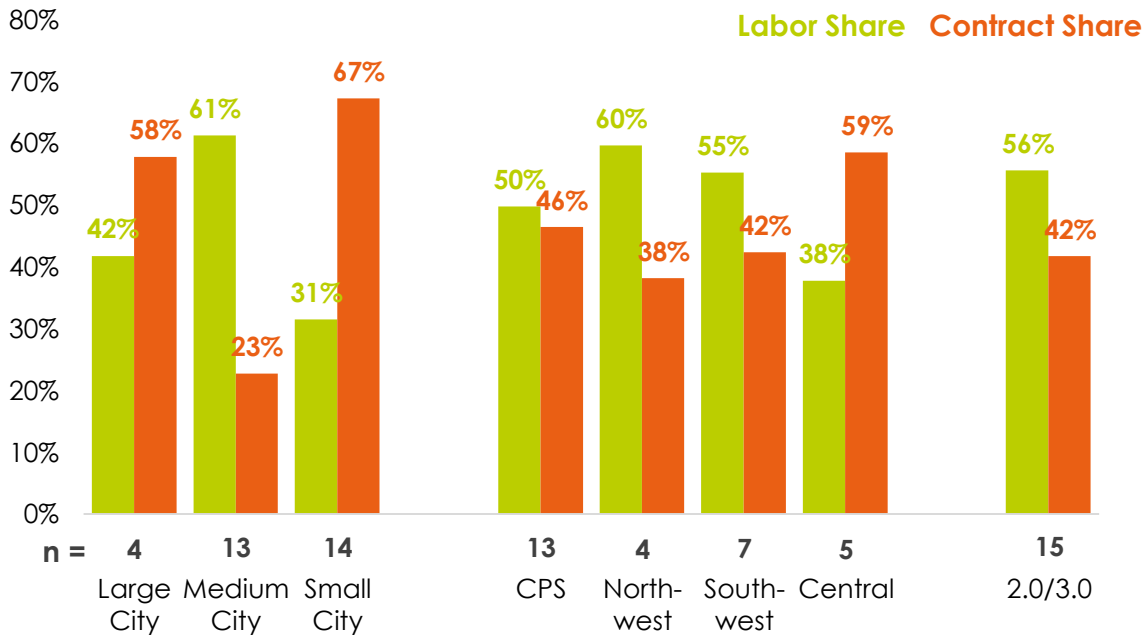


Exhibit 116. Level of Confidence in Cost Estimates for a Shoreline Master Program Update by Characteristic

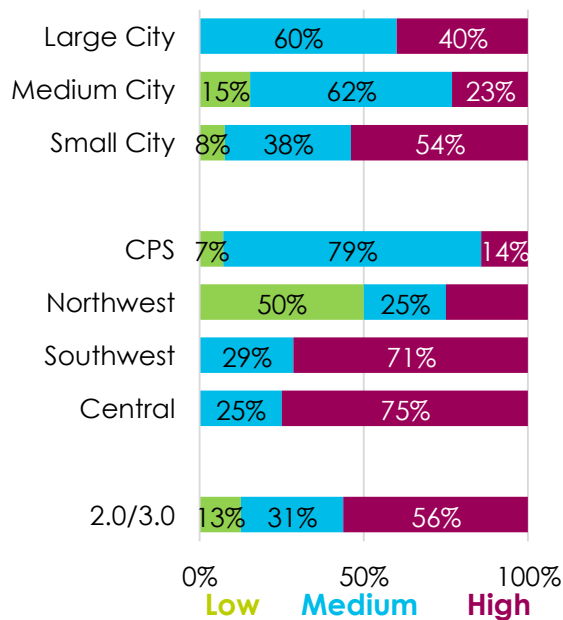


Exhibit 117. Length of Time to Complete a Shoreline Master Program Update by Characteristic

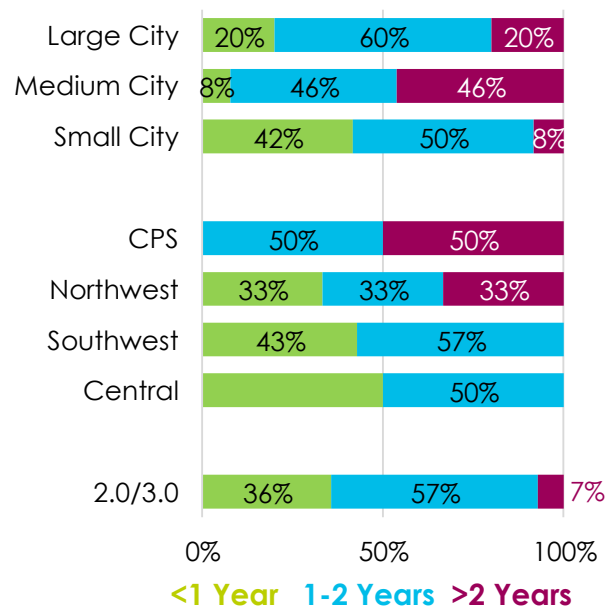


Exhibit 118. Types of Technical Tasks Required for a Shoreline Master Program Update by Characteristic

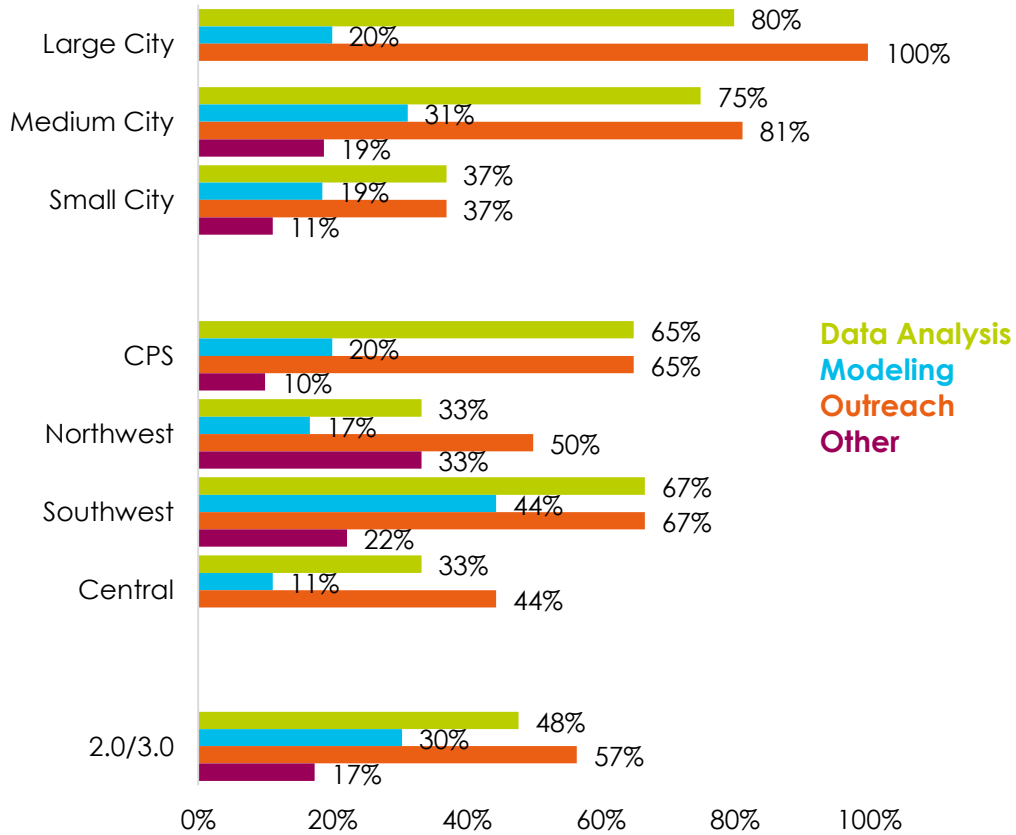


Exhibit 119. Number of Consultant Contracts for a Shoreline Master Program Update by Characteristic

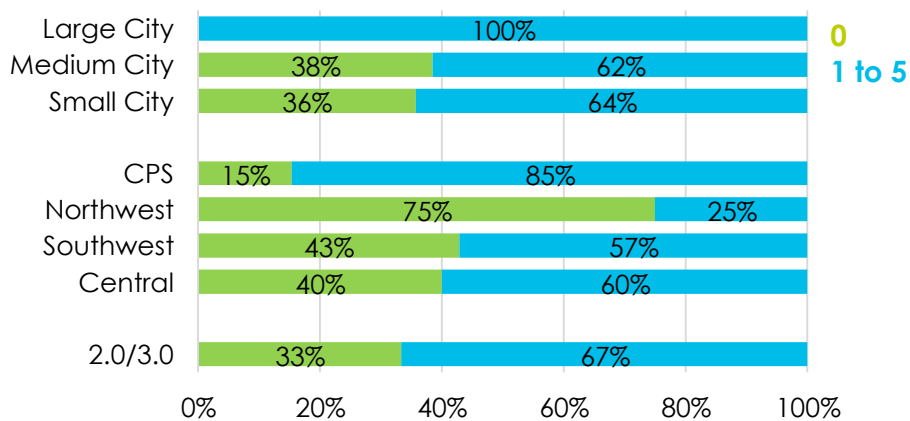


Exhibit 120. Number of Stakeholder Meetings for a Shoreline Master Program Update by Characteristic

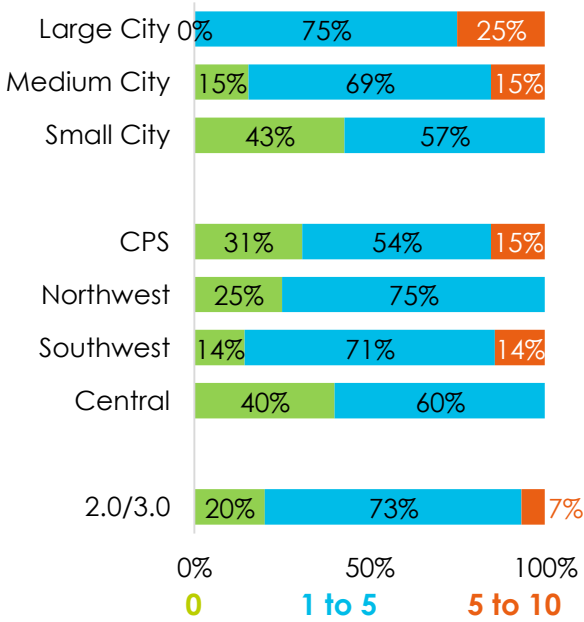


Exhibit 121. Number of Public Meetings for a Shoreline Master Program Update by Characteristic

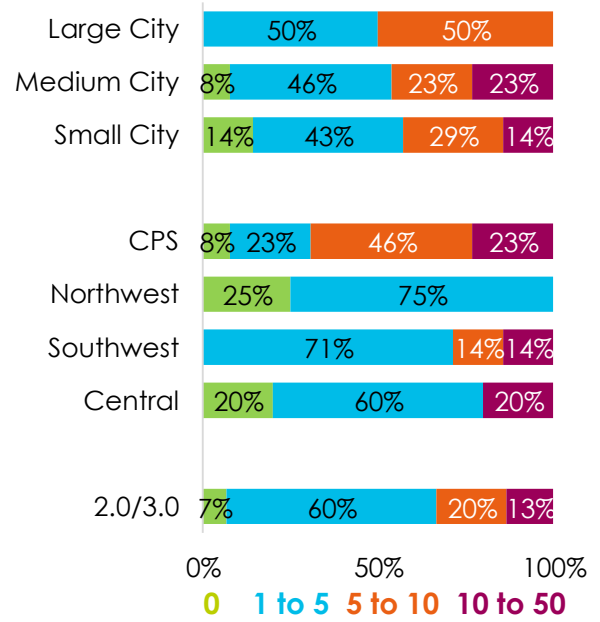
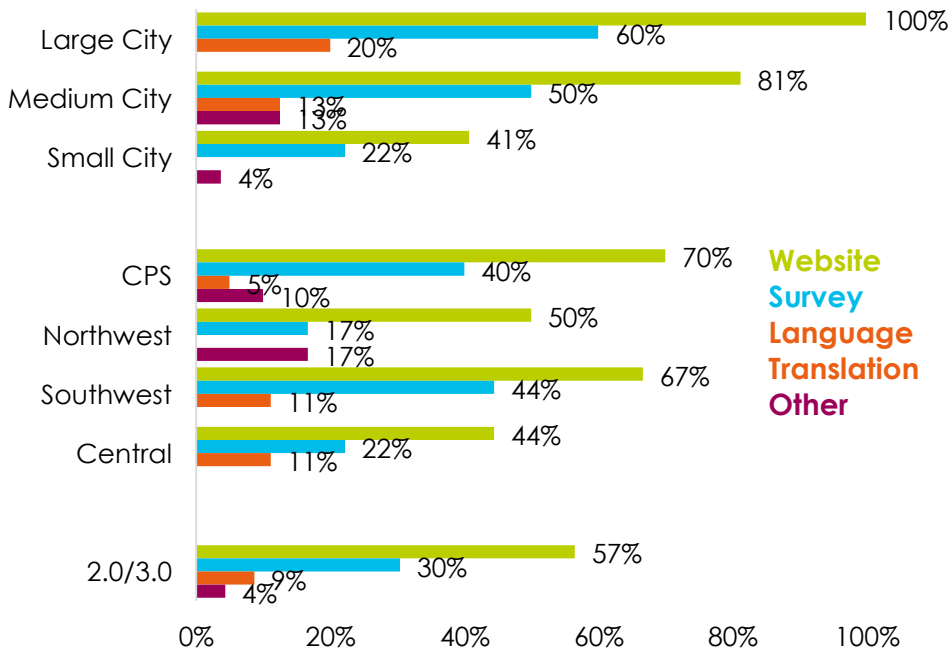


Exhibit 122. Other Types of Public Engagement Used for a Shoreline Master Program Update by Characteristic



Appendix J. Shoreline Master Program Update Detail for Counties by Characteristic

Exhibit 123. Total Costs for a Shoreline Master Program Update by Characteristic

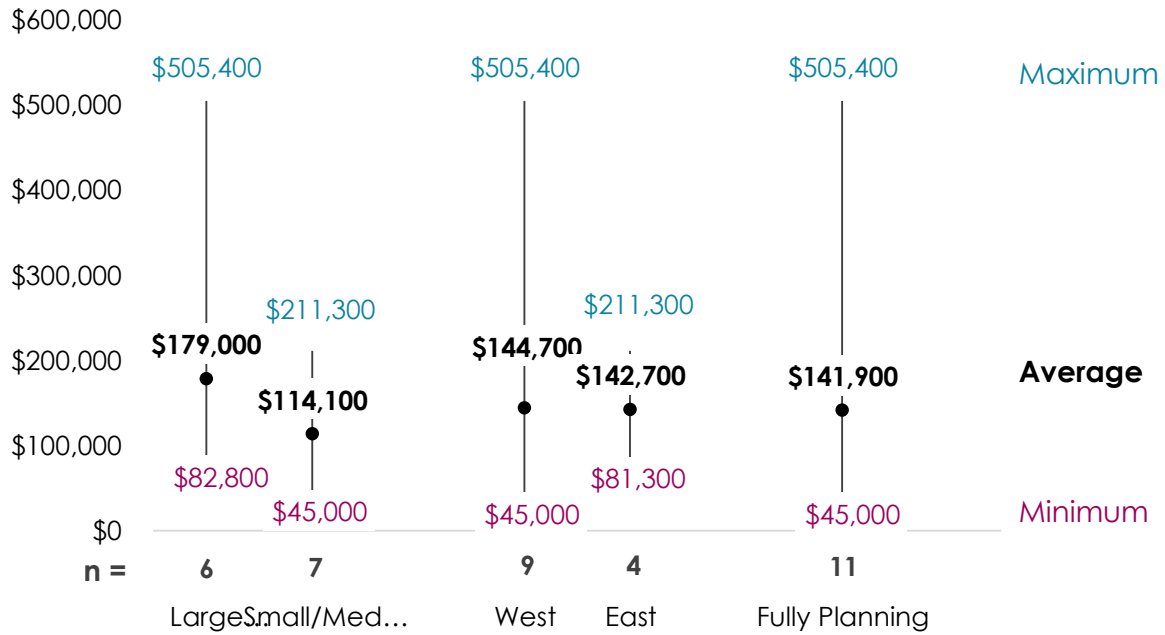


Exhibit 124. Per 1,000 Population Cost (excluding SEPA/NEPA) for a Shoreline Master Program Update by Characteristic

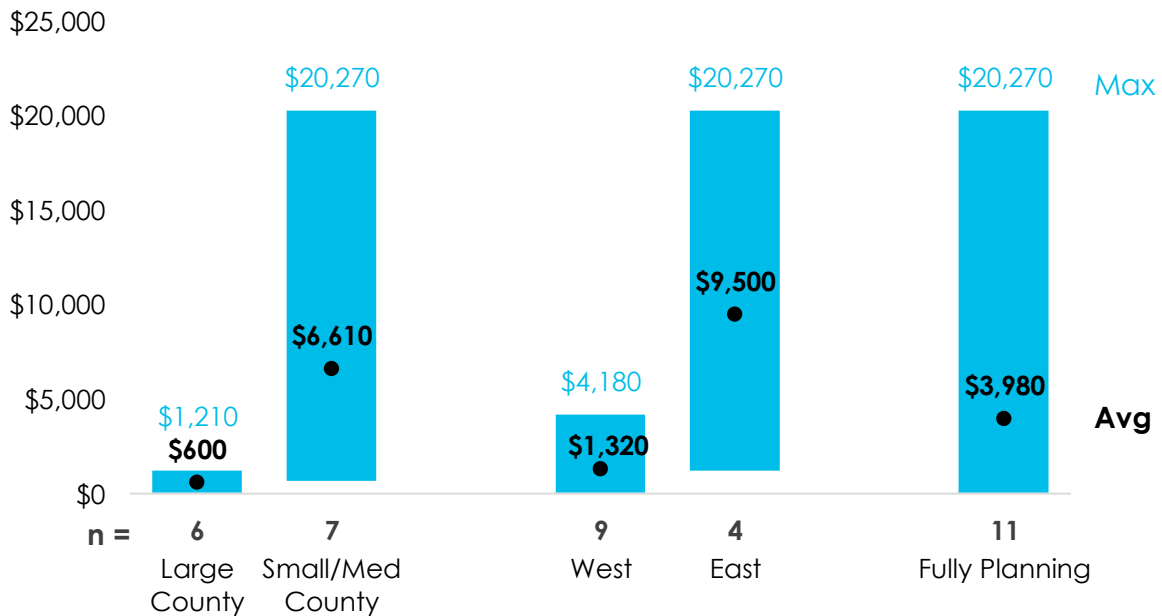


Exhibit 125. Labor and Contract Costs as a Share of Total Costs for a Shoreline Master Program Update by Characteristic

