

**HILLSBOROUGH COUNTY CITY-COUNTY
PLANNING COMMISSION**

USER FEE UPDATE STUDY

FINAL REPORT

October 8, 2007

Prepared for:

Hillsborough County City County Planning Commission

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October 8, 2007

Ms. Barbara Leiby
Special Projects Manager
Hillsborough County City-County Planning Commission
601 East Kennedy Boulevard, 18th Floor
Tampa, Florida 33601

RE: Hillsborough County City-County Planning Commission User Fee Update Study

Dear Ms. Leiby:

Enclosed is the Final Report for the Hillsborough County City-County Planning Commission User Fee Update Study. If you should have any questions concerning the report, please do not hesitate to contact me or Nilgün Kamp.

It has been our pleasure to have worked with the Planning Commission staff on this important project.

Sincerely,

Tindale-Oliver & Associates, Inc.

A handwritten signature in blue ink that reads "Steven A. Tindale".

Steven A. Tindale, P.E., AICP
President

Enclosure

**HILLSBOROUGH COUNTY CITY-COUNTY
PLANNING COMMISSION
USER FEE UPDATE STUDY**

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I. Introduction

The Hillsborough County City-County Planning Commission (the Planning Commission) is the countywide local planning agency for Hillsborough County and the cities of Plant City, Tampa and Temple Terrace. The Planning Commission is primarily responsible for tasks associated with the comprehensive planning process along with various other functions. The Planning Commission provides several paid services to the private sector in conjunction with the comprehensive planning process. The user fees for these services have not been updated since 1987. Since that time, costs of providing these services have increased. As such, the Planning Commission retained Tindale-Oliver & Associates (TOA) to update the user fee schedule.

This report describes the methodology used to update the user fees for the Planning Commission. The Planning Commission charges different rates for planning services for Hillsborough County, City of Tampa, Plant City and Temple Terrace. An evaluation of all four groups was conducted for this study and fees recommended for each one. Four fee areas that are addressed in this report include:

- Privately initiated plan amendments;
- Rezoning reviews;
- DRI reviews; and
- Port permit reviews.

The fees were updated based on an analysis of historical expenditures for FY 2004 through FY 2007. Staff work effort details and service category statistics were provided by the Planning Commission staff and used in the development of the updated user fees.

II. FEE ANALYSIS & DEVELOPMENT

The updated user fees included in this report are based on historical time reports and hourly wage rates for the Planning Commission. In addition to expenditure information, staff interviews were also conducted to understand the level of effort required by various plan amendments, rezoning, Development of Regional Impact (DRI) and port permit reviews.

FY 2007 year-to-date (YTD) activity statistics through April were utilized to forecast FY 2007 totals. Historical time reported and wage rate information provided by Planning Commission staff was utilized in the analysis of FY 2004, 2005 and 2006 expenditures.

Table II-1 illustrates the number of private and public projects in each service category handled by the Planning Commission staff. The numbers of projects reflected in the table are provided by the Planning Commission.

**Table II-1
Total Number of Projects by Fiscal Year**

Fee Area	Hillsborough County				City of Tampa				Plant City				Temple Terrace			
	FY 04	FY 05	FY 06	FY 07 ⁽¹⁾	FY 04	FY 05	FY 06	FY 07 ⁽¹⁾	FY 04	FY 05	FY 06	FY 07 ⁽¹⁾	FY 04	FY 05	FY 06	FY 07 ⁽¹⁾
Plan Amendments - Total	20	19	13	25	17	37	35	10	21	16	13	5	7	3	5	3
Private	4	15	7	9	12	29	29	9	5	9	8	4	2	0	3	0
Public	16	4	6	16	5	8	6	1	16	7	5	1	5	3	2	3
Rezoning/Site Plan Reviews	303	374	362	156	191	212	196	112	20	14	19	4	3	4	14	2
DRI Consistency Reviews	6	10	8	5	3	3	3	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Port Authority Permit Reviews	6	4	6	7	6	5	6	5	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Source: Hillsborough County City-County Planning Commission

(1) Through April 2007

Note: N/A indicates very limited or no activity.

COST CALCULATIONS

Tables II-2 through II-5 summarize the average hours spent on each service category, the average weighted cost per hour, and the total cost of each service category. Data obtained from the Planning Commission staff for FY 2004 through FY 2007 was used to determine average hours spent on each service category type. Average hours spent on each service category was calculated by dividing the total hours spent on a given category by the total associated number of projects for each year. The weighted cost per hour for all Planning Commission employees for each year was calculated by dividing the total cost of salaries and benefits by the total hours spent on each service category. The average cost per service category was calculated by multiplying the average hours per project by the 2007 weighted cost per hour. Based on discussions with the Planning Commission staff, it is assumed that private and public plan amendments require the same amount of effort and mix of staff so for the calculation of the fee the total number of private and public plan amendments was used. A detailed analysis is included in Appendix A, Tables A-1 through A-4.

