

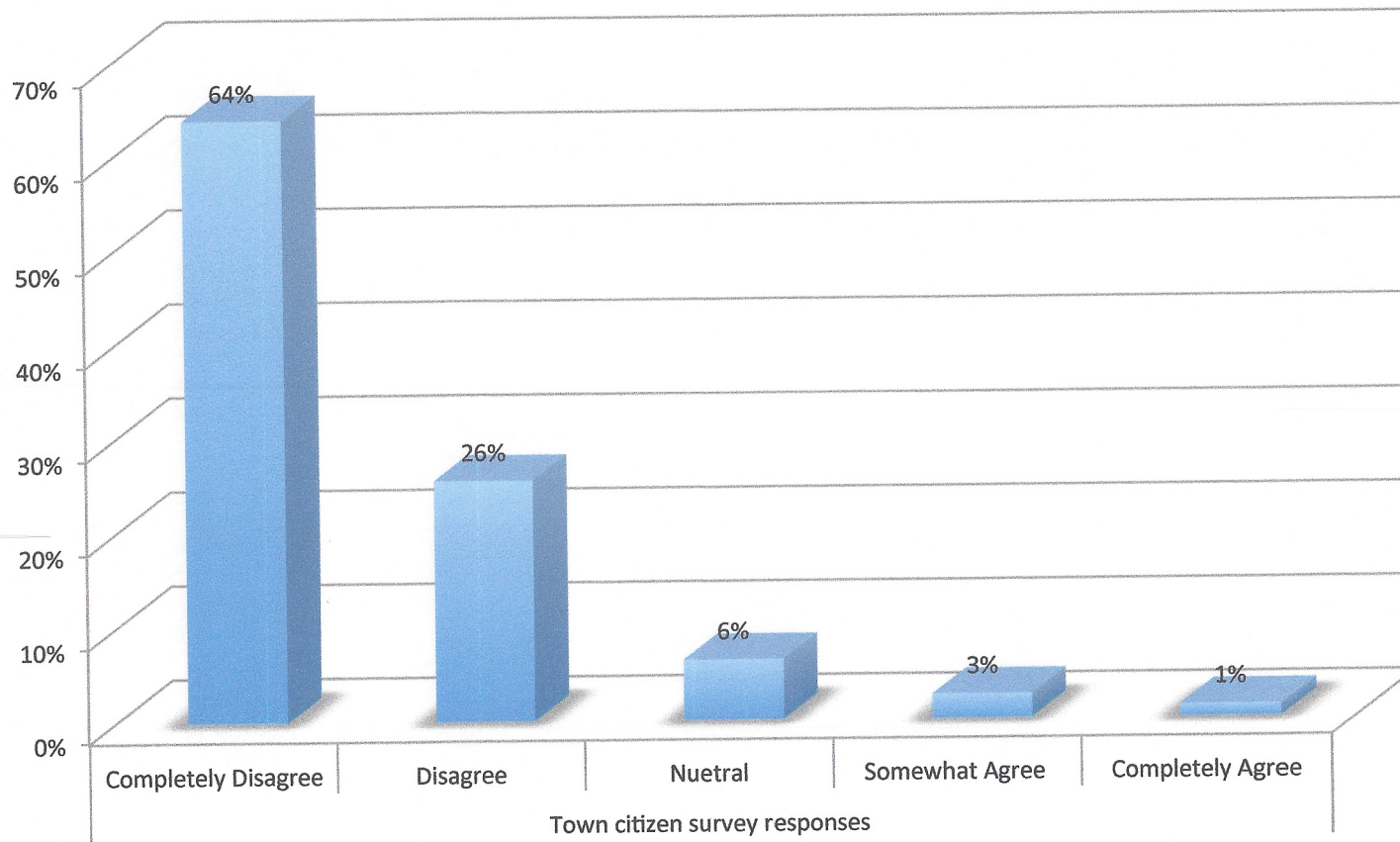
Planning Department review, summations and recommendations

Please find attached the following deliverables:

1. A summary of survey answers from town citizens.
2. A list of comments made by town citizens who responded to the surveys.
3. A summary of answers from past town employees.
4. A chart showing how the planning department structures of towns similar in size to Eatonville compare to Eatonville's planning department structure.
5. Salaries paid by towns the size of Eatonville.
6. A cost analysis of amounts paid to Larsen and Associates.
7. An analysis of the Town of Eatonville's financial condition.
8. Planning Commission recommendations.
9. A projected town of Eatonville org chart if planning commission recommendations were to be implemented.