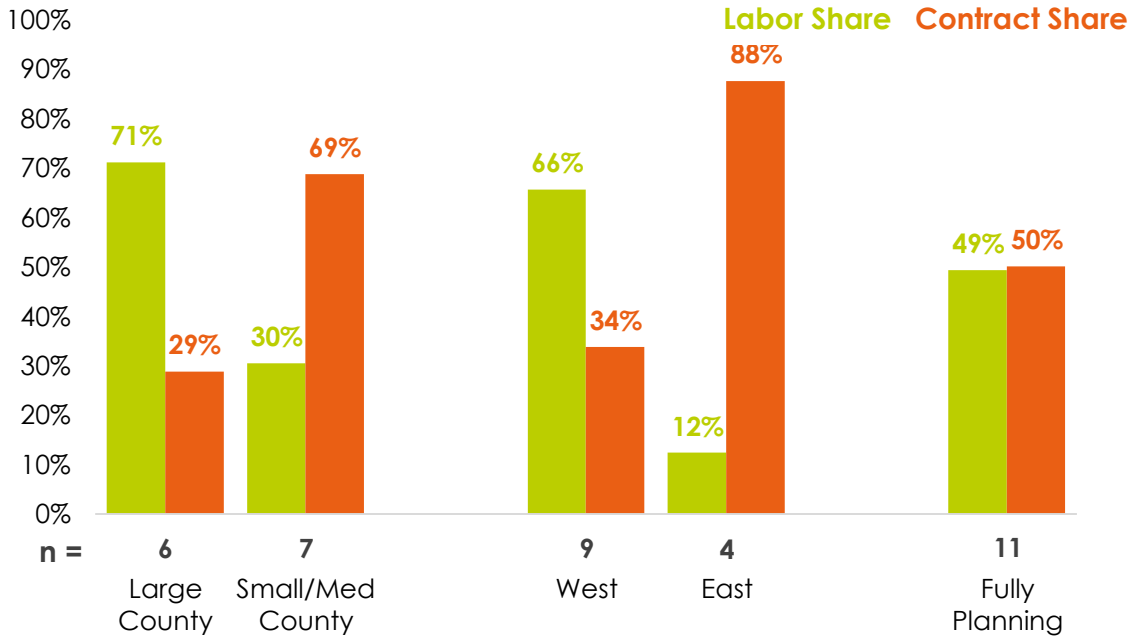


Exhibit 126. Level of Confidence in Cost Estimates for a Shoreline Master Program Update by Characteristic

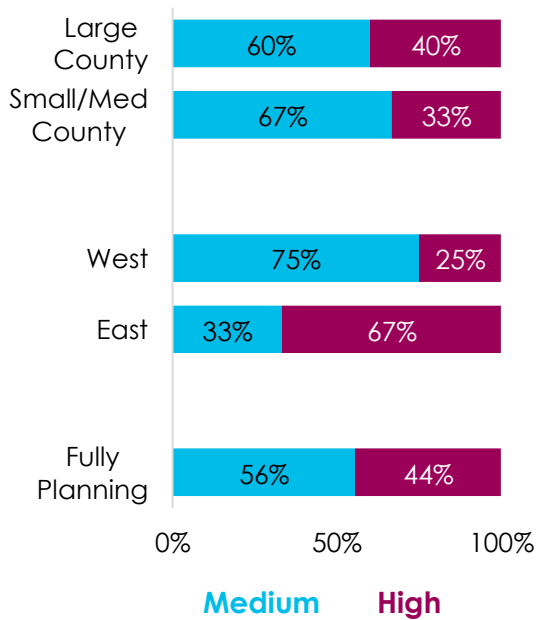


Exhibit 127. Length of Time to Complete a Shoreline Master Program Update by Characteristic

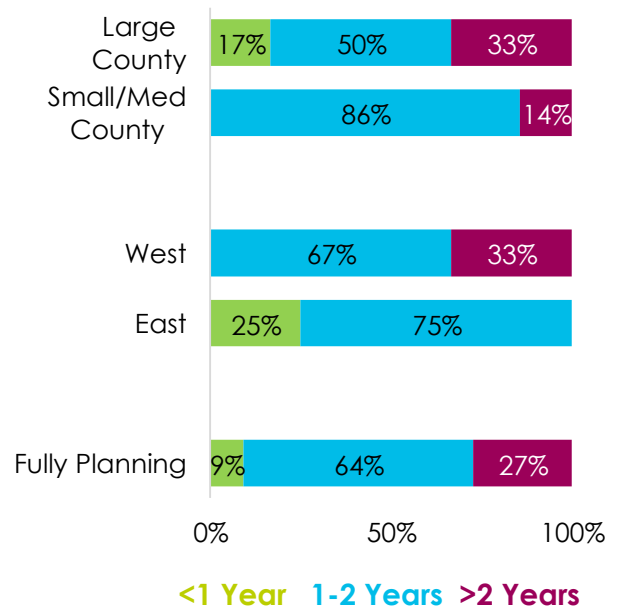


Exhibit 128. Types of Technical Tasks Required for a Shoreline Master Program Update by Characteristic

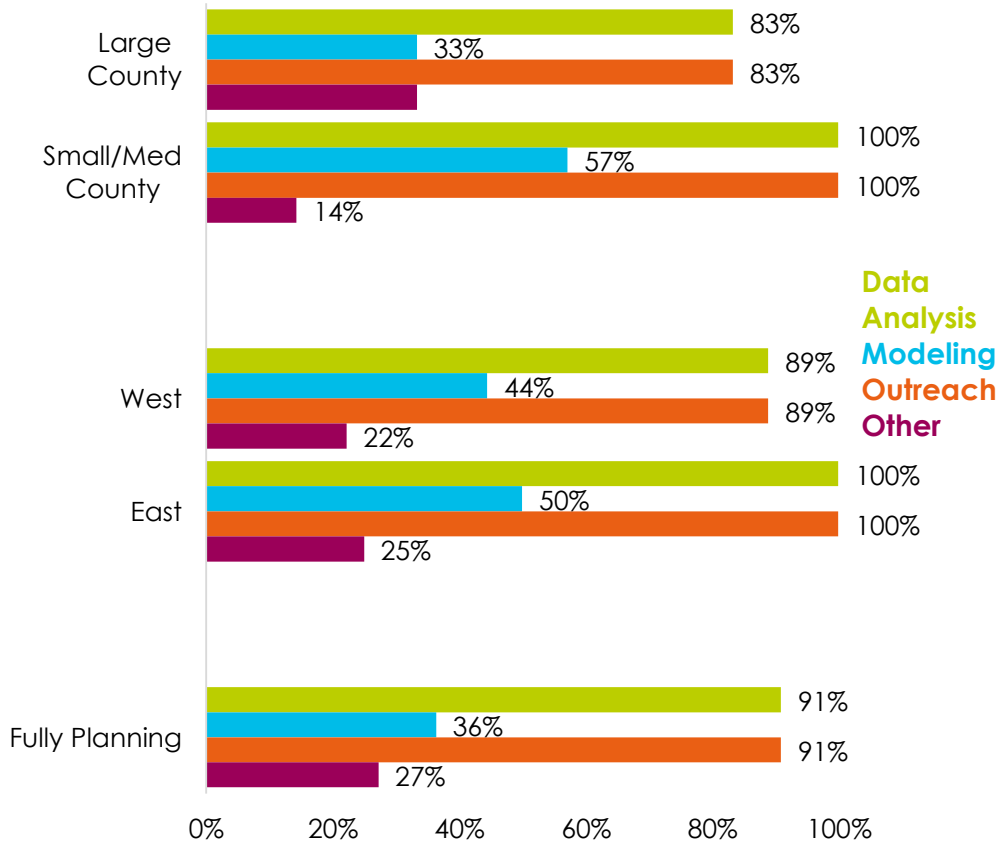


Exhibit 129. Number of Consultant Contracts for a Shoreline Master Program Update by Characteristic

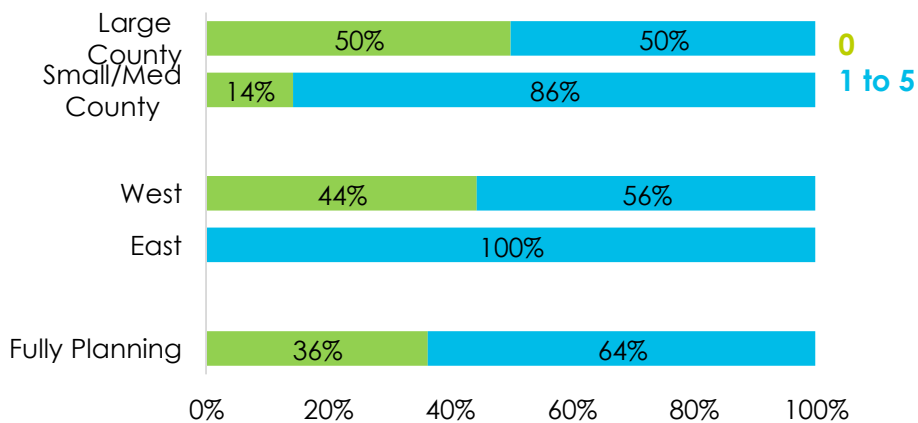


Exhibit 130. Number of Stakeholder Meetings for a Shoreline Master Program Update by Characteristic

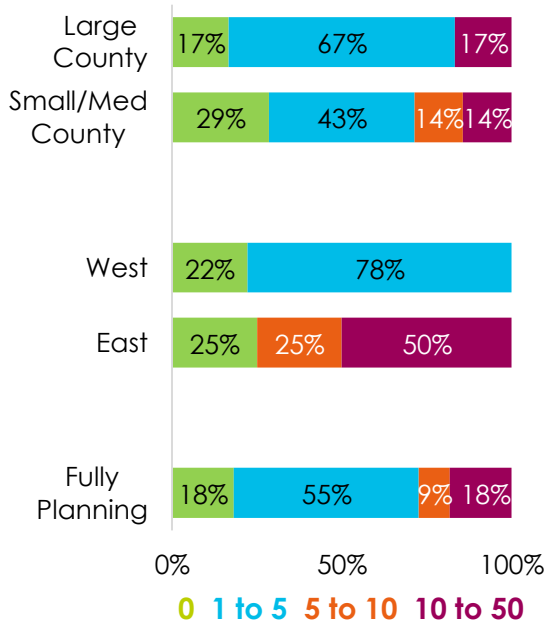


Exhibit 131. Number of Public Meetings for a Shoreline Master Program Update by Characteristic

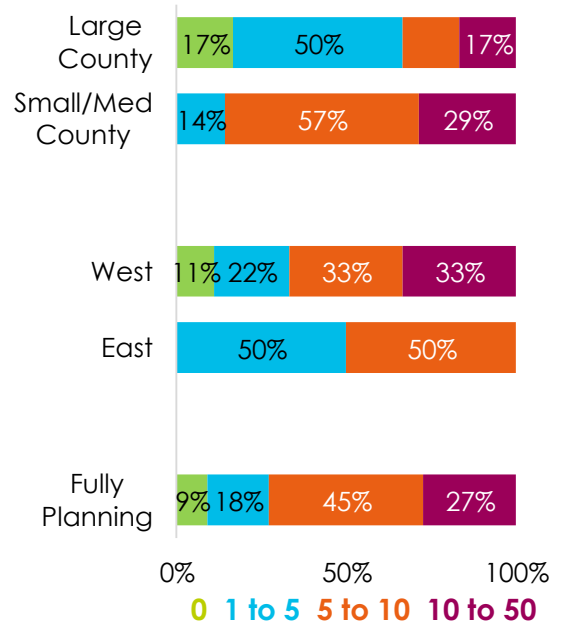
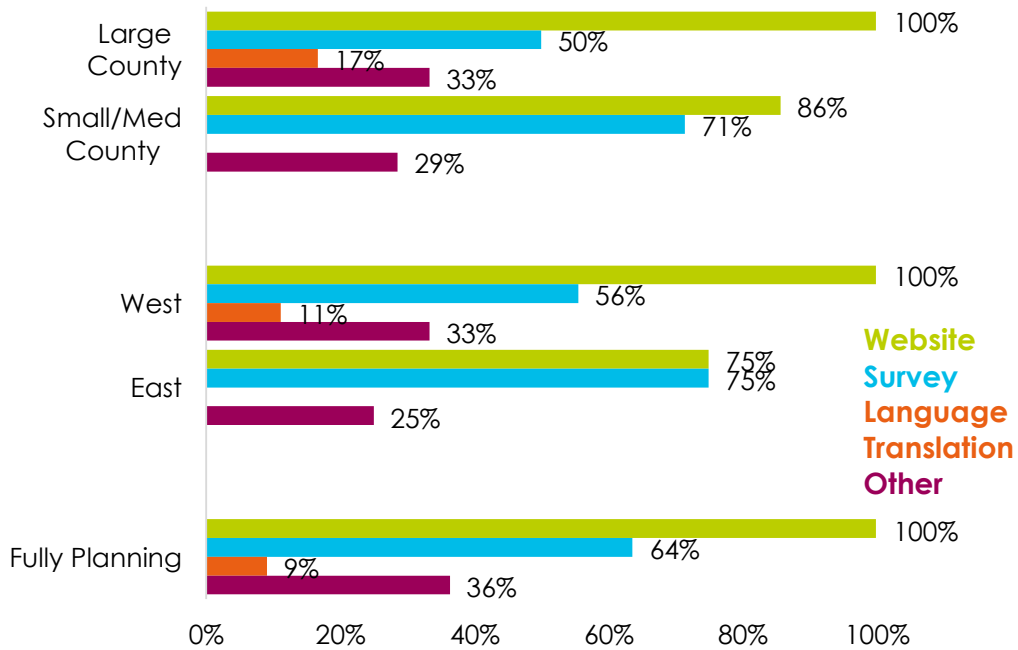


Exhibit 132. Other Types of Public Engagement Used for a Shoreline Master Program Update by Characteristic



Appendix K. Existing Development Regulation Update Detail for Cities by Characteristic

Exhibit 133. Total Costs for an Existing Development Regulation Update by Characteristic

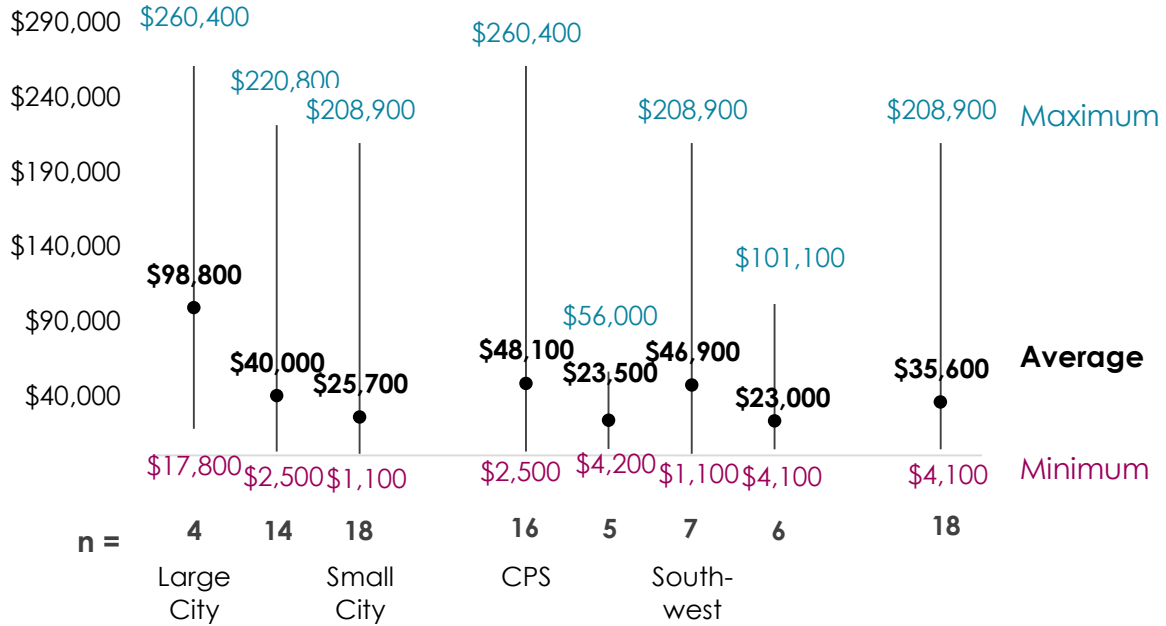


Exhibit 134. Per 1,000 Population Cost (excluding SEPA/NEPA) for an Existing Development Regulation Update by Characteristic