The total salary figures used to calculate the average hourly cost per service area included some indirect costs associated with administrative staff. Based on staff discussion, it is our understanding that this cost fails to include all administrative costs associated with plan amendments, rezoning reviews, DRI reviews and port permit reviews. In the future, with more detailed time tracking, the full administrative cost can be reflected in the fee. Until then, the fee calculated in this study represents a conservative estimate.

Overhead costs were calculated based on historical data, and a cost ranging from \$3.32 to \$3.55 per hour was added to the hourly cost for each service category depending on the year. Overhead costs include expenses related to maintaining the operations of the Planning Commission (e.g., advertising, printing, attorney fees) and do not include salaries or fringe benefits such as healthcare and dental insurance. The calculations of the overhead costs were determined based on total employee hours. This approach was based on a review of the overhead costs from FY 2004 through FY 2007 that showed a constant rate per employee hour over the years that is not subject to the same inflation as salaries. A detailed analysis is presented in Appendix A, Table A-5.

Based on these calculations the average cost to provide planning services within unincorporated Hillsborough County is \$5,673 for plan amendments, \$322 for rezoning reviews, \$769 for DRI reviews and \$739 for port permit reviews.

**Table II-2
Hillsborough County Cost for FY 2007**

Project Type	Hillsborough County	
<i>Plan Amendment</i>		
Avg Hours per Project ⁽¹⁾	156.45	
Avg Weighted Cost per Hour ⁽²⁾	\$36.26	
Avg Cost per Project⁽³⁾		\$5,672.88
<i>Rezoning</i>		
Avg Hours per Project ⁽⁴⁾	11.18	
Avg Weighted Cost per Hour ⁽⁵⁾	\$28.80	
Avg Cost per Project⁽⁶⁾		\$321.98
<i>DRI Review</i>		
Avg Hours per Project ⁽⁷⁾	18.66	
Avg Weighted Cost per Hour ⁽⁸⁾	\$41.19	
Avg Cost per Project⁽⁹⁾		\$768.61
<i>Port Permit Review</i>		
Avg Hours per Project ⁽¹⁰⁾	16.51	
Avg Weighted Cost per Hour ⁽¹¹⁾	\$44.75	
Avg Cost per Project⁽¹²⁾		\$738.82

- (1) Source: Appendix A, Table A-1, Item (a)
- (2) Source: Appendix A, Table A-1, Item (b)
- (3), (6), (9), (12) Average cost per project is calculated by multiplying the average hours per project by the average weighted cost per hour.
- (4) Source: Appendix A, Table A-1, Item (c)
- (5) Source: Appendix A, Table A-1, Item (d)
- (7) Source: Appendix A, Table A-1, Item (e)
- (8) Source: Appendix A, Table A-1, Item (f)
- (10) Source: Appendix A, Table A-1, Item (g)
- (11) Source: Appendix A, Table A-1, Item (h)

In the case of projects within Tampa, the average project cost is \$4,829 for plan amendments, \$334 for rezoning reviews, \$206 for DRI reviews and \$670 for port permit reviews.

**Table II-3
City of Tampa Cost for FY 2007**

Project Type	Tampa	
<i>Plan Amendment</i>		
Avg Hours per Project ⁽¹⁾	126.26	
Avg Weighted Cost per Hour ⁽²⁾	\$38.25	
Avg Cost per Project⁽³⁾		\$4,829.45
<i>Rezoning</i>		
Avg Hours per Project ⁽⁴⁾	10.84	
Avg Weighted Cost per Hour ⁽⁵⁾	\$30.82	
Avg Cost per Project⁽⁶⁾		\$334.09
<i>DRI Review</i>		
Avg Hours per Project ⁽⁷⁾	4.73	
Avg Weighted Cost per Hour ⁽⁸⁾	\$43.50	
Avg Cost per Project⁽⁹⁾		\$205.76
<i>Port Permit Review</i>		
Avg Hours per Project ⁽¹⁰⁾	15.29	
Avg Weighted Cost per Hour ⁽¹¹⁾	\$43.82	
Avg Cost per Project⁽¹²⁾		\$670.01

- (1) Source: Appendix A, Table A-2, Item (a)
- (2) Source: Appendix A, Table A-2, Item (b)
- (3), (6), (9), (12) Average cost per project is calculated by multiplying the average hours per project by the average weighted cost per hour.
- (4) Source: Appendix A, Table A-2, Item (c)
- (5) Source: Appendix A, Table A-2, Item (d)
- (7) Source: Appendix A, Table A-2, Item (e)
- (8) Source: Appendix A, Table A-2, Item (f)
- (10) Source: Appendix A, Table A-2, Item (g)
- (11) Source: Appendix A, Table A-2, Item (h)

Table II-4 presents the average cost of providing planning services within Plant City. The project costs are \$4,382 for plan amendments and \$111 for rezoning reviews. It should be noted that Plant City rezoning reviews have a lower fee than the other jurisdictions since they require less effort to complete. DRI reviews are less common in Plant City and the level of activity is too infrequent to accurately conduct a cost analysis. Based on discussions with Planning Commission staff, it is our understanding that some level of future DRI review activity can be anticipated. As such, a minimal fee of \$100 could be adopted based on the assumption that the DRI review would be simple and would be related to annual report reviews and standard deviations. This fee should be revised when sufficient data is available to conduct a cost analysis and determine a more accurate fee. There are no port permit reviews conducted in Plant City.