Eatonville citizen survey responses

	Question	Completely Disagree	Disagree	Nuetral	Somewhat Agree	Completely Agree
Transparency	When beginning my project, I had a clear understanding of the overall process the project would follow from beginning to end, as communicated to me by the Planning Department.	5	1			
	I experienced few unexplained obstacles when working with the Planning Department throughout the course of the project.	5	1			
	The pace of the project over the course of the timeline of my project was what I expected based on the expectation set for me by the Planning Department.	6				
Customer Service	I experienced the support I needed from the Planning Department throughout the process of my project.	4	1	1		
	Communications I received from the Planning Department staff was respectful and polite.	2	2		1	1
	Communications from the Planning Department were delivered to me in a timely manner.	3	1	1	1	
	I received knowledgeable and consistent advice from the planning department.	4	2			
Costs	Actual cost were close to expected costs thoughout each critical point of the project.	5	1			
	Planning Department invoices and statements were clear and sufficiently detailed.	2	3	1		
	Final costs met my expectations as set forth for me at the beginning of the project.	4	2			
Code	I consider the Town of Eatonville building code to be reasonably clear to understand and user-friendly.	4	2			
	I would not consider the Eatonville building code to be an obstacle to my project.	2	3	1		
	The town staff had a good understanding of the building code and were able to help me navigate it accurately when needed.	4	1	1		
Totals		50	20	5	2	1
Percentages		64%	26%	6%	3%	1%
Negative responses		90%				
Nuetral responses				6%		
Positive responses						4%



Comments from survey respondents

Our pre-application meeting was Jan. 2018. I was told all decision makers for the town were Present. It took 7 months to find out the town's civil engineer was not at the meeting and that we could not in fact run storm water directly into the town's system, as we were told by those present in the Jan. meeting that we could. The system went from \$10k to \$200k w/ that lack of understanding of the importance of clarity and the associated costs. Code is ambiguous and the interpretation of it seems to be stifling business opportunity.

We have been singled out by the town administration with selective, prejudicial interpretation of code.

The hours the town planner billed to work on my project were extremely excessive. We've been billed for multiple reviews for the same project without satisfactory explanation. The town administrator told me that every time the town planner does anything directly related to our project, we will get billed at \$100 per hour. This includes phone calls, emails, consultation with other staff members, and review of documents. The town should provide a planner that works for us rather than for a contracted firm.

In my 17 years working for Eatonville it seemed things ran smoother and communication was better when the town had an on staff planner.

Current office staff are friendly and helpful, although a bit uncertain about process of answering permitting questions regarding Land use issues and building regulations. Previous staff were "disconnected" and most often unavailable. Current process of outside vendors to process and approve planning issues and permitting are confusing and difficult. It appears that office staff prepares applications, then said applications are forwarded to a minimum of three outside vendors. Building official to do plan review, Planner to review design standards, zoning and planning issues, and engineering firm to review storm and waste plans. These vendors are located in different offices in different cities, and accessing them for questions are extremely difficult. High billing costs occur with each interaction, and no central person directly employed by the town is skilled enough to answer questions. While I don't blame employees or vendors individually, collectively this is an extremely difficult and ineffective way to conduct business.

Since Carey left, there is no one at the counter to explain process requirements. Current employees need town admin permission to proceed - info not always correct.

Rewrite EMC! Other cities have municipal codes that could be reviewed that citizens can understand! Treat others as you would like to be treated!