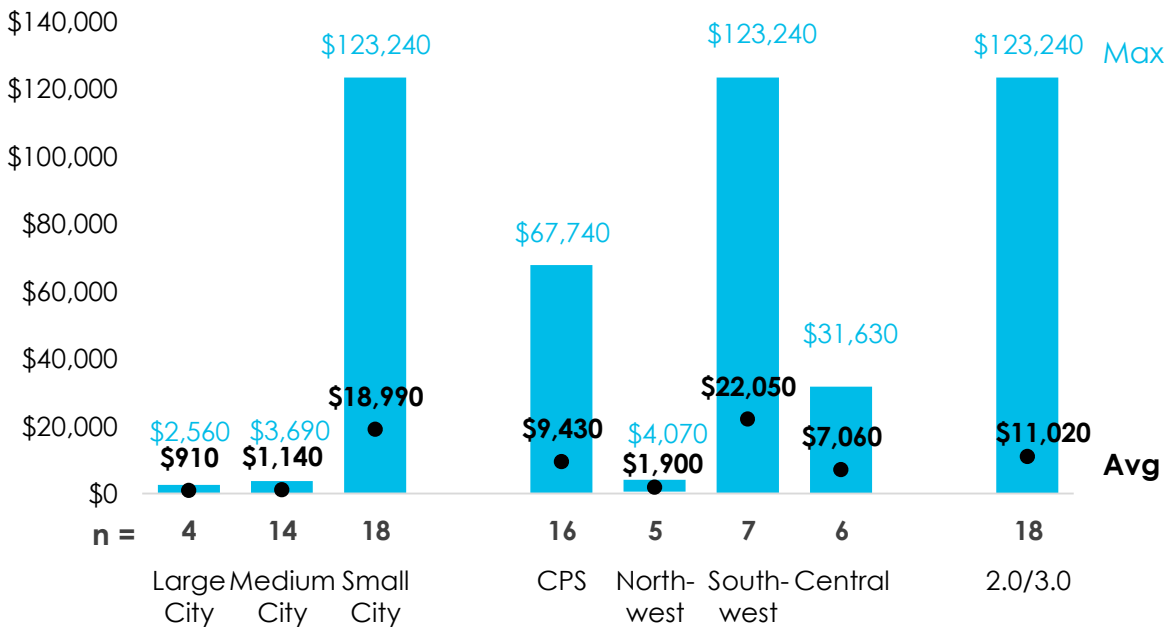


Exhibit 135. Labor and Contract Costs as a Share of Total Costs for an Existing Development Regulation Update by Characteristic

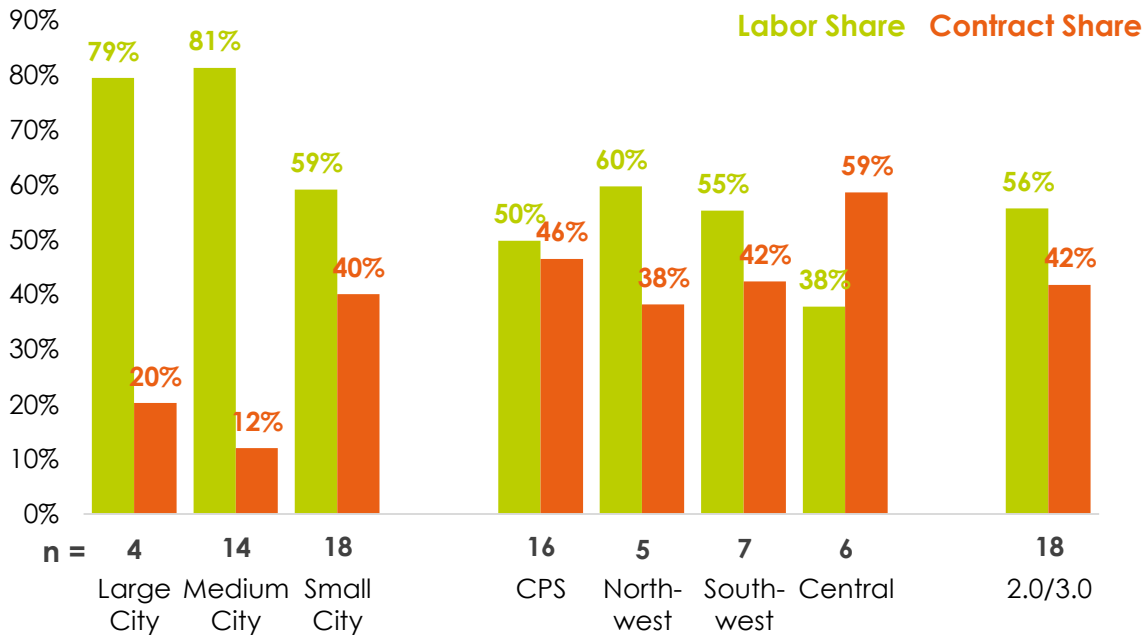


Exhibit 136. Level of Confidence in Cost Estimates for an Existing Development Regulation Update by Characteristic

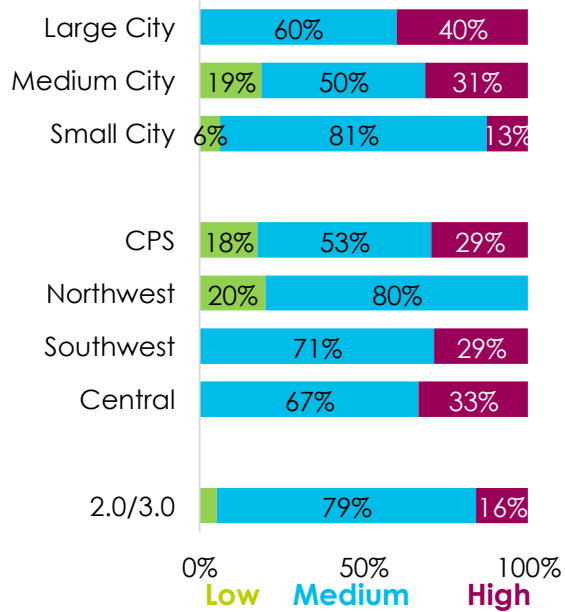


Exhibit 137. Length of Time to Complete an Existing Development Regulation Update by Characteristic

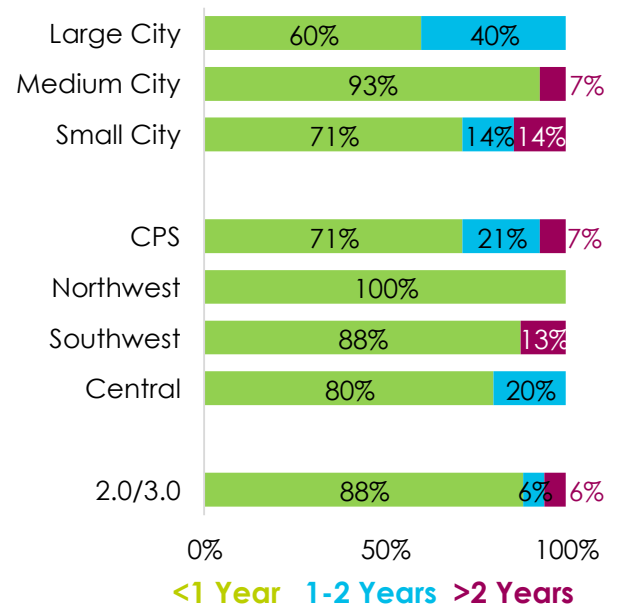


Exhibit 138. Types of Technical Tasks Required for an Existing Development Regulation Update by Characteristic

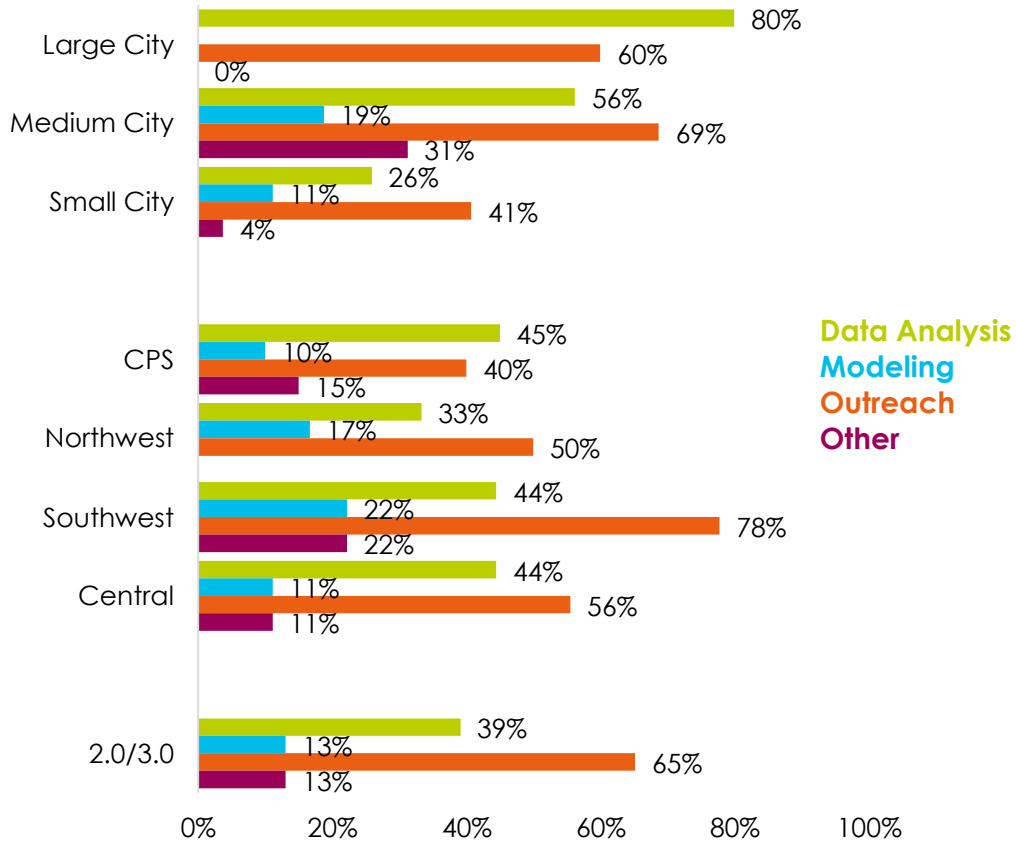


Exhibit 139. Number of Consultant Contracts for an Existing Development Regulation Update by Characteristic

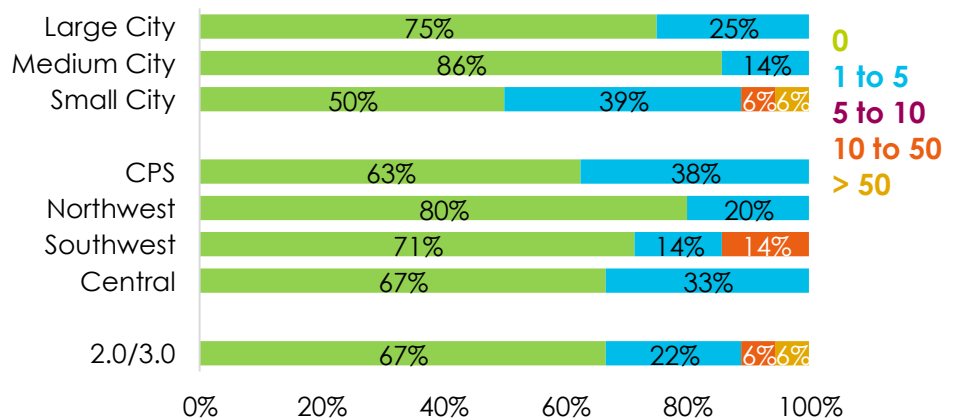


Exhibit 140. Number of Stakeholder Meetings for an Existing Development Regulation Update by Characteristic

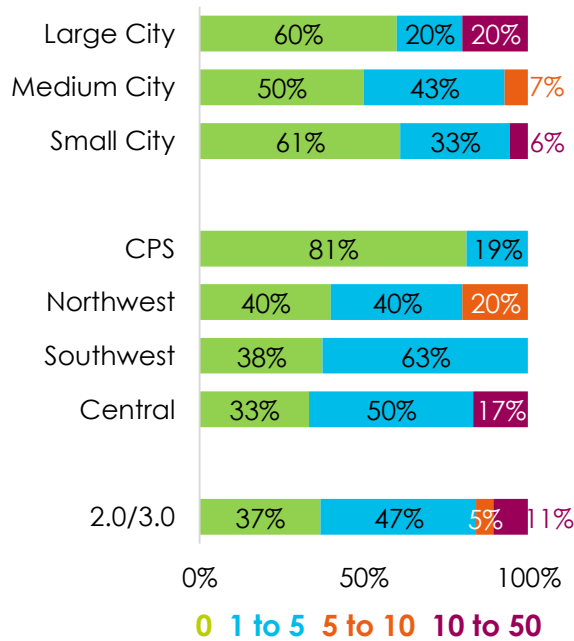


Exhibit 141. Number of Public Meetings for an Existing Development Regulation Update by Characteristic

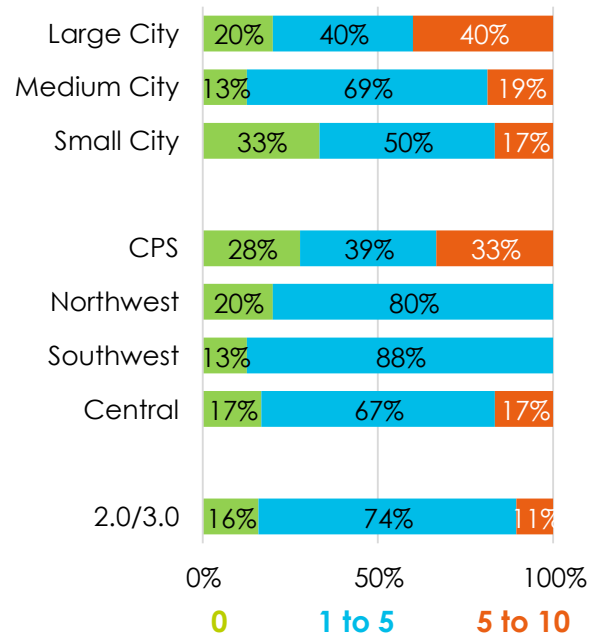
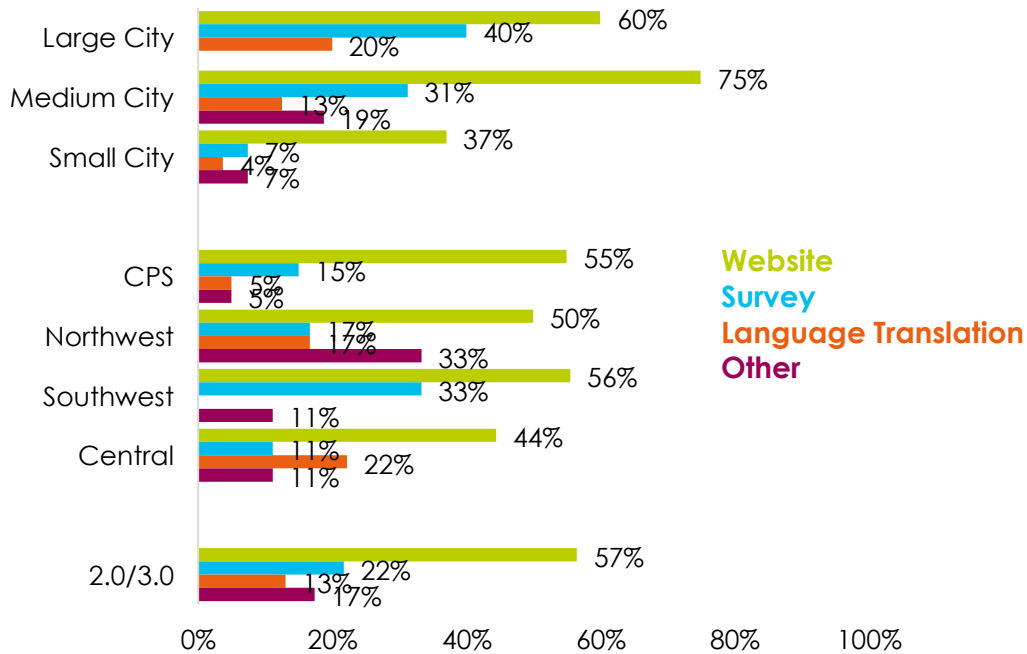


Exhibit 142. Other Types of Public Engagement Used for an Existing Development Regulation Update by Characteristic



Appendix L. Existing Development Regulation Update Detail for Counties by Characteristic

Exhibit 143. Total Costs for an Existing Development Regulation Update by Characteristic