**Table II-4
City of Plant City Cost for FY 2007**

Project Type	Plant City	
<i>Plan Amendment</i>		
Avg Hours per Project ⁽¹⁾	125.93	
Avg Weighted Cost per Hour ⁽²⁾	\$34.80	
Avg Cost per Project⁽³⁾		\$4,382.36
<i>Rezoning</i>		
Avg Hours per Project ⁽⁴⁾	3.34	
Avg Weighted Cost per Hour ⁽⁵⁾	\$33.16	
Avg Cost per Project⁽⁶⁾		\$110.75
<i>DRI Review</i>		
Avg Hours per Project	N/A	
Avg Weighted Cost per Hour	N/A	
Avg Cost per Project⁽⁷⁾		\$100.00

- (1) Source: Appendix A, Table A-3, Item (a)
- (2) Source: Appendix A, Table A-3, Item (b)
- (3), (6) Average cost per project is calculated by multiplying the average hours per project by the average weighted cost per hour.
- (4) Source: Appendix A, Table A-3, Item (c)
- (5) Source: Appendix A, Table A-3, Item (d)
- (7) Based on discussion with Planning Commission staff

Costs of providing the planning services for projects within Temple Terrace are \$3,498 for plan amendments and \$373 for rezoning reviews. DRI reviews in Temple Terrace are of similar nature to Plant City and the same approach is taken. A minimal fee of \$100 can be charged until sufficient data is collected for a cost analysis. Port permit reviews have been conducted in Temple Terrace in years prior to the scope of this study. Based on discussion with Planning Commission staff it was determined that Temple Terrace port permit reviews would be similar to Tampa reviews and the same fee should be charged in both jurisdictions.

**Table II-5
City of Temple Terrace Cost for FY 2007**

Project Type	Temple Terrace	
<i>Plan Amendment</i>		
Avg Hours per Project ⁽¹⁾	90.16	
Avg Weighted Cost per Hour ⁽²⁾	\$38.80	
Avg Cost per Project⁽³⁾		\$3,498.21
<i>Rezoning</i>		
Avg Hours per Project ⁽⁴⁾	8.90	
Avg Weighted Cost per Hour ⁽⁵⁾	\$41.86	
Avg Cost per Project⁽⁶⁾		\$372.55
<i>DRI Review</i>		
Avg Hours per Project	N/A	
Avg Weighted Cost per Hour	N/A	
Avg Cost per Project⁽⁷⁾		\$100.00
<i>Port Permit Review</i>		
Avg Hours per Project	N/A	
Avg Weighted Cost per Hour	N/A	
Avg Cost per Project⁽⁸⁾		\$670.01

- (1) Source: Appendix A, Table A-4, Item (a)
- (2) Source: Appendix A, Table A-4, Item (b)
- (3), (6) Average cost per project is calculated by multiplying the average hours per project by the average weighted cost per hour.
- (4) Source: Appendix A, Table A-4, Item (c)
- (5) Source: Appendix A, Table A-4, Item (d)
- (7) Based on discussion with Planning Commission staff
- (8) Source: Table II-3

PROPOSED FEE SCHEDULE

Table II-6 presents the proposed user fee schedule developed for the Planning Commission. The fees are based on the analysis presented in Tables II-2 through II-5. To be conservative, the average costs per service category presented in Tables II-2 through II-5 were rounded down to the nearest hundred to determine the final updated fee schedule presented. Currently, the Planning Commission has a size breakdown for Plan Amendments of “less than 500 acres” and “500 acres and greater.” Based on the data available, it is not feasible to determine the impact the size of an amendment has on staff effort for Plan Amendments. It is recommended that the Planning Commission keep track of staff hours in a more detailed manner (i.e., hours per individual projects) to better account for time spent on various sized amendments. With the ability to track time and link it to specific service categories, the fee would more closely reflect the cost differential due to variations in the size of amendments.

**Table II-6
Proposed User Fee Schedule**

Project Type	Hillsborough County⁽¹⁾	Tampa⁽²⁾	Plant City⁽³⁾	Temple Terrace⁽⁴⁾
<i>Plan Amendment</i>	\$5,600	\$4,800	\$4,300	\$3,400
<i>Rezoning</i>	\$300	\$300	\$100	\$300
<i>DRI Review</i>	\$700	\$200	\$100	
<i>Port Permit Review</i>	\$700	\$600	N/A	\$600

(1) Source: Table II-2

(2) Source: Table II-3

(3) Source: Table II-4

(4) Source: Table II-5

Note: Figures have been rounded down to the nearest hundred to be conservative

Specialized Services Hourly Rate

The Planning Commissions, in addition to the service areas mentioned previously, also provides special services that are billed at an hourly rate for work performed. Special services include the production of maps, reports and written verifications of land uses. Based on data provided by the Planning Commission an hourly rate of \$45 was calculated. Table II-7 provides the detailed calculations.