Thank you for working on these matters for the Eatonville Citizens. The biggest challenge was working with the Larson and Associates Team. Most of my response in the previous survey reflects our experience with Planner Scott from Larson and Associates. CenterPoint's first meeting he suggested our request for an amendment to our development agreement would take about 90 days of process. Three years and over \$200k in extra costs and we may have a permit soon. (Over \$450k total design cost! Excessive and heavy handed)

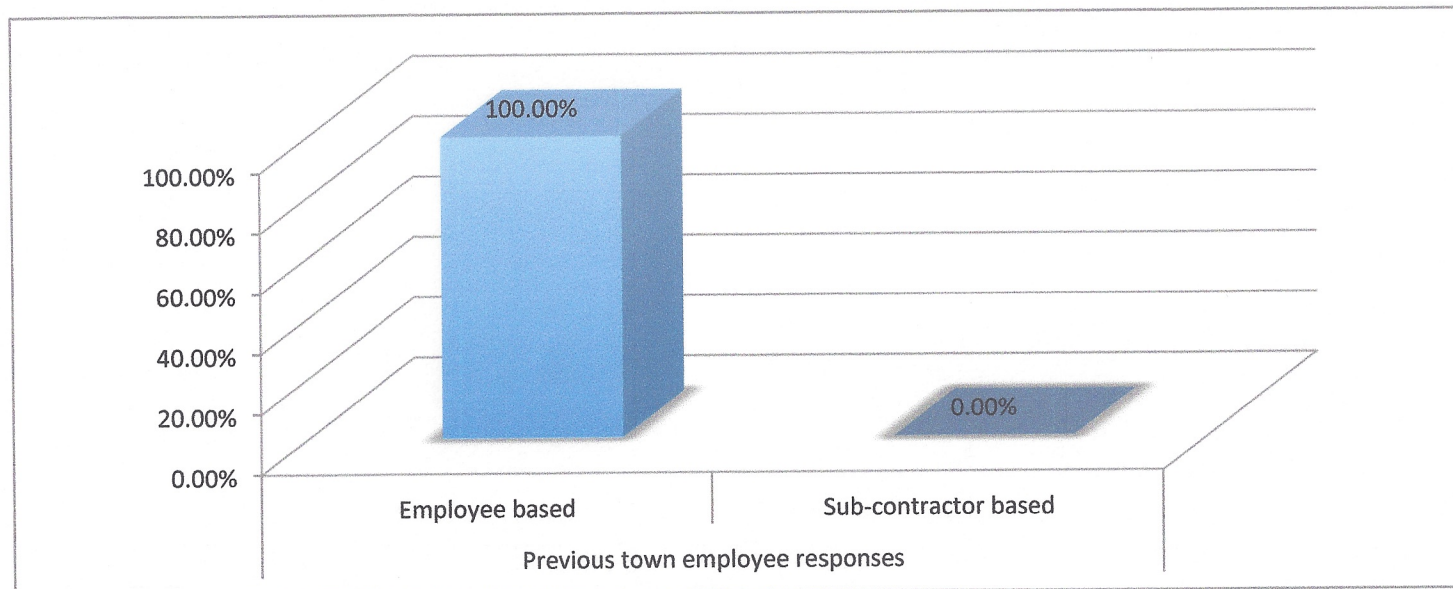
There were many times we called Scott and received no call back. Emailed and no email back. Had meetings with our whole design team and him (along with Abby Gribi) where it was agreed on how we would proceed. Our team would prepare the work and submit, thinking we would surely be ready to build now. Only to be turned down for most of what had been agreed to along with a new list of questions and demands not related to the previous questions. Scott is not looking for a path forward only the next way to obstruct. He acts all professional if he is talking to a professional but with me, the citizen and Pastor of the church, all bets are off. Even many of our professionals said this was the worst they have ever seen a customer treated in their entire careers. Of course, we pay his hourly fee to be abused, stonewalled, and obstructed endlessly. The Town of Eatonville needs a "can do" reasonable caring planner to work with that is an employee of our Town to solve most of this problem.