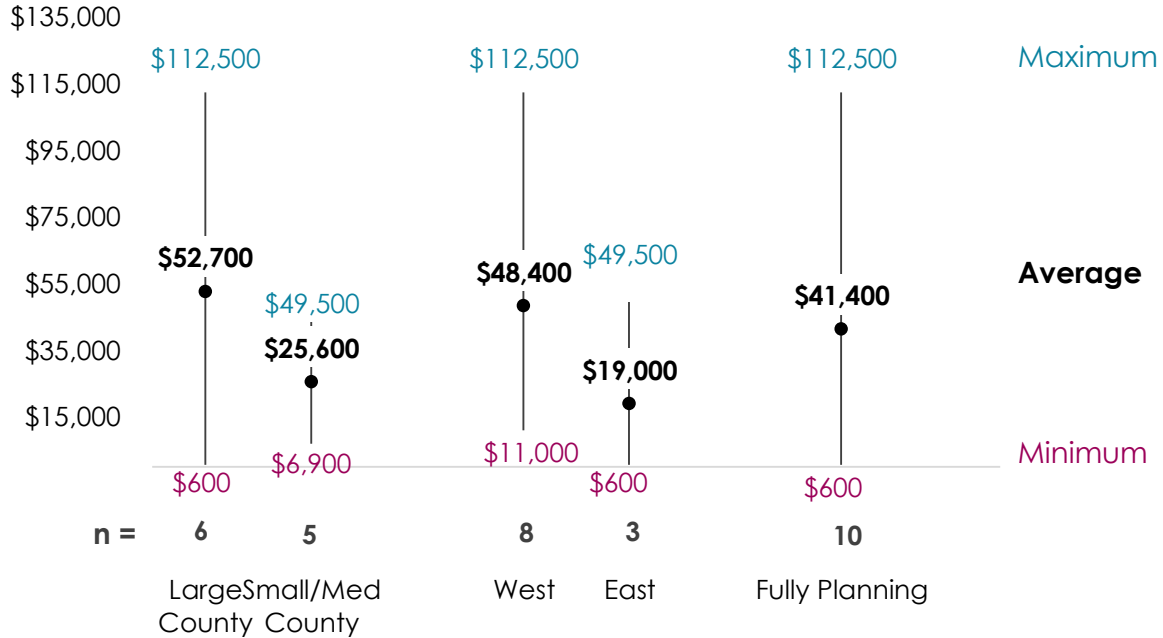


Exhibit 144. Per 1,000 Population Cost (excluding SEPA/NEPA) for an Existing Development Regulation Update by Characteristic

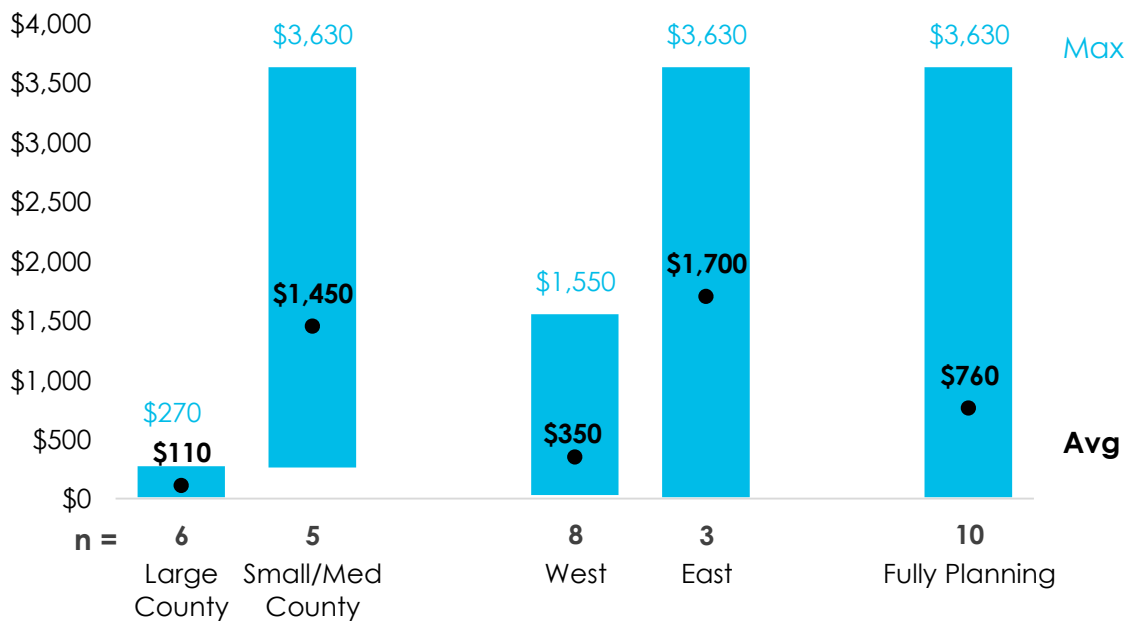


Exhibit 145. Labor and Contract Costs as a Share of Total Costs for an Existing Development Regulation Update by Characteristic

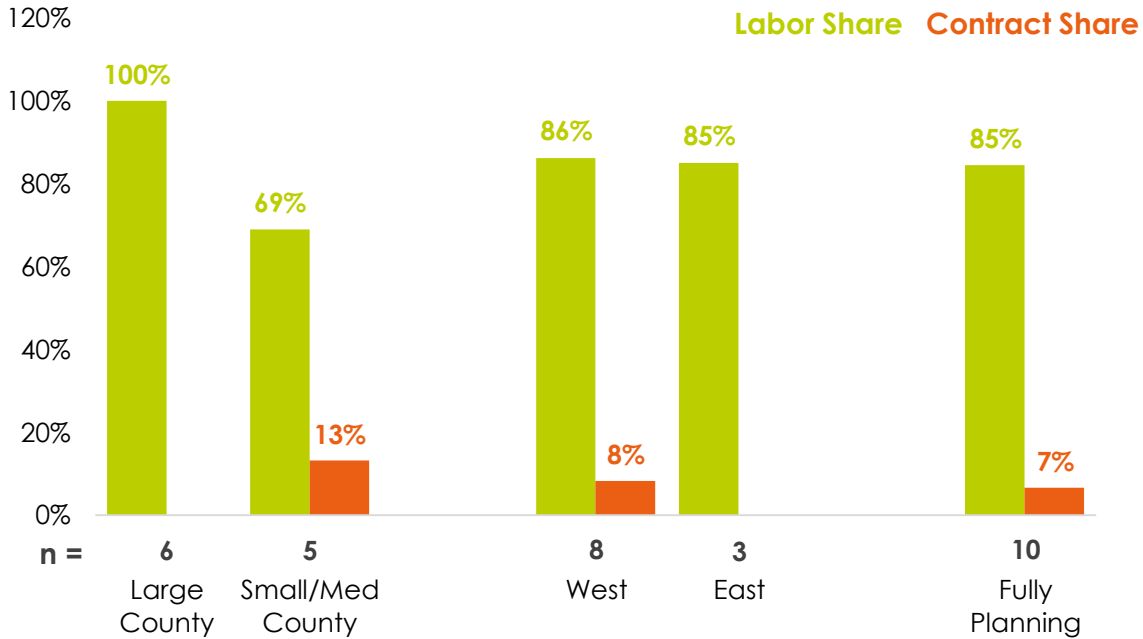


Exhibit 146. Level of Confidence in Cost Estimates for an Existing Development Regulation Update by Characteristic

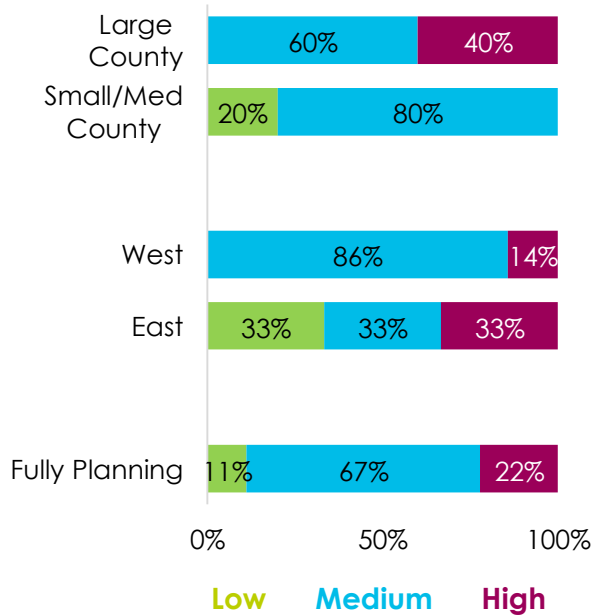


Exhibit 147. Length of Time to Complete an Existing Development Regulation Update by Characteristic

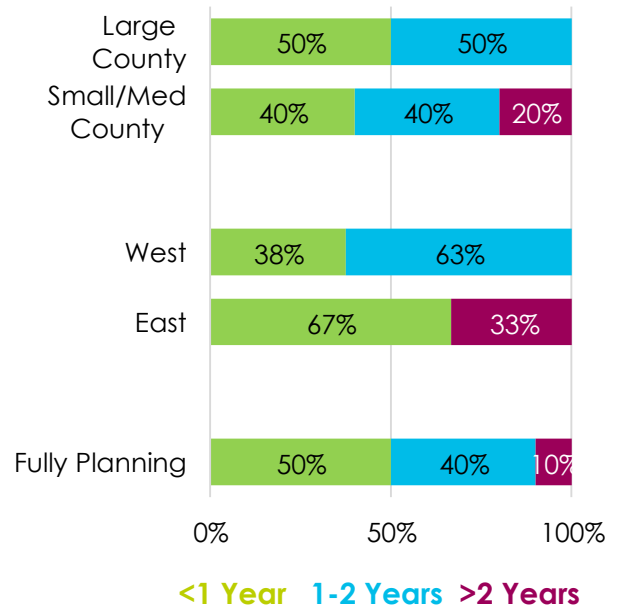


Exhibit 148. Types of Technical Tasks Required for an Existing Development Regulation Update by Characteristic

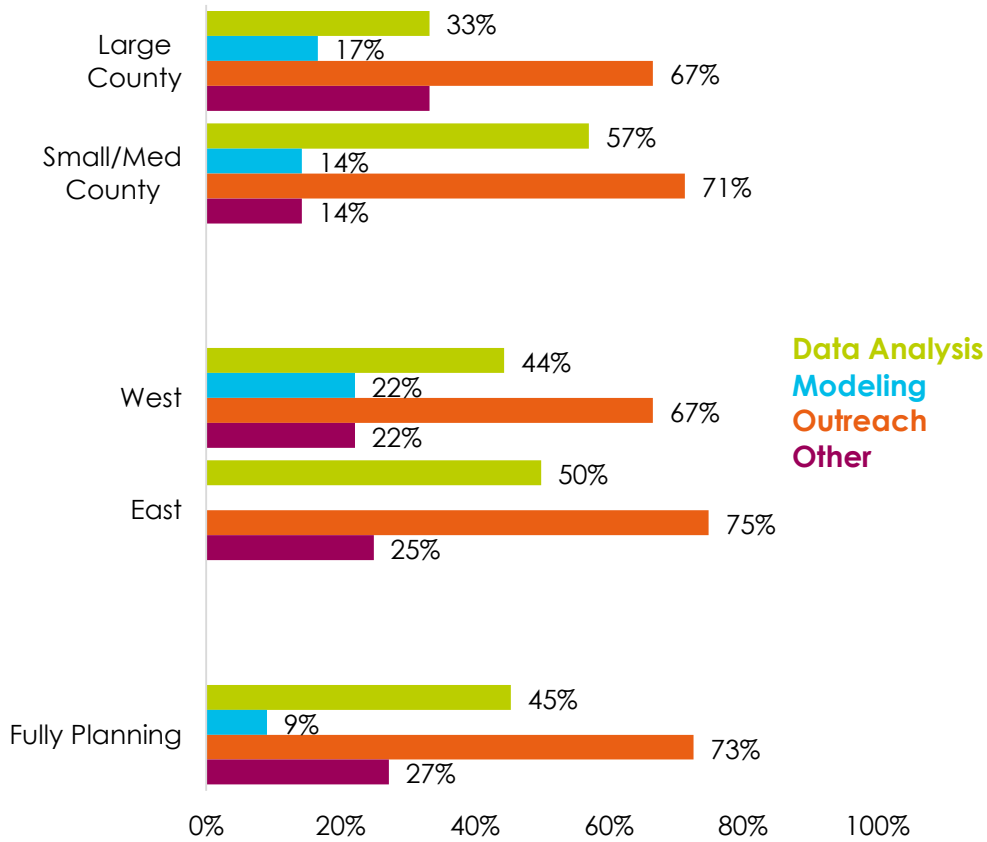


Exhibit 149. Number of Consultant Contracts for an Existing Development Regulation Update by Characteristic

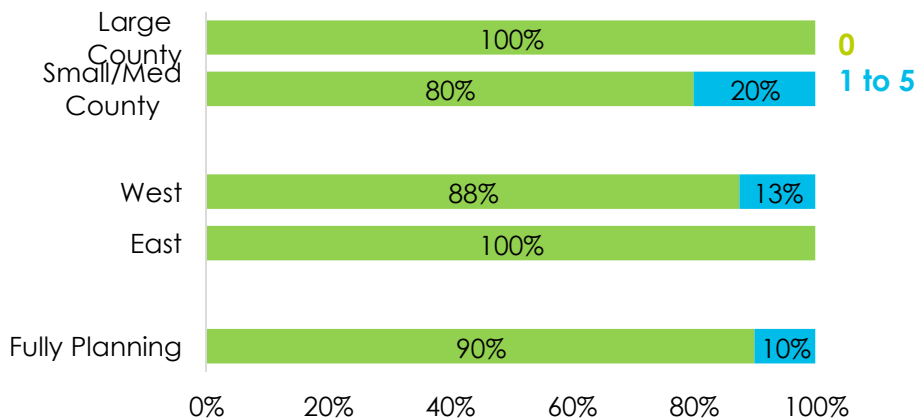


Exhibit 150. Number of Stakeholder Meetings for an Existing Development Regulation Update by Characteristic

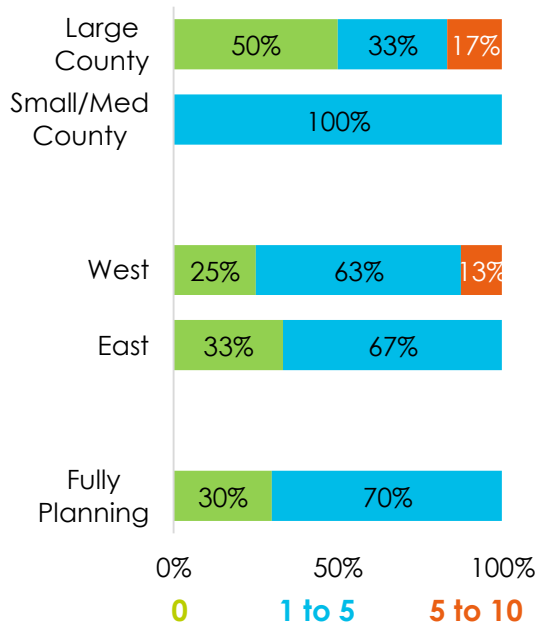


Exhibit 151. Number of Public Meetings for an Existing Development Regulation Update by Characteristic

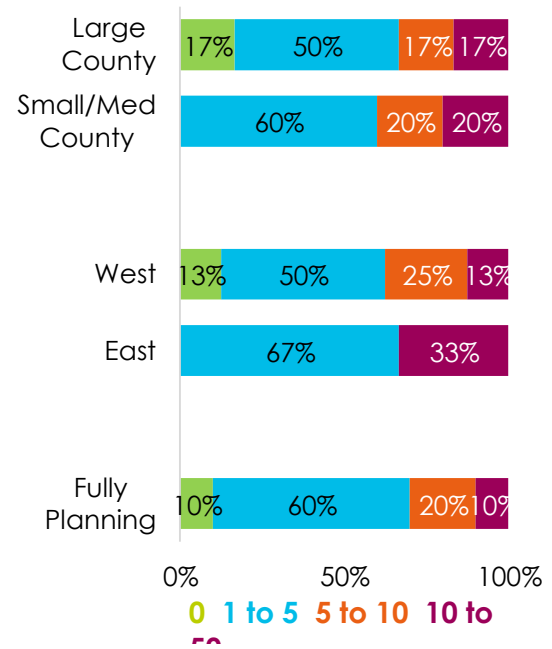
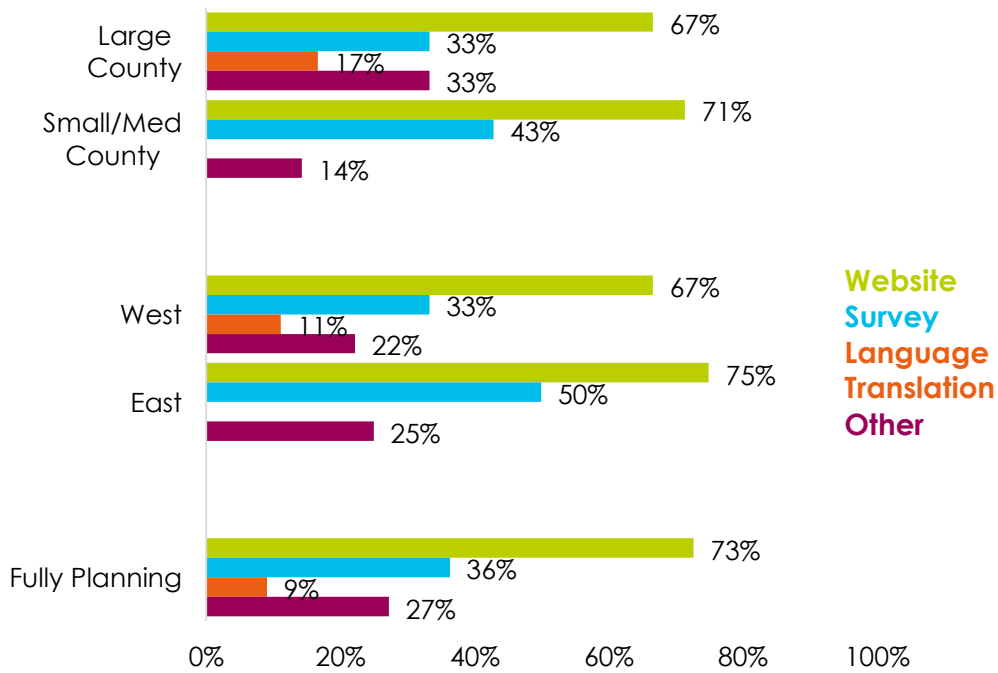


Exhibit 152. Other Types of Public Engagement Used for an Existing Development Regulation Update by Characteristic



