



San Juan County Department of Community Development

**REQUEST FOR PROPOSAL
COMPREHENSIVE FEE, FINE, AND RATE STUDY
INCLUDING A
FULL COST ALLOCATION PLAN
SUBMITTAL DEADLINE – JULY 31, 2026**

INTRODUCTION

San Juan County, Washington, herein after referred to as “County” is requesting proposals for a Cost Allocation Plan (the “CAP”) and a Comprehensive Fee, Fine, and Rate Study (the “Fee Study”) which will be used to update the Department of Community Development’s current Permit Fee Schedule. Throughout the document the CAP and the Fee Study are generically referred to as “projects”. There is a separate scope of work for each of the two projects.

AGENCY DESCRIPTION

San Juan County is located in the San Juan Islands archipelago in northwest Washington State. Situated at the heart of the Salish Sea, the County is a biologically diverse marine area of spectacular beauty and rich cultural history. The San Juan Islands encompass over 400 islands and rocks at mean high tide, four of which are accessible by Washington State Ferries, including San Juan Island, Orcas Island, Lopez Island, and Shaw Island. San Juan County (est. pop. 19,000) has a total area of 621 square miles, of which 174 square miles is land, making it the smallest county in Washington by land area. San Juan County contains the largest amount of marine shoreline in the state, with 410 miles. San Juan County is primarily rural, with three Urban Growth Areas (UGA), each with under 3,000 people. The Town of Friday Harbor is the County’s only incorporated UGA. The County experiences a seasonal population increase due to the influx of seasonal residents and visitors in the warmer months.

San Juan County’s Department of Community Development (DCD), comprised of 13 FTEs, is responsible for building permits and inspections, land use permits, long-range planning, code compliance, and more. Its mission is to facilitate development that is compliant with federal, state, and county regulations, that ensures the safety of residents and visitors, and that minimizes environmental impact. For more information about San Juan County’s Department of Community Development, visit <https://www.sanjuancountywa.gov/1778/Community-Development>.

OBJECTIVE

The objective of this RFP is to receive proposals that include both a Full Cost Allocation Plan and a Comprehensive Fee and Rate Study.

Cost Allocation Plan (the “CAP”)

- It is DCD’s goal to have a well-documented and defensible CAP that utilizes comprehensive direct and indirect costs and accurately accounts for all true costs of providing DCD services relating to the processing of building, planning, and fire marshal permits and services, as well as code enforcement actions including fines. The CAP will incorporate appropriate general and administrative cost allocations as well as overhead rates into the analysis and identify all costs that can be used in the calculation of departmental permit fees, rates, and fines.
- DCD intends the CAP to be in compliance with RCW 82.02.020, 43.21C, and 19.27.100, and guided by the Washington Department of Commerce’s 2023 guidebook titled “Navigating Permit Fees: Guidance on Cost Recovery”.

Comprehensive Fee, Fine, and Rate Study (the “Fee Study”)

- The results from the CAP shall be used to develop the Fee Study.
- The Department of Community Development desires to undertake a comprehensive department-wide review and evaluation of all permit fees, fines, and rates resulting in a cost-based permit Fee Study.
- The Fee Study will calculate the full (100%) cost of processing DCD permits, rates, and code enforcement actions and provide a recommended update to the current fee schedule to be charged for applicable services.
- The consultant shall recommend strategies and best practices in establishing and updating DCD fees, rates and fines, including recommendations for annual increases to such fees, fines, and rates. The consultant shall provide the County with a written thorough analysis regarding the methodology and recommendations used to update DCD’s fees, fines, and rates.

PROJECT #1: COST ALLOCATION PLAN (the “CAP”) prepared in accordance with RCW 82.02.020, 43.21C, and 19.27.100, and guided by the Washington Department of Commerce’s 2023 guidebook titled “Navigating Permit Fees: Guidance on Cost Recovery”.

SCOPE OF WORK

Project tasks shall include, but are not necessarily limited to, the following:

Note: If the consultant determines that additional tasks are warranted, those additional tasks must be clearly identified in the consultant’s proposal.

1. Work with selected DCD staff to define the purpose, uses, and goals for an overhead CAP, ensuring that the development of the plan will be both accurate and appropriate for DCD’s current and future permitting and fining processes. This includes conducting interviews as needed to gain an understanding of the department’s practices and operations.
2. Develop and prepare a detailed CAP for calculating the full costs of providing DCD services, including permits, fines, and rates. The requirements of the model shall provide for:
 - a. Establishment of a full cost allocation methodology.
 - b. Preparation of Hourly Overhead Rates of DCD employees.
 - c. Identification of all staff positions and associated rates whose time can properly be allocated to or among County departments, funds, programs, activities, and/or fees charged for DCD services.