**Table II-7
Specialized Services Hourly Fee**

Item	FY 2004	FY 2005	FY 2006	FY 2007⁽¹⁾
Actual Salaries and Benefits Expenses	\$4,776,239	\$5,045,847	\$5,316,152	\$2,951,502
Paid Hours	127,140.50	132,231.50	128,702.00	70,160.00
Avg Employee Hourly Rate ⁽²⁾	\$37.57	\$38.16	\$41.31	\$42.07
Overhead Factor ⁽³⁾	\$3.39	\$3.55	\$3.41	\$3.32
Hourly Rate⁽⁴⁾	\$40.96	\$41.71	\$44.72	\$45.39

Source: Hillsborough County City-County Planning Commission

(1) Data for 2007 is through April 30, 2007

(2) Average employee hourly rate is calculated by dividing the actual salaries and benefits amount by the paid hours.

(3) Source: Appendix A, Table A-5

(4) Hourly rate is calculated by adding the average employee hourly rate (Item 2) and the overhead factor (Item 3).

FEE SCHEDULE COMPARISON

As part of the work effort in updating the user fees for the Planning Commission, a comparison of fees was completed for selected jurisdictions. It should be noted that for the Rezoning Reviews and DRI Reviews, the counties and cities contacted collected one fee and did not differentiate a separate Planning Commission fee. In the case of Rezoning Reviews, the fees charged by comparable jurisdictions are more than the recommended fee for the Planning Commission because they include charges by all city or county departments, and not just the Planning Commission. The DRI fees for other jurisdictions are significantly higher than the proposed fee for the Planning Commission since the other fees are for the entire DRI review process and not exclusively the for Planning Commission's portion. These comparisons are presented in Table II-7.

**Table II-7
User Fee Comparison**

	Planning Commission Current	Planning Commission Proposed ⁽¹⁾	Hillsborough County	Tampa	Plant City	Temple Terrace	Orlando ⁽²⁾	Miami	Jacksonville and Duval	Pasco ⁽³⁾	Polk ⁽⁴⁾	Manatee	Orange County	Sarasota
Plan Amendment			\$0	\$0	\$500-\$1,500	\$500-\$1,000								
<i>HC <500 acres</i>	\$1,000	\$5,600	-	-	-	-		\$1,500-\$2,400	\$3,000 base + \$10/acre	\$1,500	\$1,300	\$11,687	\$2,100	\$2,000 up front + billed on monthly basis for actual work performed
<i>TA <500 acres</i>	\$1,000	\$4,800	-	-	-	-		\$1,500-\$2,400	\$3,000 base + \$10/acre	\$1,500	\$1,300	\$11,687	\$2,100	\$2,000 up front + billed on monthly basis for actual work performed
<i>HC >500 acres</i>	\$3,000	\$5,600	-	-	-	-		\$1,500-\$2,400	\$3,000 base + \$10/acre	\$1,500	\$1,300	\$11,687	\$2,100	\$2,000 up front + billed on monthly basis for actual work performed
<i>TA >500 acres</i>	\$3,000	\$4,800	-	-	-	-		\$1,500-\$2,400	\$3,000 base + \$10/acre	\$1,500	\$1,300	\$11,687	\$2,100	\$2,000 up front + billed on monthly basis for actual work performed
<i>TT</i>	\$1,000	\$3,400	-	-	-	-		\$1,500-\$2,403	\$3,000 base + \$10/acre	\$1,500	\$1,300	\$11,687	\$2,100	\$2,000 up front + billed on monthly basis for actual work performed
<i>PC</i>	\$1,000	\$4,300	-	-	-	-		\$1,500-\$2,404	\$3,000 base + \$10/acre	\$1,500	\$1,300	\$11,687	\$2,100	\$2,000 up front + billed on monthly basis for actual work performed
<i>< .5 acres</i>	-	-	-	-	-	-	\$1,000	-	-	-	-	-	-	-
<i>.5 - 10 acres</i>	-	-	-	-	-	-	\$3,000	-	-	-	-	-	-	-
<i>10 - 20 acres</i>	-	-	-	-	-	-	\$7,000	-	-	-	-	-	-	-
<i>20+ acres</i>	-	-	-	-	-	-	\$10,500	-	-	-	-	-	-	-
<i>Policy Amendment</i>	-	-	-	-	-	-	\$5,000	-	-	-	-	-	-	-
Rezoning			\$825-\$2,510	\$1,000-\$3,500	\$275-\$3,360	\$250-\$1,000								
<i>HC and TA</i>	\$150	\$300	-	-	-	-	\$1,500	\$635-\$1,001	\$1,500 base + \$10/acre	\$500 base + \$10/acre	\$2,500 base + \$2.50/acre	\$3,284	\$818	\$2,000 up front + billed on monthly basis for actual work performed
<i>PC</i>	N/A	\$100	-	-	-	-	\$1,500	\$635-\$1,002	\$1,500 base + \$10/acre	\$500 base + \$10/acre	\$2,500 base + \$2.50/acre	\$3,284	\$818	\$2,000 up front + billed on monthly basis for actual work performed
<i>TT</i>	N/A	\$300	-	-	-	-	\$1,500	\$635-\$1,003	\$1,500 base + \$10/acre	\$500 base + \$10/acre	\$2,500 base + \$2.50/acre	\$3,284	\$818	\$2,000 up front + billed on monthly basis for actual work performed
DRI Review			\$495-\$27,870	\$325-\$15,000	\$2,500+	\$150-\$5,000								
<i>HC</i>	\$150	\$700	-	-	-	-	\$10,500	N/A	\$10,000	\$10,000	\$3,000 base + \$12/acre	\$13,640	\$7,811 base + \$2/acre	\$2,000 up front + billed on monthly basis for actual work performed
<i>TA</i>	\$150	\$200	-	-	-	-	\$10,500	N/A	\$10,000	\$10,000	\$3,000 base + \$12/acre	\$13,640	\$7,811 base + \$2/acre	\$2,000 up front + billed on monthly basis for actual work performed
Port Permit Review														
<i>HC</i>	\$200	\$700	-	-	-	-	N/A	N/A	N/A	\$70	N/A	N/A	N/A	\$2,000 up front + billed on monthly basis for actual work performed
<i>TA</i>	\$200	\$600	-	-	-	-	N/A	N/A	N/A	\$70	N/A	N/A	N/A	\$2,000 up front + billed on monthly basis for actual work performed
Street/Alley/ROW Vacation			\$400	\$225-\$950	\$505	\$200								
Site Plan/Subdivision Review			\$100-\$21,600	\$29-\$5,000	\$500-\$1,000+	\$1,500-\$3,000								
Special Use Review			\$940	\$150-\$1,800	\$670	\$275-\$2,500								