Appendix M. New Development Regulation Detail for Cities by Characteristic

Exhibit 153. Total Costs for a New Development Regulation Update by Characteristic

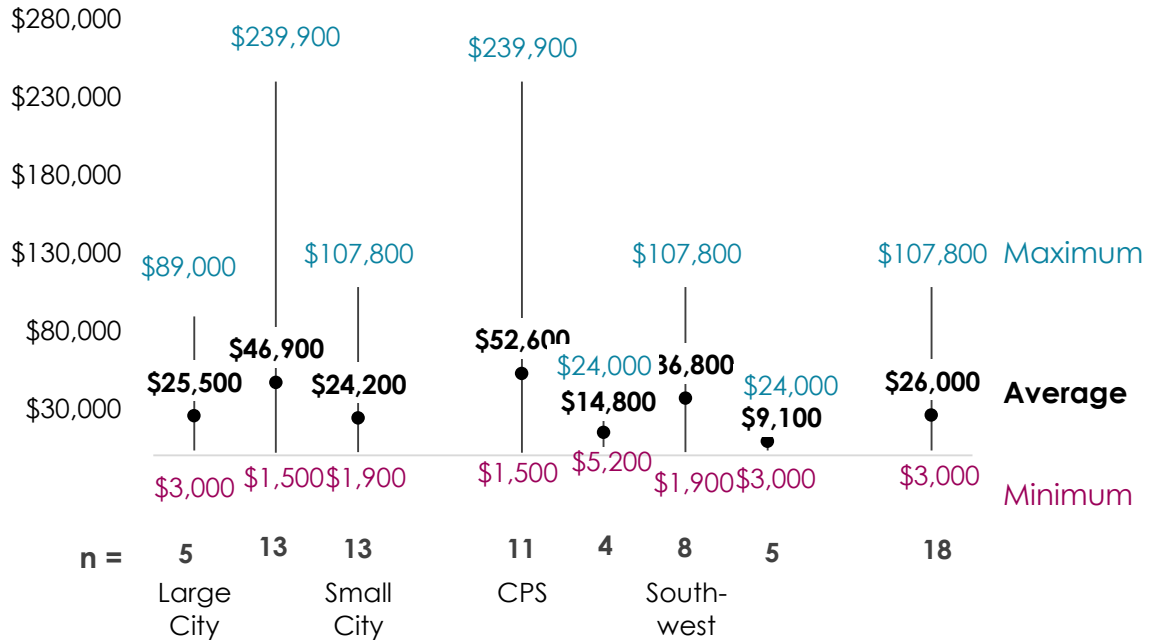


Exhibit 154. Per 1,000 Population Cost (excluding SEPA/NEPA) for a New Development Regulation Update by Characteristic

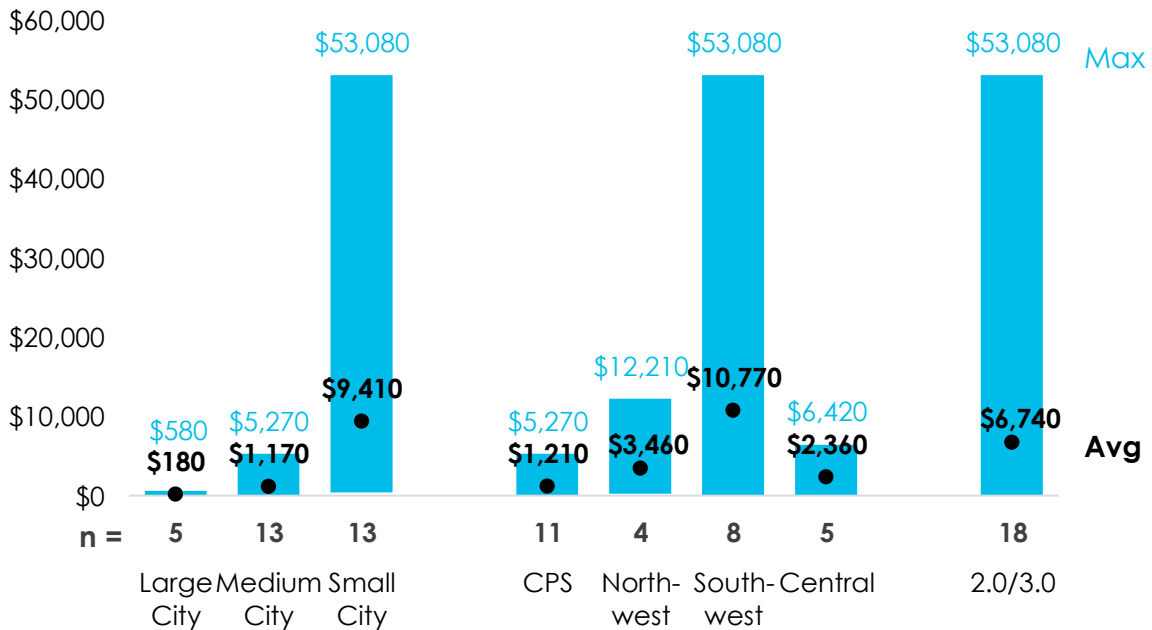


Exhibit 155. Labor and Contract Costs as a Share of Total Costs for a New Development Regulation Update by Characteristic

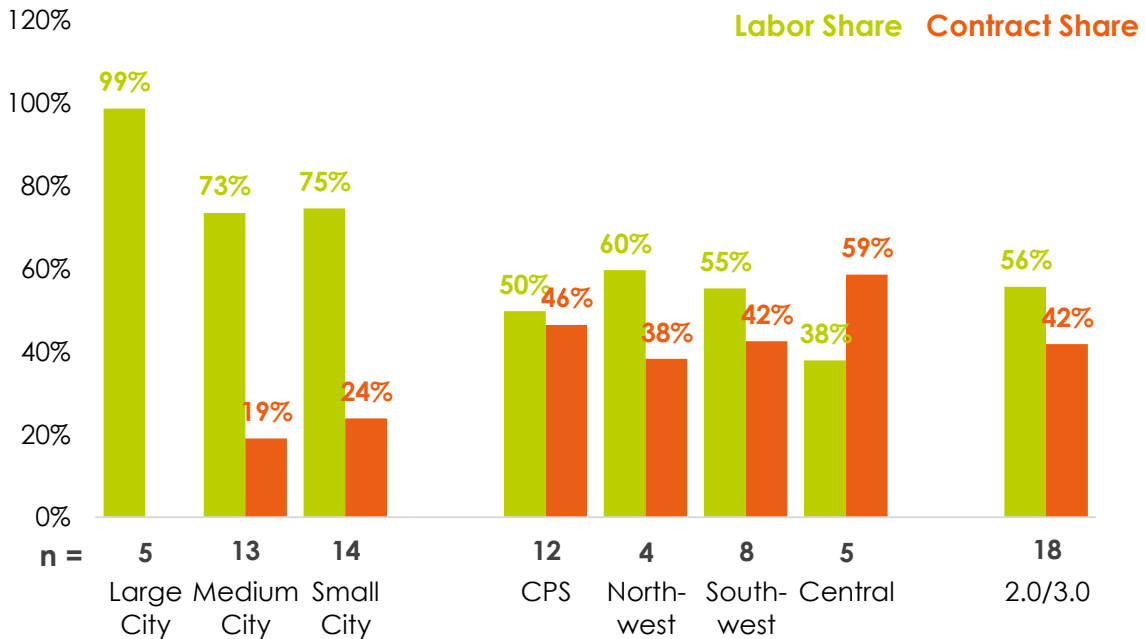


Exhibit 156. Level of Confidence in Cost Estimates for a New Development Regulation Update by Characteristic

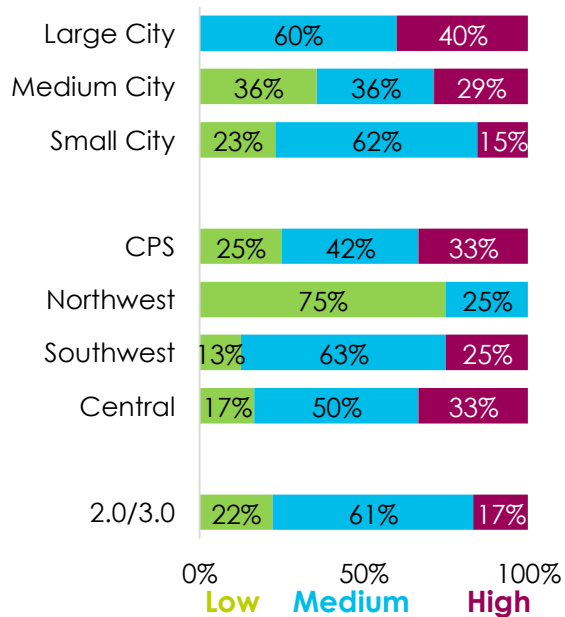


Exhibit 157. Length of Time to Complete a New Development Regulation Update by Characteristic

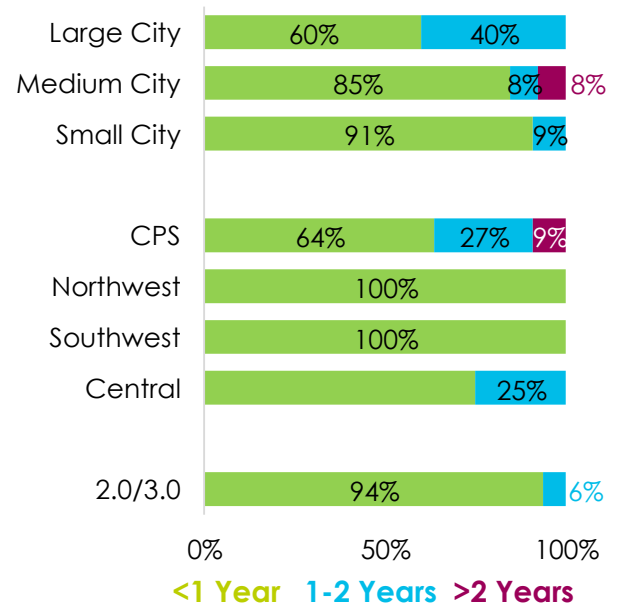


Exhibit 158. Types of Technical Tasks Required for a New Development Regulation Update by Characteristic

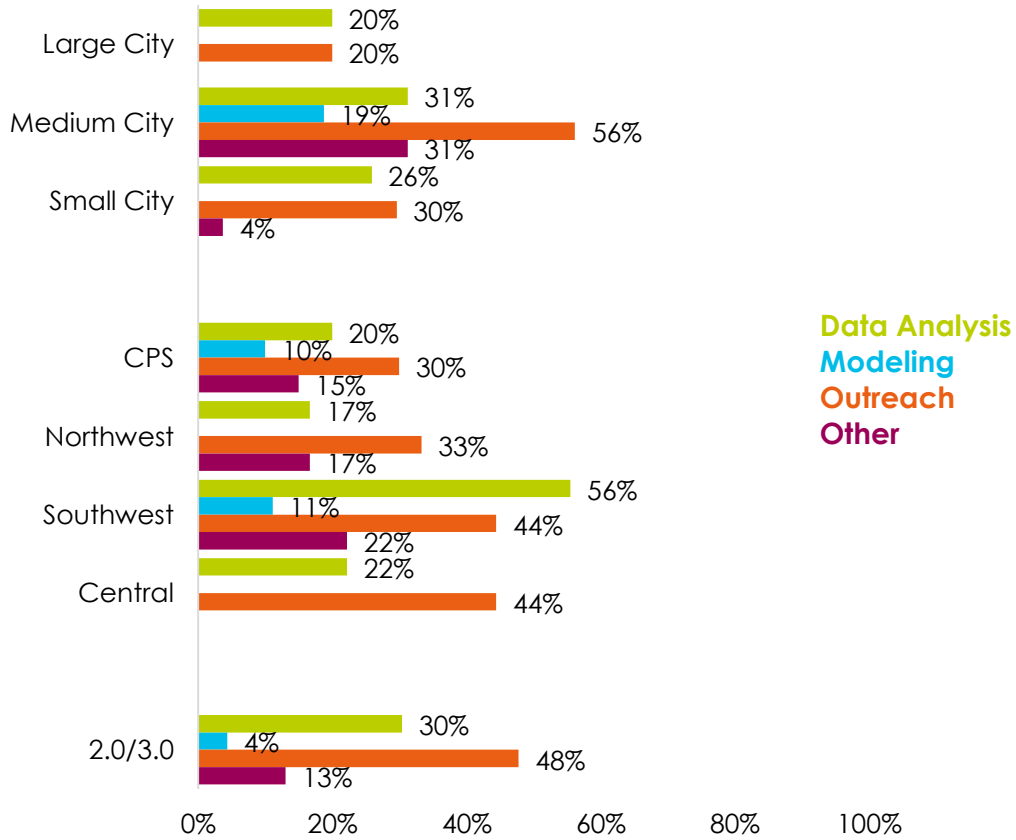


Exhibit 159. Number of Consultant Contracts for a New Development Regulation Update by Characteristic

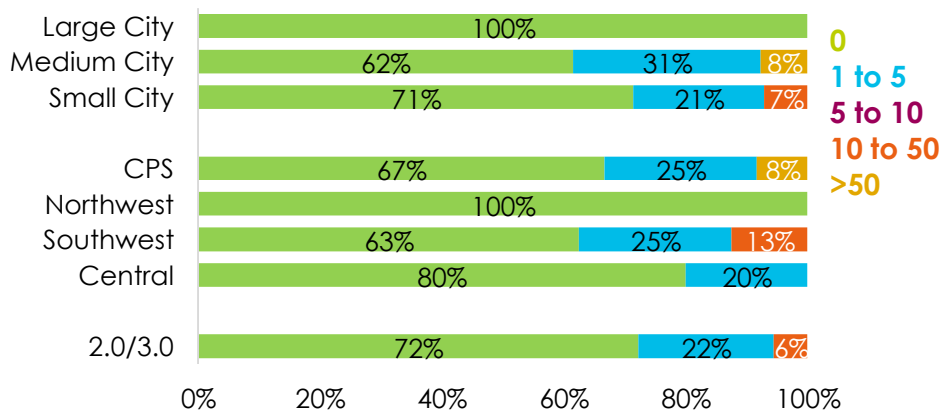


Exhibit 160. Number of Stakeholder Meetings for a New Development Regulation Update by Characteristic

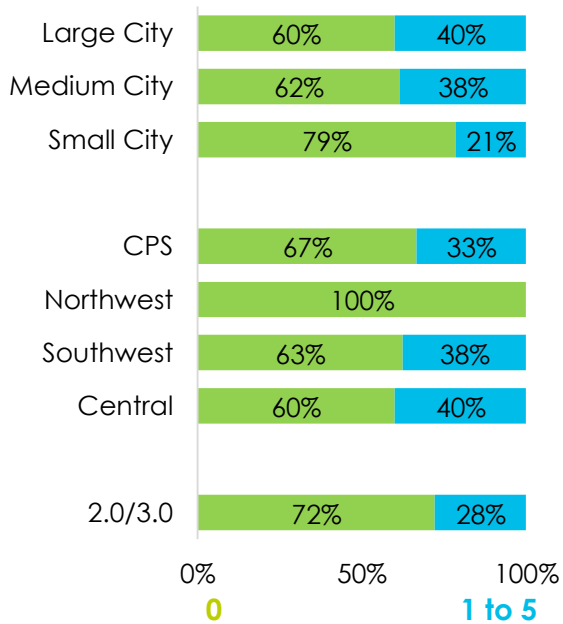


Exhibit 161. Number of Public Meetings for a New Development Regulation Update by Characteristic

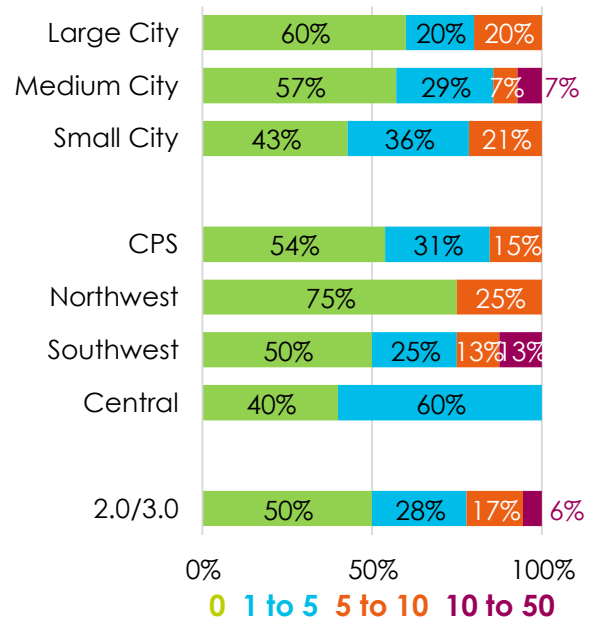
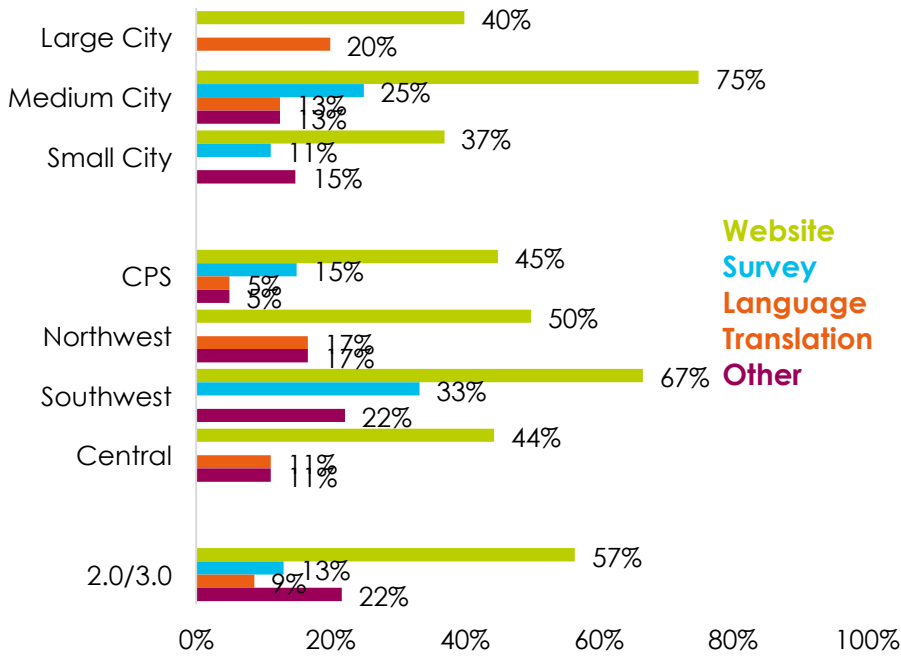