- d. Determination of each staff position's direct costs (stated in dollars per hour) that includes fringe benefits (stated both in dollars per hour and as a percentage of salary) and overhead rate.
3. Present "Draft" CAP to DCD Director for review. Collect and document comments and concerns from staff. Following discussion with Director and staff the consultant will enter the agreed upon changes into the CAP.
4. Conduct oral presentation of findings and recommendations to the County Council. This task will be implemented at the discretion of County Manager. Collect and document comments and concerns from Council Members. If there are any changes or modification requests from the Council, the consultant will incorporate them into the CAP.
5. Prepare a final report for the comprehensive CAP. Provide ten (5) bound copies of the CAP, one (1) unbound copy, one (1) PDF file, and one (1) electronic copy in Microsoft Word format to DCD Director.
6. Provide a model of the final version of the CAP designed specifically for updating the model/CAP on an annual basis, adding/removing direct and overhead costs, and adjusting rates.
7. The consultant shall recommend other tasks that it deems appropriate to achieve the objectives set forth in this RFP.

PROJECT #2: COMPREHENSIVE FEE, FINE, & RATE STUDY (the "Fee Study")

SCOPE OF WORK

Project tasks shall include, but are not necessarily limited to, the ones set forth below:

Note: If the consultant determines that additional tasks are warranted, those tasks must be clearly identified in the consultant's proposal.

1. Incorporate the completed CAP as a basis to conduct a comprehensive review of all DCD's fees, fines, and rates, and to develop a revised DCD Fee Schedule.
2. Work and meet with DCD staff to refine the scope, purpose, uses, and goals of DCD's Fee Schedule to ensure that the study will be accurate, appropriate, and complete to meet the needs of the Department. Review project schedule and answer any questions pertaining to the successful development of the DCD Fee Schedule.
3. Identify the total cost of providing each DCD permit process at the appropriate activity level and in a manner that is consistent with all applicable laws, statutes, rules and regulations governing the collection of fees, fines, and rates.

In order to identify the services to be included and documented in the Fee Study, the consultant shall:

- a. Identify, document, and classify all current fees, fines, and rates levied by DCD.
- b. Analyze potential new fees, fines, and rates and recommend areas to include in the Fee Study.
4. Compile data to develop the total costs associated with each fee, fine, and rate included in the Fee Study.

5. Identify any factors such as statutory limitations, market conditions, or other policy and service considerations, which prevent the implementation of a fee-based structure that is based on recovery of full (100%) costs.
6. Compare DCD service costs with existing revenue levels (this includes identifying and reporting on all current fee, fine, and rate levels that are lower or higher than total cost recovery). Determine the necessary and appropriate rate of recovery for all fees, fines, and rates by type of fee, fine, and rate. It should include any service areas where DCD is currently charging for services as well as areas where DCD should charge, in light of DCD's practices, or the practices of similar county departments in the region.
7. Recommend potential new fees, fines, and rates for services that DCD currently provides but does not have any fees, fines, or rates established.
8. Recommendations should be based on practices of surrounding counties and counties with similar profiles that may charge for similar services, industry best practices, or the consultant's professional opinion.
9. Prepare a report that identifies each fee, fine, and rate, its full cost of implementation, and recommended and current cost recovery levels. The report should also identify the direct cost, the indirect cost, and the overhead cost for each fee, fine, and rate.
10. Prepare a draft Fee Study that identifies every fee, fine, and rate. Include at a detail level the present fees, fines, and rates, the recommended changes, percentage change, cost recovery percentage, revenue impact, and fee comparison with other nearby counties, including (but not limited to) Island, Skagit, Whatcom, and Snohomish. This draft will be reviewed and discussed with DCD Director and staff and comments and concerns will be collected during the draft phase for inclusion in the final version of the Fee Study.
11. Prepare a new DCD "Fee, Fine, and Rate Schedule".
12. Prepare and deliver a presentation to the County Council to facilitate their understanding of the Fee Study and its implications for the County and make necessary adjustments, if appropriate. Document the Council's comments and concerns for inclusion in the final version of the Fee Study.
13. Prepare a Final "Fee, Fine, and Rate Schedule" and provide three (5) bound copies of the document, one (1) unbound copy, one (1) PDF file, and one (1) electronic copy in Microsoft Word format to DCD Director.
14. Provide a computer based/automated model of the final version document that is designed specifically for adjusting these fees, fines, and rates for DCD's current and future needs. Develop a method for annually updating the document by DCD and a method for including new fees, fines, or rates into the model.
15. Consult with County staff should it become necessary to defend DCD's Fee, Fine, and Rate Schedule as a result of any legal or other challenge.