Note: Fees for Rezoning and DRI Application Reviews for all jurisdictions other than Hillsborough County are total application fees and include all city or county department costs.

- (1) Source: Table II-6
- (2) Orlando acreage breakdown is for Map Amendments.
- (3) Port Permit Review is incorporated into the \$70 permit fee (mostly residential docks).
- (4) Polk County is planning to increase their fees due to property tax cuts.

III. Indexing

If no adjustment to the user fee schedule is made on an annual basis, a situation can be created where major adjustments to the fee schedule become likely to be required due to the time between the adjustments. To address this issue, the proposed fees included in Section II could be indexed annually for labor cost increases. The method for developing an index is discussed below.

Methodology

Labor Cost

It is recommended that the consumer price index provided by the Bureau of Labor Statistics be used for indexing purposes. The CPI is based on the last 4 years. Table III-1 presents the annual CPI increase over the past five years, which averages 2.9 percent annually.

**Table III-1
Consumer Price Index**

Year	Annual Index	Percent Change
2002	110.8	N/A
2003	113.1	2.1%
2004	116.2	2.7%
2005	120.0	3.3%
2006	123.9	3.3%
Average		2.9%

Source: US Dept of Labor, Bureau of Labor Statistics (www.bls.gov)

Application

Indexed User Fee Schedule

The following table presents an example of an indexed fee schedule carried out for three years for each jurisdiction for plan amendments.

**Table V-2
Indexed Fee Schedule – Plan Amendment**

Index / Year	Area			
	Hillsborough County	Tampa	Plant City	Temple Terrace
Index ⁽¹⁾	2.9%	2.9%	2.9%	2.9%
Year 1 Plan Amendment Fee ⁽²⁾	\$5,600.00	\$4,800.00	\$4,300.00	\$3,400.00
Year 2 Plan Amendment Fee ⁽³⁾	\$5,762.40	\$4,939.20	\$4,424.70	\$3,498.60
Year 3 Plan Amendment Fee ⁽⁴⁾	\$5,929.51	\$5,082.44	\$4,553.02	\$3,600.06

(1) Source: Table V-1

(2) Source: Section II, Table II-6

(3) Year 1 fee (Item 2) multiplied by (1 + the Index (Item 1)) for each fee area.

(4) Year 2 fee (Item 3) multiplied by (1 + the Index (Item 1)) for each fee area.

It is recommended that the index be calculated and approved each year along with a new fee schedule. This approach creates an opportunity to base the index on more current data.