Exhibit 162. Other Types of Public Engagement Used for a New Development Regulation Update by Characteristic



Appendix N. New Development Regulation Detail for Counties by Characteristic

Exhibit 163. Total Costs for a New Development Regulation Update by Characteristic

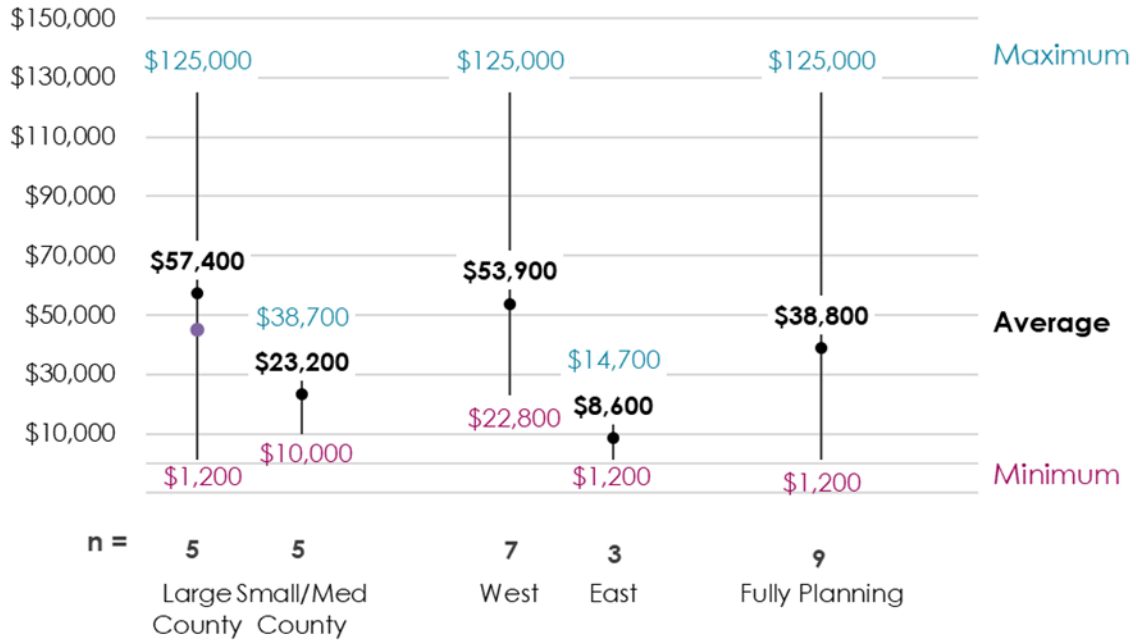


Exhibit 164. Per 1,000 Population Cost (excluding SEPA/NEPA) for a New Development Regulation Update by Characteristic

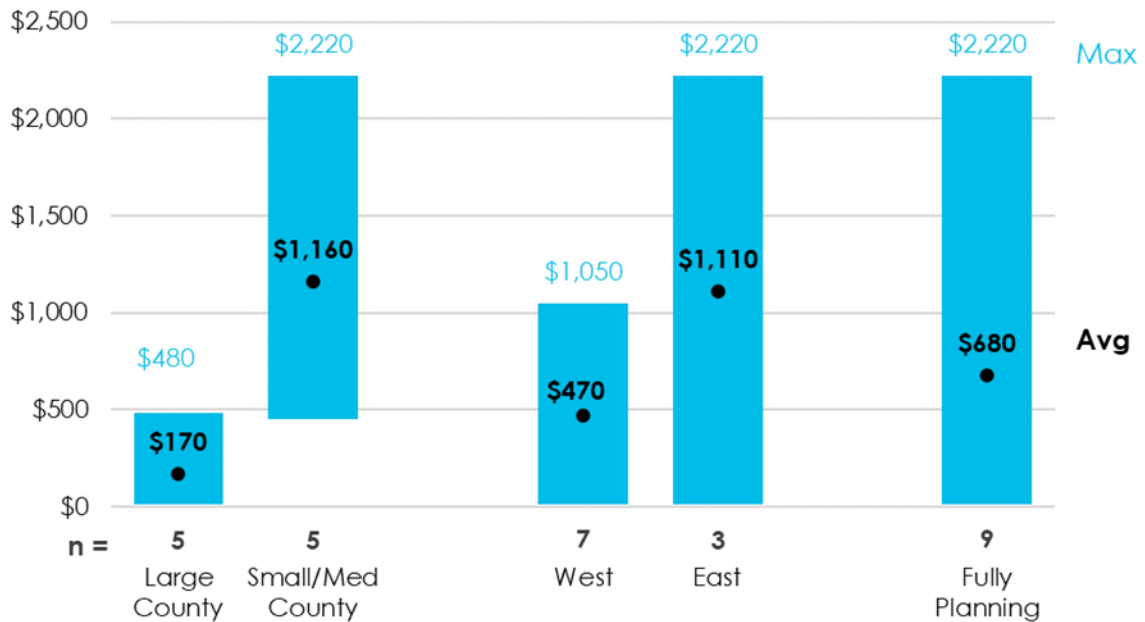


Exhibit 165. Labor and Contract Costs as a Share of Total Costs for a New Development Regulation Update by Characteristic

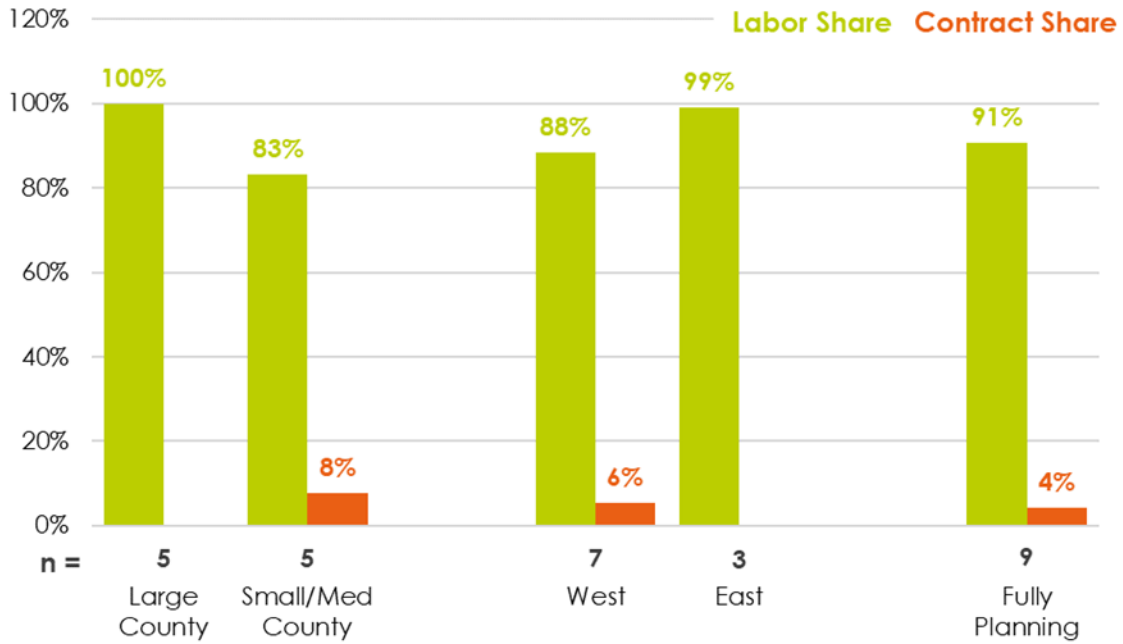


Exhibit 166. Level of Confidence in Cost Estimates for a New Development Regulation Update by Characteristic

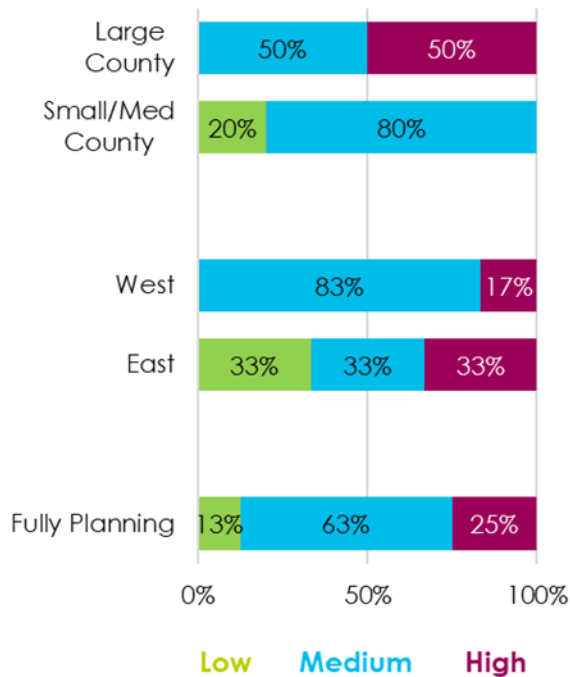


Exhibit 167. Length of Time to Complete a New Development Regulation Update by Characteristic

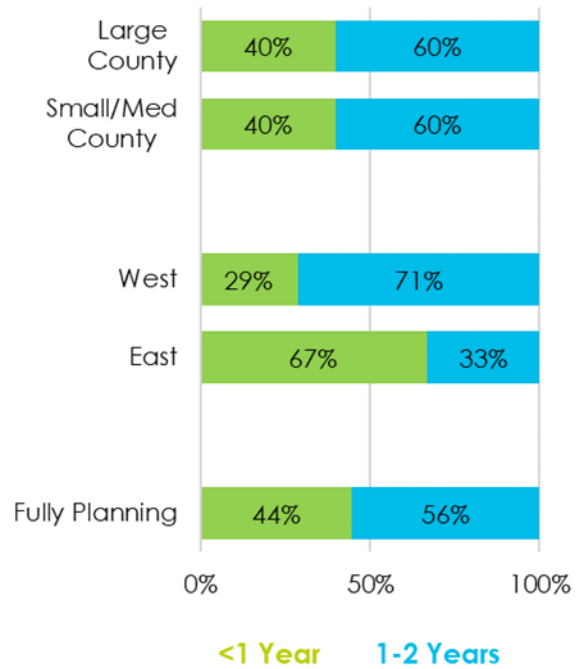


Exhibit 168. Types of Technical Tasks Required for a New Development Regulation Update by Characteristic

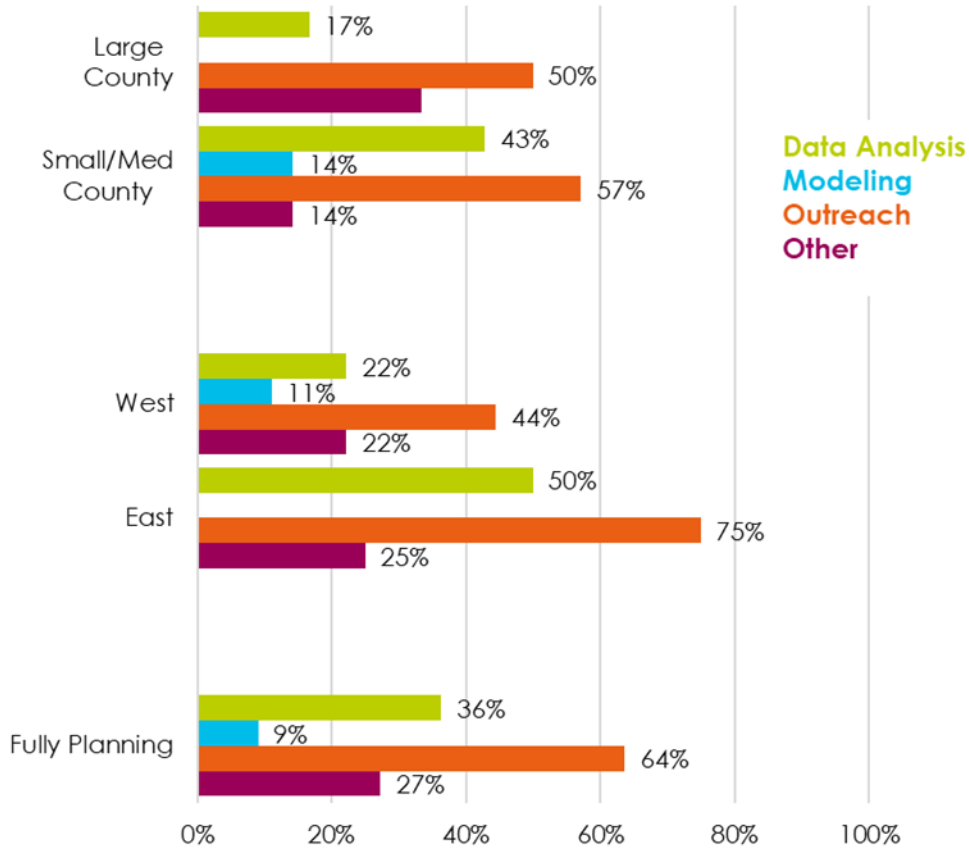


Exhibit 169. Number of Consultant Contracts for a New Development Regulation Update by Characteristic

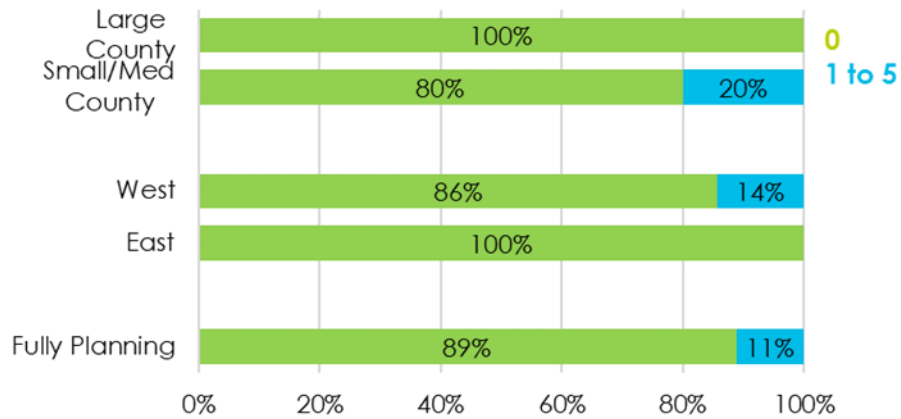


Exhibit 170. Number of Stakeholder Meetings for a New Development Regulation Update by Characteristic

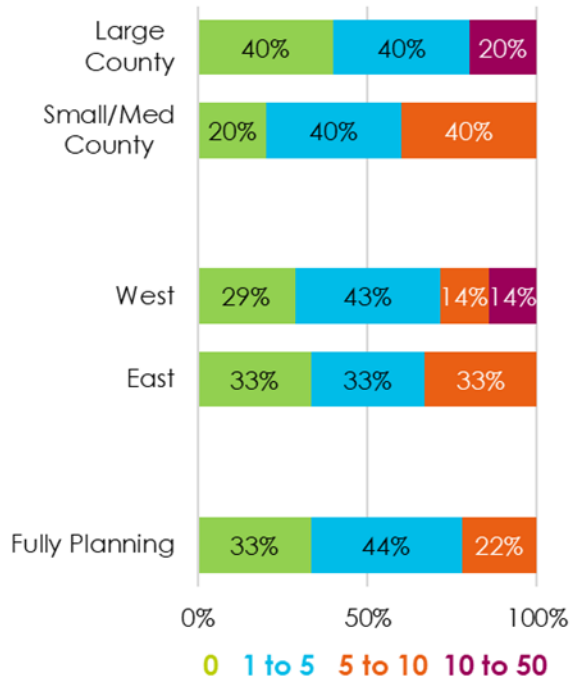


Exhibit 171. Number of Public Meetings for a New Development Regulation Update by Characteristic