I worked directly with Mr. Nick Bond (Former Eatonville Town Planner) putting our development agreement together and getting permits for complex and significant environmental clean-up issues on our property. All was done with very little cost and in a matter of weeks not years. I have been treated wonderfully by most of the Town employees, then and now. For the Town Administrator position, if this job continues to play a significant role in planning and building, I recommend a formal schooling requirement or extensive experience standard.... This person can really throw chaos into a project especially if they are advised by Scott. My comments are not meant to personally put anyone down, just hoping we can solve this nightmare for the citizens of this community and see excellent service again from the Planning and Building department.

If you have questions feel free to email jonathanc@thecenterpoint.org
or call my cell 253 312-8560

Previous Town Employee responses

Question	Employee based	Sub-Contractor based
Based in your knowledge and experience, which structure provides the best overall value to town residents when it comes to service, quality and cost?	3	
In your experience, which structure proved to be most cost efficient to the town's budget?	3	
In your experience, generally speaking, which structure provided customers of town services with the quickest response time on project communications?	3	
In your experience, which structure seems to provide customers of town services with the most accurate knowledge and guidance on code regulations to support project development?	3	
In your experience, which structure best contributes to the town's Planning Department operations, to include partnership with town staff for long term, quality service to the town's people?	3	
Totals	15	0
Percentages	100%	0%



Planning Department structures of town's similar in size to Eatonville

Town	Population	Has a City Administrator?	Has a Public Works Director?	Has a Planner?	Has a Hearing Examiner?
Kalama	2629	Yes	Yes	Sub-Contractor	Sub-Contractor
Colfax	2691	Yes	Public Works Director		No
Raymond	2918	Public Works Director			No
Eatonville	2981	Yes	Sub-contractor	Sub-Contractor	No
Cashmere	3240	Director of Operations/PW Director		Sub-Contractor	Sub-Contractor
Algona	3211	No	Yes	No	Sub-Contractor
Elma	3277	No	Public Works Director	Yes	Sub-Contractor

Summations:

- 1) 3 of 7 have City Administrators who are employees (43%)
 - 2) 6 of 7 have Public Works directors who are employees 86%)
 - 3) 1 of 7 have planners who are full time employees (14%)
 - 4) 0 of 7 have Hearing Examiners who are full time employees (0%)
 - 5) 3 of 7 have no City Administrator - Elma (43%)
 - 6) 1 of 7 sub-contract the Public Works Director position - Eatonville (14%)
 - 7) 3 of 7 sub-contract the Planner position (43%)
 - 8) 4 of 7 sub-contract the Hearing Examiner position (100% of those who have hearing examiners)
 - 9) 6 of 7 have a full time town planning employee available at the town hall (86% - all except Eatonville).
- * Hearing examiner costs are by the hour

Salaries paid by towns the size of Eatonville

Town	Salary/Benefits	Town Administrator	Public Works Director	Planner	Totals
Algona	Salary Benefits		\$95,232 \$41,900		\$137,132
Colfax	Salary Benefits	\$80,907 \$32,733	\$77,849 \$37,365		\$228,854
Cashmere	Salary Benefits	\$80,474 \$30,152			\$110,626
Elma	Salary Benefits		\$103,300 \$41,305	\$70,000 \$27,569	\$242,174
Kalama	Salary Benefits	\$107,567 \$43,027	\$95,506 \$38,202		\$284,302
Raymond	Salary Benefits	\$84,390 \$37,271			\$121,661
Eatonville	Salary Benefits	\$87,360 \$43,542			\$130,902