PROPOSAL FORMAT

The proposal should include the minimum information requested below in the order listed. Additional information, if provided, should be separately identified in the proposal.

- 1) Cover letter on company's letterhead summarizing the proposal and signed by an individual authorized to execute legal documents on behalf of the proposer including:
 - a. A summary of the qualifications of the firm to perform the services described herein, including, but not limited to:
 - b. The firm's previous experience in performing similar services for other Washington State jurisdictions; and
 - c. The firm's ability to produce the required product in a timely fashion and the ability to present any necessary reports or studies to elected officials and/or the general public.
- 2) The proposal shall contain the following:
 - a. Legal name and address of company; and
 - b. Legal form of company (partnership, corporation, etc.).
- 3) Description of the Project Team. The names, titles and qualifications (resumes) of the proposed project manager, support staff, and subcontractors who will be conducting the work on this assignment, including their experience and projects in which they had direct responsibility and length of time with the firm. The selected consultant shall not substitute the project manager without prior written approval of the Director of Department of Community Development of San Juan County. The project manager will be expected to be fully involved and conversant in the details of the project on a day-to-day basis.
- 4) Proposed services to be sub-consulted, anticipated subcontractors, and anticipated costs for these services.
- 5) A list of references from other jurisdictions for similar projects, including the name of the organization and the primary contact person(s).
- 6) Samples – provide sample Cost Allocation Plan and Fee, Fine, and Rate Study reports completed for past clients to illustrate final deliverables.
- 7) The consultant shall present a specific “not to exceed” fixed fee, including all associated fees and costs as noted above for the entirety of this RFP as described within.

AVAILABLE BUDGET / CONTRACT

The County wishes to negotiate a fixed price with a “not to exceed” dollar total based on a clearly defined scope of work. It should be noted that the selected consultant shall be required to carry both Worker's Compensation and General Liability insurance in the amount to be determined by the County.

TENTATIVE SELECTION TIMELINE

The following is a tentative time schedule related to the requested studies:

Proposals Due: July 31, 2026

Selection Made: August 12, 2026

EVALUATION AND SELECTION PROCESS

The selection of a consultant for this project will be made from the respondents to this solicitation. All firms responding will be evaluated, scored, and ranked. The top firms may be invited for an interview and have references checked.

All proposals will be evaluated on the following items:

- (50%) General project approach including creative techniques;
- (25%) Qualifications of proposed project manager and project team;
- (15%) Proposed schedule of deliverables; and
- (10%) References and past performance, including ability to meet client needs, including but not limited to schedules and budgets.

PROPOSAL SUBMITTAL PROCESS

Consultants are encouraged to submit complete, concise, and clear responses to this RFP. Documents shall have a minimum font size of 11 or greater. Proposals must be in digital format, with a maximum length of 14 pages excluding the letter of interest, and include the project name: SJC DCD Fee, Fine, and Rate Study. The cover letter should have the following information: Firm name, contact information (including email, mailing, and street addresses, website URL, and phone numbers), names of principal-in-charge, project manager, and primary contact, and a resume of all subconsultants.

All submittals must be received by 3:00 pm on Friday, July 31, 2026, to Sev Jones (sevj@sanjuancountywa.gov) and Jillian Urbach (jillianu@sanjuancountywa.gov). No submittals will be accepted after that date and time. It is the consultant's sole responsibility to ensure that timely submittals are received.

All submittals become the property of San Juan County and will not be returned. San Juan County assumes no obligations of any kind for expenses incurred by any respondent to this invitation.

The County reserves the right to modify or cancel in part, or in its entirety, this RFP.

TITLE VI REQUIREMENTS

The selection of a consultant shall be made without regard to race, color, sex, age, religion, national origin or political affiliation. San Juan County is an Equal Opportunity Employer. San Juan County encourages disadvantaged, minority, and women-owned consultant firms to respond. San Juan County, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, subtitle A, Office of the Secretary, Part 21, nondiscrimination in federally assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 26 will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, national origin or sex in consideration for an award.

Prospective consultants will be held to federal Equal Employment Opportunity requirements and Americans with Disabilities Act requirements. Persons with disabilities may request this information be prepared and supplied in alternate forms by contacting Jillian Urbach at (360) 370-7580.

QUESTIONS

Questions regarding this Request for Proposals should be directed to Jillian Urbach at (360) 370-7580 or jillianu@sanjuancountywa.gov.