APPENDIX A
Supplemental Information

**Table A-1
Hillsborough County FY 2004 through FY 2007 Cost Allocation Data**

CURRENT FEE	Hillsborough County						Average	FINAL ⁽²⁾
	2004	2005	2006	2007	2007 ⁽¹⁾	2007		
<i>Plan Amendment</i>	\$1,000 and \$3,000		thru April 07		Full Year	All - Full Years	2007	
Total Cost	\$81,109.32	\$90,067.07	\$91,353.89	\$100,291.76	\$171,928.73	\$108,614.75		
Total Hours	2,671.75	3,032.50	2,745.50	3,045.00	5,220.00	3,417.44		
Total Projects	20	19	13	25	43	24		
Avg Hours per Project ⁽³⁾	133.59	159.61	211.19	121.80	121.40	156.45	156.45	(a)
Avg Weighted Cost per Hour ⁽⁴⁾	\$33.74	\$33.25	\$36.68	\$36.26	\$36.26	\$34.98	\$36.26	(b)
Avg Cost per Project ⁽⁵⁾	\$4,507.33	\$5,307.03	\$7,746.45	\$4,416.47	\$4,401.96	\$5,490.69	\$5,672.88	
Rezoning	\$150							
Total Cost	\$82,787.56	\$102,921.61	\$98,345.60	\$53,760.12	\$92,160.20	\$94,053.74		
Total Hours	3,168.50	3,834.25	3,780.25	2,110.00	3,617.14	3,600.04		
Total Projects	303	374	362	156	267	327		
Avg Hours per Project ⁽³⁾	10.46	10.25	10.44	13.53	13.55	11.18	11.18	(c)
Avg Weighted Cost per Hour ⁽⁴⁾	\$29.51	\$30.39	\$29.42	\$28.80	\$28.80	\$29.53	\$28.80	(d)
Avg Cost per Project ⁽⁵⁾	\$308.67	\$311.50	\$307.14	\$389.66	\$390.24	\$329.39	\$321.98	
DRI Review	\$150							
Total Cost	\$7,236.57	\$6,916.85	\$3,572.87	\$1,902.76	\$3,261.87	\$5,247.04		
Total Hours	188.75	213.00	98.50	50.25	86.14	146.60		
Total Projects	6	10	8	5	9	8		
Avg Hours per Project ⁽³⁾	31.46	21.30	12.31	10.05	9.57	18.66	18.66	(e)
Avg Weighted Cost per Hour ⁽⁴⁾	\$41.73	\$36.02	\$39.68	\$41.19	\$41.19	\$39.66	\$41.19	(f)
Avg Cost per Project ⁽⁵⁾	\$1,312.83	\$767.23	\$488.46	\$413.96	\$394.19	\$740.68	\$768.61	
Port Permit Review	\$200							
Total Cost	\$3,027.32	\$3,520.32	\$3,340.43	\$3,737.39	\$6,406.95	\$4,073.76		
Total Hours	91.67	93.61	86.82	90.21	154.65	106.69		
Total Projects	6	4	6	7	12	7		
Avg Hours per Project ⁽³⁾	15.28	23.40	14.47	12.89	12.89	16.51	16.51	(g)
Avg Weighted Cost per Hour ⁽⁴⁾	\$36.41	\$41.16	\$41.88	\$44.75	\$44.75	\$41.05	\$44.75	(h)
Avg Cost per Project ⁽⁵⁾	\$556.34	\$963.14	\$606.00	\$576.83	\$576.83	\$675.58	\$738.82	

Source: Hillsborough County City-County Planning Commission

- (1) The full year figures are estimated and based on data for 2007 through April.
- (2) Final figures are calculated based on average hours per project for all years and weighted average cost per hour for 2007.
- (3) Average hours per project is calculated by dividing the total hours by the total projects for each year.
- (4) Average weighted cost per hour is calculated by dividing the total cost by the total hours. This figure also includes the overhead cost per hour for each year included in Table A-5.
- (5) Average cost per project is calculated by multiplying the average hours per project (Item 3) by the average weighted cost per hour (Item 4). Port permit review hours are adjusted to reflect the time spent on Major reviews only (97% of total time).

**Table A-2
Tampa FY 2004 through FY 2007 Cost Allocation Data**

CURRENT FEE	Tampa						Average	FINAL ⁽²⁾	
	2004	2005	2006	2007	2007 ⁽¹⁾	2007			
Plan Amendment	\$1,000 and \$3,000						Full Year	All - Full Years	2007
Total Cost	\$67,199.30	\$108,018.96	\$109,631.05	\$63,153.36	\$108,262.90	\$98,278.05			
Total Hours	2,239.75	3,449.00	3,420.50	1,808.25	3,099.86	3,052.28			
Total Projects	17	37	35	10	17	27			
Avg Hours per Project ⁽³⁾	131.75	93.22	97.73	180.83	182.34	126.26		126.26 (a)	
Avg Weighted Cost per Hour ⁽⁴⁾	\$33.39	\$34.87	\$35.46	\$38.25	\$38.25	\$35.49		\$38.25 (b)	
Avg Cost per Project ⁽⁵⁾	\$4,399.13	\$3,250.58	\$3,465.51	\$6,916.75	\$6,974.51	\$4,522.43		\$4,829.45	
Rezoning	\$150								
Total Cost	\$61,740.13	\$58,485.79	\$50,765.25	\$27,256.42	\$46,725.29	\$54,429.11			
Total Hours	2,472.25	2,463.00	1,948.25	991.25	1,699.29	2,145.70			
Total Projects	191	212	196	112	192	198			
Avg Hours per Project ⁽³⁾	12.94	11.62	9.94	8.85	8.85	10.84		10.84 (c)	
Avg Weighted Cost per Hour ⁽⁴⁾	\$28.36	\$27.30	\$29.46	\$30.82	\$30.82	\$28.99		\$30.82 (d)	
Avg Cost per Project ⁽⁵⁾	\$366.98	\$317.23	\$292.83	\$272.76	\$272.76	\$312.45		\$334.09	
DRI Review	\$150								
Total Cost	\$566.16	\$698.55	\$259.24	\$170.85	\$292.89	\$454.21			
Total Hours	17.75	20.00	8.00	4.25	7.29	13.26			
Total Projects	3	3	3	1	2	3			
Avg Hours per Project ⁽³⁾	5.92	6.67	2.67	4.25	3.65	4.73		4.73 (e)	
Avg Weighted Cost per Hour ⁽⁴⁾	\$35.28	\$38.48	\$35.81	\$43.52	\$43.50	\$38.27		\$43.50 (f)	
Avg Cost per Project ⁽⁵⁾	\$208.86	\$256.66	\$95.61	\$184.96	\$158.78	\$179.98		\$205.76	
Port Permit Review	\$200								
Total Cost	\$3,430.33	\$3,245.11	\$2,136.29	\$2,995.31	\$5,134.81	\$3,486.64			
Total Hours	110.58	98.70	53.35	73.96	126.79	97.36			
Total Projects	6	5	6	5	9	7			
Avg Hours per Project ⁽³⁾	18.43	19.74	8.89	14.79	14.09	15.29		15.29 (g)	
Avg Weighted Cost per Hour ⁽⁴⁾	\$34.41	\$36.43	\$43.45	\$43.82	\$43.82	\$39.53		\$43.82 (h)	
Avg Cost per Project ⁽⁵⁾	\$634.18	\$719.13	\$386.27	\$648.10	\$617.42	\$589.25		\$670.01	