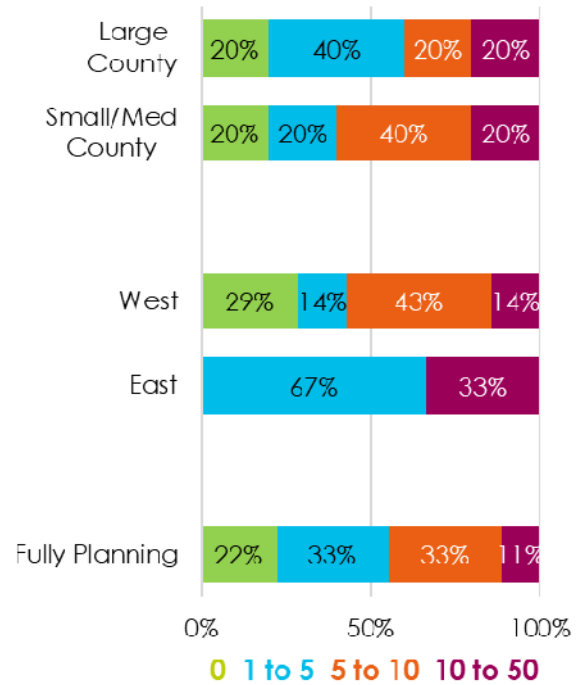
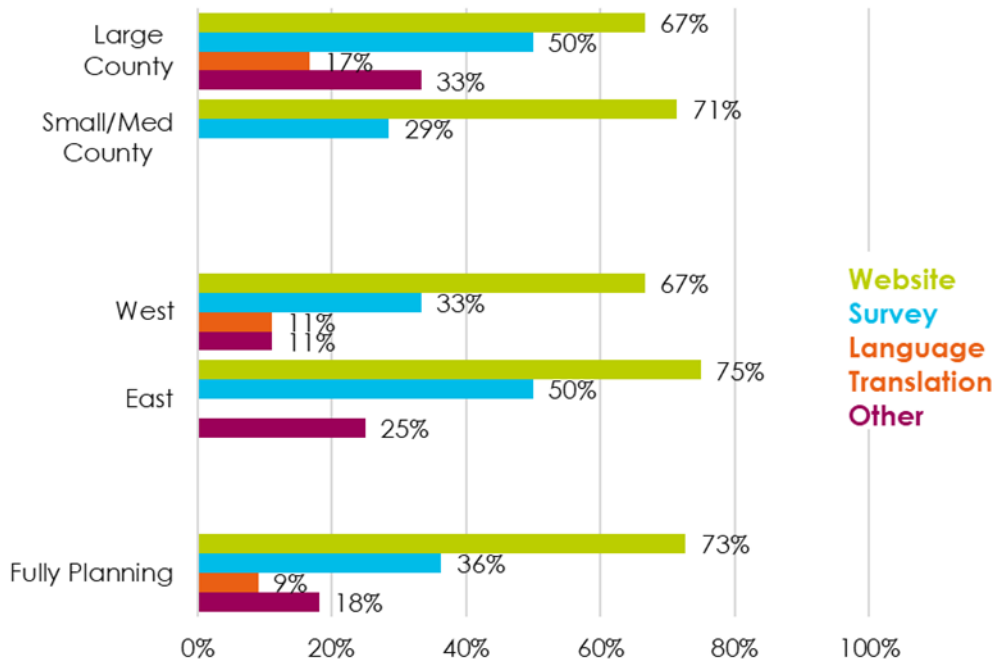


Exhibit 172. Other Types of Public Engagement Used for a New Development Regulation Update by Characteristic

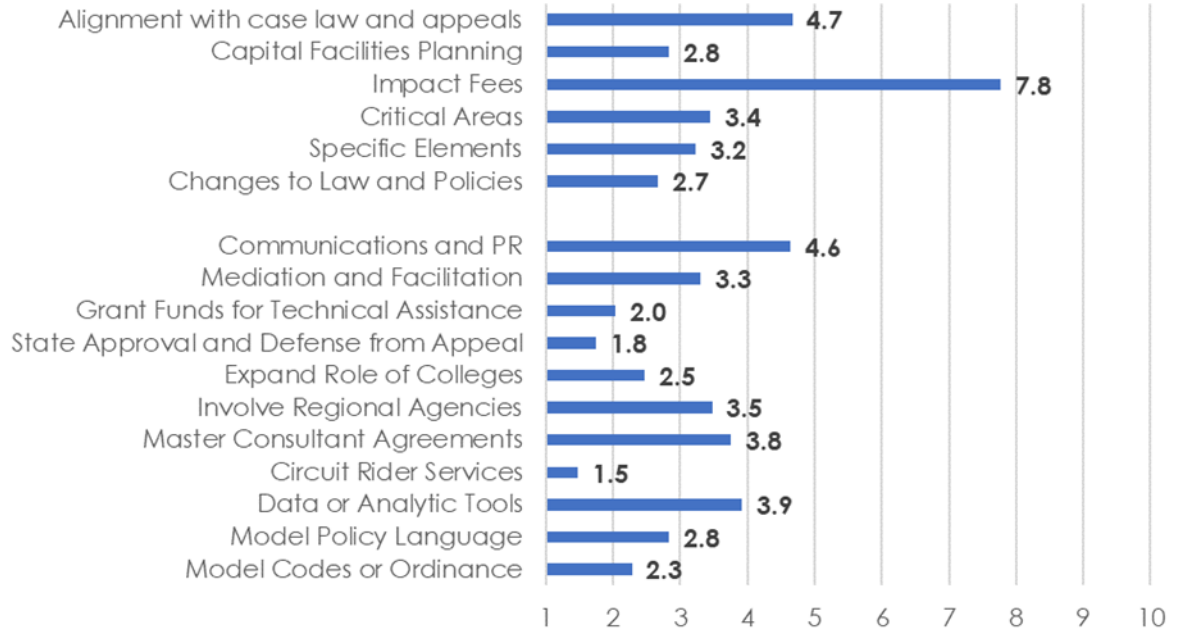


Appendix O. Technical Assistance Needs Ranked by Region

Areas of challenge and technical assistance preferences are ranked on a scale of one to ten, with one being most important and ten being least important.

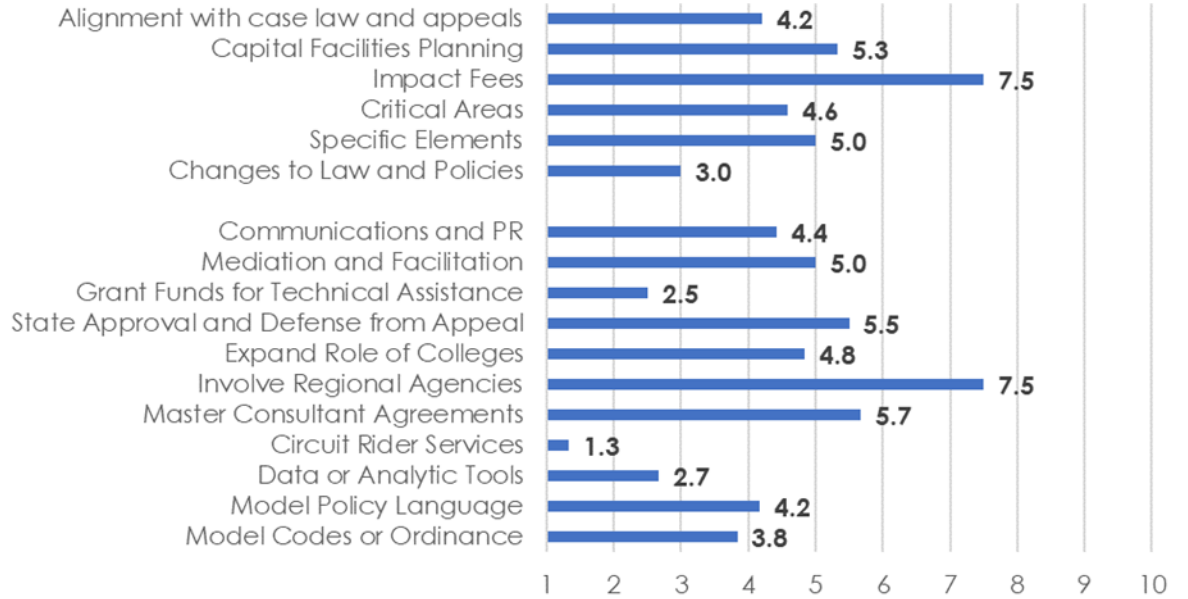
Circuit rider services rank highest among jurisdictions within the Central region.

Exhibit 173. Areas of Greatest Challenges and Technical Assistance Preferences, Central Washington Geography



Within the Eastern region, jurisdictions have little interest in involving regional agencies. Similar to statewide results, there is a lot of interest in circuit rider services as well as data and analytical tools.

Exhibit 174. Areas of Greatest Challenges and Technical Assistance Preferences, Eastern Washington Geography



Standouts for the Central Puget Sound region include a high interest in model policy language.

Exhibit 175. Areas of Greatest Challenges and Technical Assistance Preferences, Central Puget Sound Geography

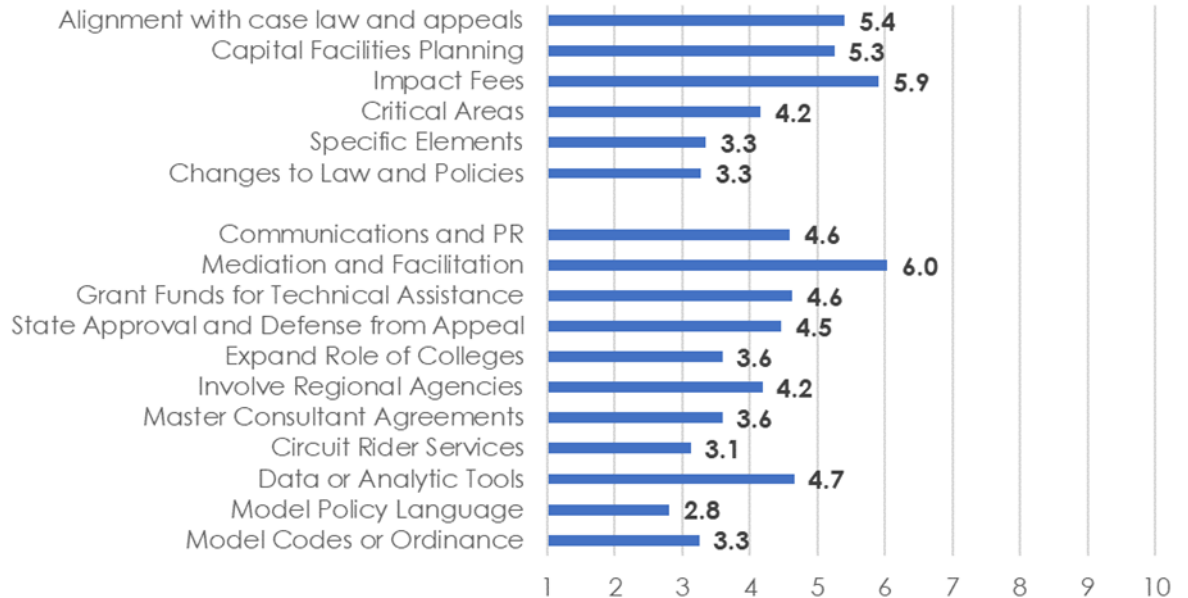


Exhibit 176. Areas of Greatest Challenges and Technical Assistance Preferences, Northwest Geography

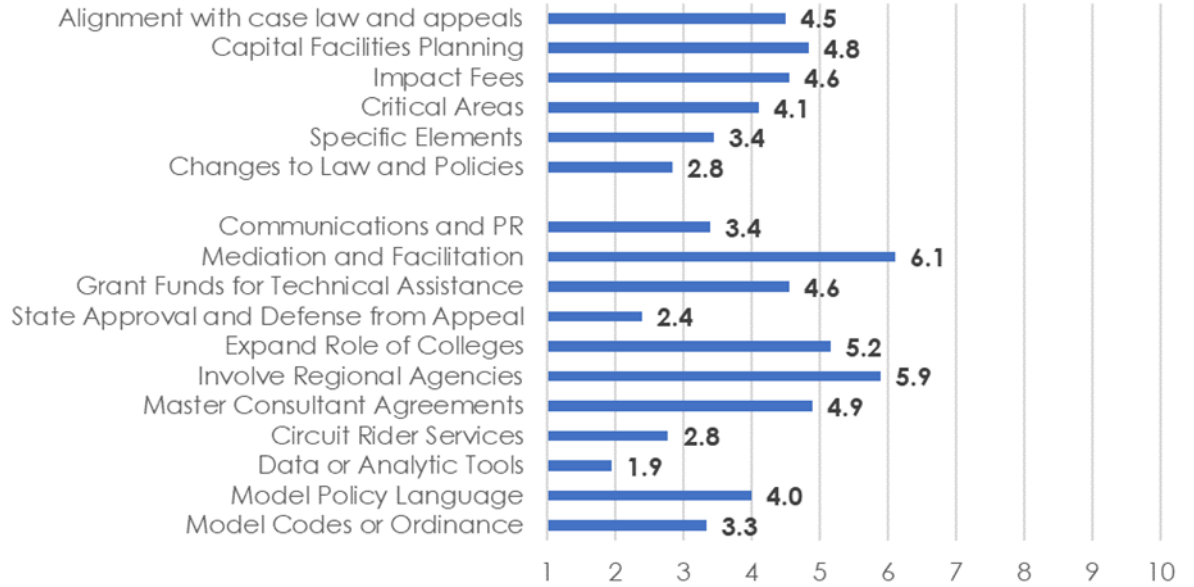
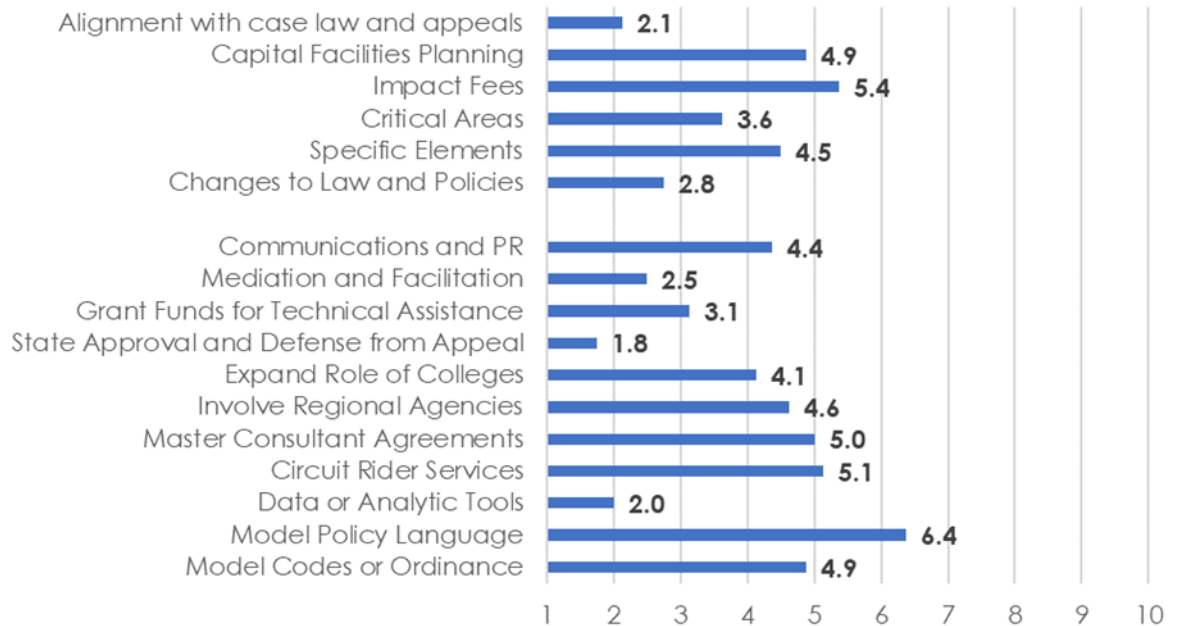


Exhibit 177. Areas of Greatest Challenges and Technical Assistance Preferences, Southwest Geography



Appendix P. Survey Instrument

The Washington State Department of Commerce has been tasked with conducting a study of the costs to cities and counties of planning requirements. The survey presents a series of questions to gather **cost data for seven specific planning activities**. A part of this task also includes understanding the interest cities and counties have in various forms of technical assistance. Survey responses will be aggregated to provide the legislature with a data informed understanding of the costs to complete required planning activities. **Your participation will ensure that the legislature has a comprehensive understanding of the costs to cities and counties when making future decisions for required planning activities. Findings will also help the legislature as they make future decisions on technical assistance the Department of Commerce can provide.**

Below are a series of questions for each of the **seven specific planning activities**. A definition for each of these activities is provided for reference. Please provide cost estimates for each of the major elements outlined below for your City/County's **latest experience** with this activity. Additional details for each activity will help provide the legislature with the best possible assessment of the costs of planning for Washington cities and counties.

If you have any questions, please contact Nicole Witenstein at nicole@communityattributes.com. You may also submit data on your costs via Excel or another format, if that is simpler for you.

Please provide your contact information:

City/County*: Enter City/County.

Name*: Enter your name.

Position: Enter your position.

Email: Enter your email.

Phone: Enter your phone number.

New Comprehensive Plan Element

A new comprehensive plan element includes the following:

- A new chapter containing new introductions, goals, policies and objectives.
- Minor modifications to policies/policy additions to two existing elements to tie into a new planning element (for example – land use and housing element goals often have some overlapping language for consistency.)
- Minor modifications to three different chapters of development regulations to implement a new goal. This includes minor zoning map changes, minor

modifications to subdivision regulations, and minor bulk standard zoning changes.

- Engagement activities which include development of website content, publishing of public hearing notices, materials, staff reports, and ordinances. It also includes two planning commissions and two council meetings or hearings.
- Medium level of public or state or federal agency involvement. Up to 20 comment letters.
- SEPA DNS, MDNS, or adoption of existing document. No EIS or SEIS.
- No appeals.

Please provide fully loaded cost estimates for the following cost components for a new comprehensive plan element.

Note: fully loaded costs include staff labor costs, including wages and benefits, as well as materials and contracts.

Staff Recovery Rate: \$ Enter staff recovery rate per hour here.

Staff recovery rate refers to the fully loaded staff costs on an hourly basis

Staff & Labor Costs or Hours: \$ Enter staff and labor costs/hours here.

Are your staff and labor entries above listed as staff hours or total costs?

Hours Total Costs

Contracted Services: \$ Enter contracted services costs here.

If applicable, how many contracts for services did this activity require?

Enter number here.

Please specify the types of technical tasks that required consultant support:

Enter description here.

Other Costs or Hours: \$ Enter other costs/hours here.