PAYMENTS BY THE TOWN OF EATONVILLE FOR SUBCONTRACTED PLANNER

2017	\$62,236.26
2018	\$46,156.38
2019	\$75,946.25
2020	\$59,541.25

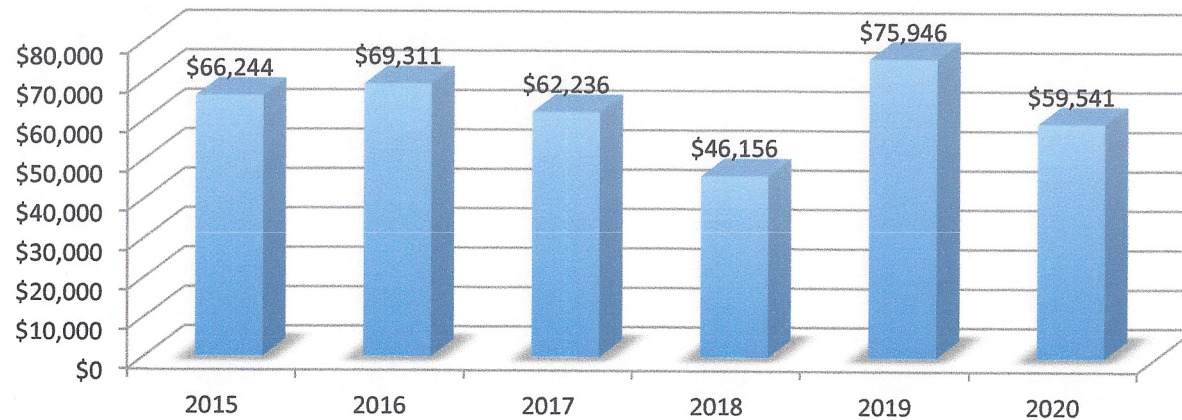
ANNUAL SURPLUSES GENERATED BY THE TOWN OF EATONVILLE

2017	\$491,992.11
2018	\$550,485.51
2019	\$631,478.71
2020	\$671,072.65

Larsen and Associates Cost Analysis

	2015	2016	2017	2018	2019	2020
Dollars paid to Larsen and Associates for Planning Services	\$66,244	\$69,311	\$62,236	\$46,156	\$75,946	\$59,541

Dollars paid to Larsen and Associates for Planning Services



Town of Eatonville financial condition

The current Town of Eatonville administration is doing a great job of managing the town's budget and expenses. They have managed to generate a surplus of \$2,345,030 over the last four years. The actual budget surpluses for the last four years are:

2017	\$491,992
2018	\$550,486
2019	\$631,479
2020	\$671,073

As of 12/31/20, the town had \$5,786,659 cash in the bank.

Obviously, the town has funds available on a yearly basis to support any full time planning personnel that may be hired without negatively impacting any other services the town is providing to the town residents.

Here are the amounts the town has paid to Larsen and Associates over the last four years:

2017	\$62,236
2018	\$46,156
2019	\$75,946
2020	\$59,541

As you can see, we are already spending significant dollars for planner services that are resulting in less than efficient as well as frustrating experiences for town citizens/investors. A full time Public Works Director/Planner will be more than justified due to the greatly improved level of service that will be available for town residents.