Source: Hillsborough County City-County Planning Commission

- (1) The full year figures are estimated and based on data for 2007 through April.
- (2) Final figures are calculated based on average hours per project for all years and weighted average cost per hour for 2007.
- (3) Average hours per project is calculated by dividing the total hours by the total projects for each year.
- (4) Average weighted cost per hour is calculated by dividing the total cost by the total hours. This figure also includes the overhead cost per hour for each year included in Table A-5.
- (5) Average cost per project is calculated by multiplying the average hours per project (Item 3) by the average weighted cost per hour (Item 4). Port permit review hours are adjusted to reflect the time spent on Major reviews only (97% of total time).

**Table A-3
Plant City FY 2004 through FY 2007 Cost Allocation Data**

CURRENT FEE	Plant City						
	2004	2005	2006	2007	2007 ⁽¹⁾	Average	FINAL ⁽²⁾
Plan Amendment	\$1,000						
					Full Year	Full Years	2007
Total Cost	\$74,970.65	\$73,738.25	\$44,345.26	\$21,101.80	\$36,174.52	\$57,307.17	
Total Hours	2,563.00	2,252.50	1,471.50	670.50	1149.43	1,859.11	
Total Projects	21	16	13	5	9	15	
Avg Hours per Project ⁽³⁾	122.05	140.78	113.19	134.10	127.71	125.93	125.93 (a)
Avg Weighted Cost per Hour ⁽⁴⁾	\$32.64	\$36.29	\$33.54	\$34.80	\$34.80	\$34.32	\$34.80 (b)
Avg Cost per Project ⁽⁵⁾	\$3,983.71	\$5,108.91	\$3,796.39	\$4,666.68	\$4,444.31	\$4,333.33	\$4,382.36
Rezoning	No Fee						
Total Cost	\$1,786.52	\$1,409.82	\$1,802.76	\$432.61	\$741.62	\$1,435.18	
Total Hours	61.75	48.25	62.25	14.50	24.86	49.28	
Total Projects	20	14	19	4	7	15	
Avg Hours per Project ⁽³⁾	3.09	3.45	3.28	3.63	3.55	3.34	3.34 (c)
Avg Weighted Cost per Hour ⁽⁴⁾	\$32.32	\$32.77	\$32.37	\$33.16	\$33.16	\$32.66	\$33.16 (d)
Avg Cost per Project ⁽⁵⁾	\$99.87	\$113.06	\$106.17	\$120.37	\$117.72	\$109.21	\$110.75

Source: Hillsborough County City-County Planning Commission

- (1) The full year figures are estimated and based on data for 2007 through April.
- (2) Final figures are calculated based on average hours per project for all years and weighted average cost per hour for 2007.
- (3) Average hours per project is calculated by dividing the total hours by the total projects for each year.
- (4) Average weighted cost per hour is calculated by dividing the total cost by the total hours. This figure also includes the overhead cost per hour for each year included in Table A-5.
- (5) Average cost per project is calculated by multiplying the average hours per project (Item 3) by the average weighted cost per hour (Item 4).