Are your other cost or hours entries above listed as staff hours or total costs?

Hours Total Costs

Please specify the types of costs included in the other category: Enter description here.

Note: Other costs or hours excludes contracted services.

Specify year(s) you last engaged in the above activity: Enter year here.

How long did this planning activity require? (Select one)

Less than one year 1-2 years More than 2 years

What types of technical tasks were included in this activity (Select all that apply)

Data Analysis

Modeling

Public and Stakeholder Outreach

Other (Please specify):

Did this activity include a SEPA/NEPA EIS?

Yes

No

SEPA/NEPA EIS Costs: \$ Enter other SEPA/NEPA EIS costs here.

How many public meetings did this activity require? Enter number here.

How many focus groups or other types of stakeholder meetings did this activity include? Enter number here.

What other forms of public engagement did this activity include? (Select all that apply)

Language translation services

Website

Stakeholder/public survey

Other (Please specify)

What other unique characteristics influence the cost of the activity?

Enter description here.

What is your level of confidence in the cost estimate provided?

Low

Medium

High

Update Critical Areas Ordinance

An update to a critical areas ordinance includes:

- Minor update to critical areas regulations following the guidance in WAC 365-195 (Shoreline Master program approval/amendment procedures and master program guidelines).
- Base level engagement activities as outlined in WAC 173-26-100.
- Engagement activities which include development of website content, publishing of public hearing notices, materials, staff reports, and ordinances. Includes two planning commissions and two council meetings or hearings.
- Medium level of public or state and federal agency involvement. Up to 20 comment letters.
- SEPA DNS, MDNS, or adoption of existing document. No EIS or SEIS.
- No appeals.

Please provide fully loaded cost estimates for the following cost components to update a critical areas ordinance.

Note: fully loaded costs include staff labor costs, including wages and benefits, as well as materials, and contracts.

Staff Recovery Rate: \$ Enter staff recovery rate per hour here.

Staff recovery rate refers to the fully loaded staff costs on an hourly basis

Staff & Labor Costs or Hours: \$ Enter staff and labor costs/hours here.

Are your staff and labor entries above listed as staff hours or total costs?

Hours Total Costs

Contracted Services: \$ Enter contracted services costs here.

If applicable, how many contracts for services did this activity require?

Enter number here.

Please specify the types of technical tasks that required consultant support:

Enter description here.

Other Costs or Hours: \$ Enter other costs/hours here.

Are your other cost or hours entries above listed as staff hours or total costs?

Hours Total Costs

Please specify the types of costs included in the other category: Enter description here.

Note: Other costs or hours excludes contracted services.

Specify year(s) you last engaged in the above activity: Enter year here.

How long did this planning activity require? (Select one)

Less than one year 1-2 years More than 2 years

What types of technical tasks were included in this activity (Select all that apply)

Data Analysis

Modeling

Public and Stakeholder Outreach

Other (Please specify):

Did this activity include a SEPA/NEPA EIS?

Yes No

SEPA/NEPA EIS Costs: \$ Enter other SEPA/NEPA EIS costs here.

How many public meetings did this activity require? Enter number here.

How many focus groups or other types of stakeholder meetings did this activity include? Enter number here.

What other forms of public engagement did this activity include? (Select all that apply)

Language translation services

Website

Stakeholder/public survey

Other (Please specify)

What other unique characteristics influence the cost of the activity?

Enter description here.

What is your level of confidence in the cost estimate provided?

Low Medium High

Update a Shoreline Master Program Ordinance

An update to a shoreline master program ordinance includes:

- Minor updates to the shoreline master program following the guidance in WAC 173-26 (Shoreline Master program approval/amendment procedures and master program guidelines).
- Includes base level engagement activities as outlined in WAC 173-26-100.
- Engagement activities include development of website content, publishing of public hearing notices, materials, staff reports, and ordinances. Includes two planning commission and two council meetings or hearings.
- Medium level of public or state and federal agency involvement. Up to 20 comment letters.
- SEPA DNS, MDNS, or adoption of existing document. No EIS or SEIS.
- No appeals.

Please provide fully loaded cost estimates for the following cost components to update a shoreline master program ordinance.

Note: fully loaded costs include staff labor costs, including wages and benefits, as well as materials, and contracts.

Staff Recovery Rate: \$ Enter staff recovery rate per hour here.

Staff recovery rate refers to the fully loaded staff costs on an hourly basis

Staff & Labor Costs or Hours: \$ Enter staff and labor costs/hours here.

Are your staff and labor entries above listed as staff hours or total costs?

Hours Total Costs

Contracted Services: \$ Enter contracted services costs here.

If applicable, how many contracts for services did this activity require?

Enter number here.

Please specify the types of technical tasks that required consultant support:

Enter description here.

Other Costs or Hours: \$ Enter other costs/hours here.

Are your other cost or hours entries above listed as staff hours or total costs?

Hours Total Costs

Please specify the types of costs included in the other category: Enter description here.

Note: Other costs or hours excludes contracted services.

Specify year(s) you last engaged in the above activity: Enter year here.

How long did this planning activity require? (Select one)

Less than one year 1-2 years More than 2 years

What types of technical tasks were included in this activity (Select all that apply)

Data Analysis

Modeling

Public and Stakeholder Outreach

Other (Please specify):

Did this activity include a SEPA/NEPA EIS?

Yes

No

SEPA/NEPA EIS Costs: \$ Enter other SEPA/NEPA EIS costs here.

How many public meetings did this activity require? Enter number here.

How many focus groups or other types of stakeholder meetings did this activity include? Enter number here.

What other forms of public engagement did this activity include? (Select all that apply)

Language translation services

Website

Stakeholder/public survey

Other (Please specify)

What other unique characteristics influence the cost of the activity?

Enter description here.

What is your level of confidence in the cost estimate provided?

Low Medium High

Minor Update to a Comprehensive Plan Element

A minor update to a comprehensive plan element includes:

- Up to 10 new or modified policies.
- Assumes that guidance is provided such as revised Countywide Planning Policies (CPPs), state law changes, or prepared guidance that makes clear what needs to be amended within the comprehensive plan element.
- Engagement activities include development of website content, publishing of public hearing notices, materials, staff reports, and ordinances. Includes two planning commission and two council meetings or hearings.
- Medium level of public or state and federal agency involvement. Up to 20 comment letters.
- SEPA DNS, MDNS, or adoption of existing document.
- No appeals.

Please provide fully loaded cost estimates for the following cost components for a minor update to a comprehensive plan element.

Note: fully loaded costs include staff labor costs, including wages and benefits, as well as materials, and contracts.

Staff Recovery Rate: \$ Enter staff recovery rate per hour here.

Staff recovery rate refers to the fully loaded staff costs on an hourly basis

Staff & Labor Costs or Hours: \$ Enter staff and labor costs/hours here.

Are your staff and labor entries above listed as staff hours or total costs?

Hours Total Costs

Contracted Services: \$ Enter contracted services costs here.

If applicable, how many contracts for services did this activity require?

Enter number here.

Please specify the types of technical tasks that required consultant support:

Enter description here.

Other Costs or Hours: \$ Enter other costs/hours here.

Are your other cost or hours entries above listed as staff hours or total costs?

Hours

Total Costs

Please specify the types of costs included in the other category: Enter description here.

Note: Other costs or hours excludes contracted services.

Specify year(s) you last engaged in the above activity: Enter year here.

How long did this planning activity require? (Select one)

Less than one year 1-2 years More than 2 years

What types of technical tasks were included in this activity (Select all that apply)

Data Analysis

Modeling

Public and Stakeholder Outreach

Other (Please specify):

Did this activity include a SEPA/NEPA EIS?

Yes

No

SEPA/NEPA EIS Costs: \$ Enter other SEPA/NEPA EIS costs here.

How many public meetings did this activity require? Enter number here.

How many focus groups or other types of stakeholder meetings did this activity include? Enter number here.

What other forms of public engagement did this activity include? (Select all that apply)

Language translation services

Website

Stakeholder/public survey

Other (Please specify)

What other unique characteristics influence the cost of the activity?

Enter description here.

What is your level of confidence in the cost estimate provided?

Low Medium High

Complex Update to a Comprehensive Plan Element

A major update to a comprehensive plan element, including updates to an element as part of the 10-year periodic update, includes:

- Preparing a policy gap analysis to review existing policies vs. recent changes to state laws, case law, and regional policies.
- Major modifications to policies and policy additions in response to policy gap analysis.
- Revision to chapter introduction.
- Documentation of consistency with Commerce checklist (assumes major change is conducted as part of the 10-year periodic update).
- Engagement activities include development of website content, publishing of public hearing notices, materials, staff reports, and ordinances. Includes two planning commission and two council meetings or hearings.
- Medium level of public or state and federal agency involvement. Up to 20 comment letters.
- SEPA DNS, MDNS, or adoption of existing document.
- No appeals.

Please provide fully loaded cost estimates for the following cost components for a complex update to a comprehensive plan element.

Note: fully loaded costs include staff labor costs, including wages and benefits, as well as materials, and contracts.

Staff Recovery Rate: \$ Enter staff recovery rate per hour here.

Staff recovery rate refers to the fully loaded staff costs on an hourly basis

Staff & Labor Costs or Hours: \$ Enter staff and labor costs/hours here.

Are your staff and labor entries above listed as staff hours or total costs?

Hours Total Costs

Contracted Services: \$ Enter contracted services costs here.

If applicable, how many contracts for services did this activity require?
Enter number here.

Please specify the types of technical tasks that required consultant support:
Enter description here.

Other Costs or Hours: \$ Enter other costs/hours here.

Are your other cost or hours entries above listed as staff hours or total costs?
 Hours Total Costs

Please specify the types of costs included in the other category: Enter description here.
Note: Other costs or hours excludes contracted services.

Specify year(s) you last engaged in the above activity: Enter year here.

How long did this planning activity require? (Select one)

Less than one year 1-2 years More than 2 years

What types of technical tasks were included in this activity (Select all that apply)

- Data Analysis
- Modeling
- Public and Stakeholder Outreach
- Other (Please specify):

Did this activity include a SEPA/NEPA EIS?

Yes No

SEPA/NEPA EIS Costs: \$ Enter other SEPA/NEPA EIS costs here.

How many public meetings did this activity require? Enter number here.

How many focus groups or other types of stakeholder meetings did this activity include? Enter number here.

What other forms of public engagement did this activity include? (Select all that apply)

Language translation services

Website

Stakeholder/public survey

Other (Please specify)

What other unique characteristics influence the cost of the activity?

Enter description here.

What is your level of confidence in the cost estimate provided?

Low

Medium

High

Update an Existing Development Regulation

An update to an existing development regulation includes:

- Research for code update.
- Development of draft and final code language.
- Engagement activities which include development of website content, publishing of public hearing notices, materials, staff reports, and ordinances. Includes two planning commission and two council meetings or hearings.
- Medium level of public or state and federal agency involvement. Up to 20 comment letters.
- SEPA DNS, MDNS, or adoption of existing document. No EIS or SEIS.
- No appeals.

Please provide fully loaded cost estimates for the following cost components for an update to an existing development regulation.

Note: fully loaded costs include staff labor costs, including wages and benefits, as well as materials, and contracts.

Staff Recovery Rate: \$ Enter staff recovery rate per hour here.

Staff recovery rate refers to the fully loaded staff costs on an hourly basis

Staff & Labor Costs or Hours: \$ Enter staff and labor costs/hours here.

Are your staff and labor entries above listed as staff hours or total costs?

Hours

Total Costs

Contracted Services: \$ Enter contracted services costs here.

If applicable, how many contracts for services did this activity require?
Enter number here.

Please specify the types of technical tasks that required consultant support:
Enter description here.

Other Costs or Hours: \$ Enter other costs/hours here.

Are your other cost or hours entries above listed as staff hours or total costs?
 Hours Total Costs

Please specify the types of costs included in the other category: Enter description here.
Note: Other costs or hours excludes contracted services.

Specify year(s) you last engaged in the above activity: Enter year here.

How long did this planning activity require? (Select one)

Less than one year 1-2 years More than 2 years

What types of technical tasks were included in this activity (Select all that apply)

- Data Analysis
- Modeling
- Public and Stakeholder Outreach
- Other (Please specify):

Did this activity include a SEPA/NEPA EIS?

Yes No

SEPA/NEPA EIS Costs: \$ Enter other SEPA/NEPA EIS costs here.

How many public meetings did this activity require? Enter number here.

How many focus groups or other types of stakeholder meetings did this activity include? Enter number here.

What other forms of public engagement did this activity include? (Select all that apply)

Language translation services

Website

Stakeholder/public survey

Other (Please specify)

What other unique characteristics influence the cost of the activity?

Enter description here.

What is your level of confidence in the cost estimate provided?

Low

Medium

High

Implement a New Development Regulation

A new development regulation includes:

- Work to get new code language online (such as work with code publishing).
- Training for permit reviewers on new code.
- Development of materials for customers such as new development handouts.
- Implement new changes to permit tracking system.
- Modify fee collection (assumes new fee based on code change).

Please provide fully loaded cost estimates for the following cost components to implement a new development regulation.

Note: fully loaded costs include staff labor costs, including wages and benefits, as well as materials, and contracts.

Staff Recovery Rate: \$ Enter staff recovery rate per hour here.

Staff recovery rate refers to the fully loaded staff costs on an hourly basis

Staff & Labor Costs or Hours: \$ Enter staff and labor costs/hours here.

Are your staff and labor entries above listed as staff hours or total costs?

Hours

Total Costs

Contracted Services: \$ Enter contracted services costs here.

If applicable, how many contracts for services did this activity require?

Enter number here.

Please specify the types of technical tasks that required consultant support:
Enter description here.

Other Costs or Hours: \$ Enter other costs/hours here.

Are your other cost or hours entries above listed as staff hours or total costs?

Hours Total Costs

Please specify the types of costs included in the other category: Enter description here.

Note: Other costs or hours excludes contracted services.

Specify year(s) you last engaged in the above activity: Enter year here.

How long did this planning activity require? (Select one)

Less than one year 1-2 years More than 2 years

What types of technical tasks were included in this activity (Select all that apply)

- Data Analysis
- Modeling
- Public and Stakeholder Outreach
- Other (Please specify):

Did this activity include a SEPA/NEPA EIS?

Yes No

SEPA/NEPA EIS Costs: \$ Enter other SEPA/NEPA EIS costs here.

How many public meetings did this activity require? Enter number here.

How many focus groups or other types of stakeholder meetings did this activity include? Enter number here.

What other forms of public engagement did this activity include? (Select all that apply)

- Language translation services
- Website

Stakeholder/public survey

Other (Please specify)

What other unique characteristics influence the cost of the activity?

Enter description here.

What is your level of confidence in the cost estimate provided?

Low

Medium

High

Technical Assistance

We are looking at ways the state can provide more assistance to local governments, particularly cities and counties, with fewer resources.

Please rank the following options in order of preference for which Washington state should fund to help local governments plan under the Growth Management Act.

More technical assistance to cities and counties

Model policy language for comprehensive plan updates

Optional process of state approval and defense from appeal

Allow some portion of comprehensive plan grant funds to be used for technical assistance

Mediation and facilitation services

Communications and PR expertise for assistance in complex, controversial planning issues

Expanding the roles colleges and universities can play in assisting local governments

None of these

Other (Please specify)

Should more counties be required to regularly update countywide planning policies?

Yes

No

Should slow-growing cities and counties that fully plan under the Growth Management Act have fewer requirements if their growth rate falls below a certain rate in the years leading up to their comprehensive plan update?

Yes

No

What are specific ideas you may have for how to eliminate gaps, conflicts, and overlaps in state requirements? Please briefly describe up to three below.

Enter description here.

Conclusion

Is there anything else you would like to share about the costs of planning requirements or technical assistance for local governments?

Enter description here.

Thank you for your participation!

Appendix Q. Interview Questions

Introduction

The Washington State Department of Commerce has been tasked with conducting a study of the costs to cities and counties of planning requirements. A part of this task includes understanding the interest in cities and counties have in various forms of technical assistance, as well as the potential effectiveness of technical assistance. Findings from these interviews will help the legislature as they make future decisions on technical assistance the Department of Commerce can provide as well as future legislative decisions.

Questions

1. What are your primary challenges in completing the planning requirements in the Growth Management Act?
2. Please rank on a scale of 1 to 10, with 1 being the most important, the importance the areas of planning activities where your jurisdiction may need additional support?
 - Changes to state, regional, or county law and policies?
 - Specific comprehensive plan elements?
 - Critical Areas based on best available science?
 - Impact fees?
 - Capital facility planning?
 - Alignment with case law and Growth Management Hearings Board appeals?
 - Other? (Please describe)
3. Would additional technical assistance provided by the Department of Commerce or other state agencies be utilized? Please describe.
4. Please rank on a scale of 1 to 10, with 1 being the most important, your interest in the following types of technical assistance?
 - Model codes or ordinance provisions
 - Model policy language for comprehensive plan updates
 - State provision of data or analytical tools
 - Circuit rider services to directly staff local planning activities
 - How many hours of additional planning staff could you make use of?

- What types of tasks would these additional planning staff support?
 - In what way would additional staff increase your capacity for planning?
 - Master consultant agreements for planning services
 - Involve regional agencies, such as councils of government, to provide planning services to member local jurisdictions
 - What planning services could your county or regional agencies support?
 - How regularly could you use these services?
 - Expand the role of colleges and universities in assisting local governments with planning activities
 - Optional process of state approval and defense from appeal
 - Allow some portion of comprehensive plan grant funds to be used for technical assistance
 - Mediation and facilitation services
 - Communications and PR expertise for assistance in complex/controversial planning issues
 - Other (please describe)
 - None of the above
5. What other models, pilot programs, options for technical assistance could you make use of?