Planning Commission Recommendations

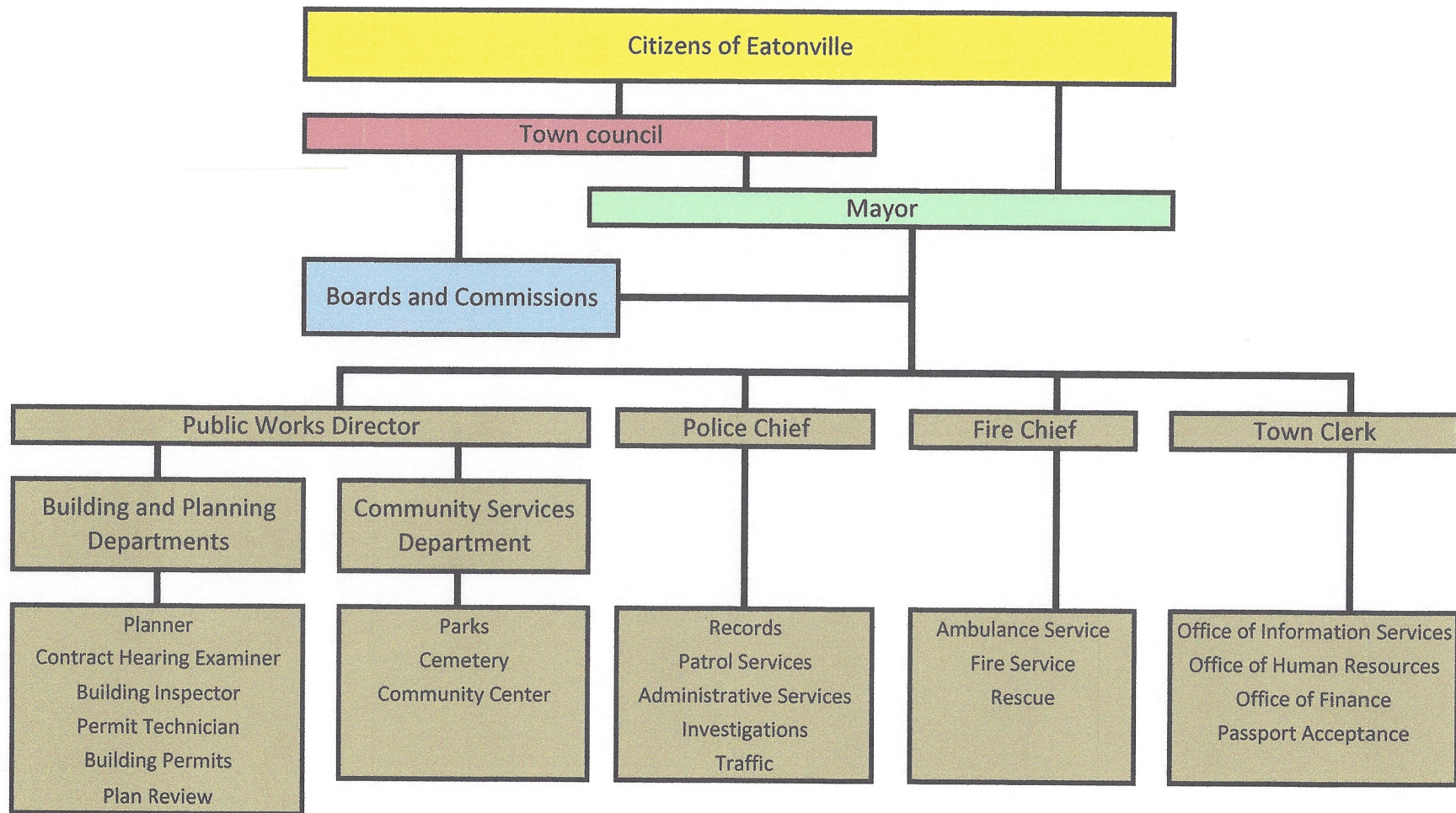
1) Hire a full time Public Works Director/Planner as soon as possible.

Responses from individuals utilizing the town's planning department, as well as planning department structures of towns the size of Eatonville, indicate that the lack of a Public Works Director/Planner who is an Eatonville employee and therefore 100% available to town citizens/investors is unacceptable. When you look at other town's our size, Eatonville is the *only* town that does not have a full time Public Works Director/Planner available to the public. The absence of a full time Public Works Director/Planner who is accessible to town citizens and investors is driving significant inefficiency in the department. The Public Works Director should be able to handle all the planning duties as well except in very unusual situations.

2) Hire a sub-contract Hearing Examiner for quasi-judicial decisions.

When decisions need to be made that are quasi-judicial, it makes sense to have someone with a legal background to make those decisions with the goal of protecting the town's legal position.

Town of Eatonville Org Chart with Planning Commission Recommendations



This org chart allows for a full time Public Works Director and a full time Planner (should the Public Works Director not be able to do both) and a sub-contract Hearing Examiner. This structure is used successfully by many towns the size of Eatonville and provides a high level of planning services utilizing full time, highly accessible town employees who are vested in the success of the town. The town can certainly afford this structure as the town has been operating at an average surplus of \$586,258 across the last four years and had \$5,786,659 cash in the bank on 12/31/20.