**Table A-4
Temple Terrace FY 2004 through FY 2007 Cost Allocation Data**

CURRENT FEE	Temple Terrace						
	2004	2005	2006	2007	2007 ⁽¹⁾	Average	FINAL ⁽²⁾
Plan Amendment	\$1,000			Full Year		Full Years	
Total Cost	\$19,538.27	\$21,529.73	\$10,646.97	\$2,004.52	\$3,436.33	\$13,787.83	
Total Hours	556.75	600.25	308.25	56.50	96.86	390.53	
Total Projects	7	3	5	3	5	5	
Avg Hours per Project ⁽³⁾	79.54	200.08	61.65	18.83	19.37	90.16	90.16 (a)
Avg Weighted Cost per Hour ⁽⁴⁾	\$38.48	\$39.42	\$37.95	\$38.80	\$38.80	\$38.66	\$38.80 (b)
Avg Cost per Project ⁽⁵⁾	\$3,060.70	\$7,887.15	\$2,339.62	\$730.60	\$751.56	\$3,509.76	\$3,498.21
Rezoning	No Fee						
Total Cost	\$1,236.35	\$1,318.21	\$2,382.45	\$924.72	\$1,585.23	\$1,630.56	
Total Hours	33.00	25.50	63.00	24.00	41.14	40.66	
Total Projects	3	4	14	2	3	6	
Avg Hours per Project ⁽³⁾	11.00	6.38	4.50	12.00	13.71	8.90	8.90 (c)
Avg Weighted Cost per Hour ⁽⁴⁾	\$40.85	\$55.25	\$41.22	\$41.85	\$41.86	\$44.80	\$41.86 (d)
Avg Cost per Project ⁽⁵⁾	\$449.35	\$352.50	\$185.49	\$502.20	\$573.90	\$390.31	\$372.55

Source: Hillsborough County City-County Planning Commission

- (1) The full year figures are estimated and based on data for 2007 through April.
- (2) Final figures are calculated based on average hours per project for all years and weighted average cost per hour for 2007.
- (3) Average hours per project is calculated by dividing the total hours by the total projects for each year.
- (4) Average weighted cost per hour is calculated by dividing the total cost by the total hours. This figure also includes the overhead cost per hour for each year included in Table A-5.
- (5) Average cost per project is calculated by multiplying the average hours per project (Item 3) by the average weighted cost per hour (Item 4).

**Table A-5
Operating Expenditures History (FY 2004 thru FY 2007)**

Operating Expenses Totals	FY04 ACTUALS	FY05 ACTUALS	FY06 ACTUALS	FY07 THRU April-07
TOTAL	\$422,567	\$443,223	\$425,223	\$241,992
Employee Hours ⁽¹⁾	124,800	124,800	124,800	72,800
Expenditure per Employee Hour ⁽²⁾	\$3.39	\$3.55	\$3.41	\$3.32

Source: Hillsborough County City-County Planning Commission

- (1) Employee hours are calculated by multiplying the number of employees and the Planning Commission by hours paid for in a fiscal year (60 x 2,080) which provides a conservative estimate of expenditure per employee. The employee hours for 2007 are adjusted to account for 7 months of the fiscal year.
- (2) Expenditure per employee hour is calculated by dividing the total cost by the employee hours.

APPENDIX B

Observations

OBSERVATIONS

As part of the fee update, TOA conducted several interviews with the Planning Commission staff. As a result of these interviews several observations should be noted and are outlined in this Appendix.

The current ACTS time keeping system does not provide the necessary detail on staff time spent on various service areas because the ACTS system is not set up to differentiate between the various types and sizes of projects handled by the Planning Commission staff. In the future, by tracking the project descriptions and information related to specific service areas, a user fee could be calculated that would reflect a more accurate cost of providing various services by differentiating between size, scope of services, etc.

The Planning Commission serves four jurisdictions and there are differences in the way several of the service areas are conducted within each jurisdiction. For example, Plant City and Temple Terrace are not required to post public notification signs for public hearings whereas Tampa is required to post signs as well as send out extra written notifications to neighborhood associations. These differences may explain the disparity between hours spent on service areas between jurisdictions.

The cost per hour also varies between service areas because of the mixture of staff members required to handle each service request. A project that requires the expertise of a Team Leader will have a different cost associated with it than a project that only requires the work of a Community Planner I.

The updated fees recommended in this study are averages and do not reflect the varying levels of effort between different plan amendment requests. The complexity of projects varies greatly, even within the same service category of planning services. It may be reasonable to differentiate fees based on complexity as well as size. For example, a plan amendment request of less than 10 acres may take as much effort as a 1,000-acre plan amendment if it is controversial in nature and require more staff effort.

Special circumstances arise with comprehensive planning-related service requests. This can cause the number of projects to vary from one year to the next as well as the amount of hours spent on each project. For example, during the comprehensive plan update cycle the level of privately initiated plan amendments could possibly decrease as a result of the comprehensive update incorporating land use changes that may have been initiated by the private sector. In 2007 there has been a spike in the number of private plan amendment

requests that could be in part due to the possibility of a 2008 ballot initiative requiring all plan amendments to be approved by Florida voters.

It may be useful to create a provision for an added fee or a continuation fee when special circumstances arise. Based on input from the Planning Commission staff there may also be useful to implement a discretionary fee enacted by the Executive Director to allow the assessment of an additional fee for special or unusual circumstances, as outlined in the original fee ordinance adopted in 1988.