

EXHIBIT 2



To: The Honorable Chair and Members
Broward County Planning Council

From: Barbara Blake Boy, Executive Director

A handwritten signature in blue ink, appearing to read "BBB", is placed to the right of the name Barbara Blake Boy.

Date: August 15, 2017

Update: August 24, 2017

Re: Proposed Fee Update

Update: August 24, 2017: Planning Council Action: The Planning Council voted to approve the updated fees with annual adjustments occurring on October 1 of each year to capture wage and CPI variations. Further, County land use plan amendments that propose to commit to a minimum of 15% for very-low, low or moderate affordable housing for a minimum of 15 years and subject to a legally enforceable agreement shall be exempt from the County map amendment fee.

During the Planning Council's review of the proposed Fiscal Year (FY) 2018 budget, staff recommended a review of the existing fee structure. The following is a narrative of the existing and proposed fees.

History of Fee Studies

The current fees are based on studies coordinated through the Broward County Office of Management and Budget (OMB) during 2008. At that time, an extensive review of the land use plan amendment and Trafficways Plan amendment and waiver processes, as well as recertifications and correspondence, was conducted with each step in the process mapped and analyzed. The result was the increase of all existing fees and the establishment of various correspondence fees, including land use interpretation and confirmation fees. The fees were updated in 2010 to capture any personnel and overhead increases.

Process	2008 Fee	2010 Adjustment
County Map Amendments ¹	\$11,611	\$12,146
Trafficways Plan Amendments	\$6,314	\$6,798
Trafficways Plan Waivers	\$5,063	\$5,456
Municipal Recertifications	\$1,779	\$1,906
Plat Interpretation Letters	\$100/290	\$106/308
Interpretation/Confirmation Letters	\$137/236	\$145/250

¹Includes recertification; plus courtesy notification and legal display advertisement cost recovery.

In 2012, Planning Council staff again coordinated with the Broward County OMB to review the land use plan amendment and Trafficways Plan amendment and waiver processes. The final reports are included as **Attachments 1** and **2**. However, due to the recovering economy, the Planning Council maintained the existing fee structure and did not pursue the fee adjustments.

Page Two
Proposed Fee Update
August 15, 2017

In order to estimate the updated cost of fees, the 2012 Fee Study was used as a base (as the process and staff requirements remain generally the same), and the following salary increases, as approved by the County Commission for unrepresented employees (not inclusive of benefits) by fiscal year (FY), and cost of inflation based on the Consumer Price Index (CPI) by calendar year (CY) were applied to the appropriate expenses:

FY 13 – 1.5%	CY 13 – 1.5%
FY 14 – 1.5%	CY 14 – 1.6%
FY 15 – 2%	CY 15 – 0.1%
FY 16 – 3%	CY 16 – 1.3%
FY 17 – 3%	CY 17 – 2.2%¹

¹First half 2017 per Bureau of Labor Statistics – CPI tables

The following tables adjust the fees based on labor, benefits and operating expenses:

Land Use Plan Amendment						
	2017 Cost	2016 Cost	2015 Cost	2014 Cost	2013 Cost	2012 Cost
Labor & Benefits	\$14,542.02	\$14,118.47	\$13,707.25	\$13,438.48	\$13,239.88	\$13,044.18
Operating Expenses	\$3,082.42	\$3,016.06	\$2,977.36	\$2,974.38	\$2,927.54	\$2,884.28
Total Cost	\$17,624.44	\$17,134.53	\$16,684.61	\$16,412.86	\$16,167.42	\$15,928.46
Fee Charged	\$12,146.00	\$12,146.00	\$12,146.00	\$12,146.00	\$12,146.00	\$12,146.00
Fee as % of Cost	69%	71%	73%	74%	75%	76%

Trafficways Plan Amendment						
	2017 Cost	2016 Cost	2015 Cost	2014 Cost	2013 Cost	2012 Cost
Labor & Benefits	\$3,781.73	\$3,671.58	\$3,564.64	\$3,494.75	\$3,443.10	\$3,392.22
Operating Expenses	\$2,045.44	\$2,001.41	\$1,975.73	\$1,973.75	\$1,942.67	\$1,913.96
Total Cost	\$5,827.17	\$5,672.99	\$5,540.37	\$5,468.50	\$5,385.77	\$5,306.18
Fee Charged	\$6,798.00	\$6,798.00	\$6,798.00	\$6,798.00	\$6,798.00	\$6,798.00
Fee as % of Cost	117%	120%	123%	124%	126%	128%



Trafficways Plan Waiver						
	2017 Cost	2016 Cost	2015 Cost	2014 Cost	2013 Cost	2012 Cost
Labor & Benefits	\$3,523.42	\$3,420.79	\$3,321.16	\$3,256.04	\$3,207.92	\$3,160.51
Operating Expenses	\$1,825.32	\$1,786.03	\$1,763.11	\$1,761.35	\$1,733.61	\$1,707.99
Total Cost	\$5,348.74	\$5,206.82	\$5,084.27	\$5,017.38	\$4,941.53	\$4,868.50
Fee Charged	\$5,456.00	\$5,456.00	\$5,456.00	\$5,456.00	\$5,456.00	\$5,456.00
Fee as % of Cost	102%	105%	107%	109%	110%	112%

Other Fees Cost Analysis

The following are other fees currently charged by the Planning Council, increased by labor and benefits, as overhead costs are limited:

Other Fees						
	2017 Cost	2016 Cost	2015 Cost	2014 Cost	2013 Cost	2012 Cost
Recertification	\$2,552	\$2,389	\$2,237	\$2,114	\$2,008	\$1,906
Platting Interpretation	\$414	\$387	\$363	\$343	\$325	\$308
Platting Interpretation (post 1953)	\$144	\$134	\$125	\$118	\$112	\$106
Land Use Interpretation	\$337	\$315	\$295	\$278	\$264	\$250
Land Use Confirmation	\$195	\$182	\$171	\$161	\$153	\$145



Planning Council Staff Analysis and Recommendation

The previous fee adjustments were adopted in 2010. Planning Council staff review of the fee structure indicates that fee adjustments were previously rejected in 2012 due to the recovering economy and the potential discouragement of (re)development proposals. Planning Council staff review recognizes that the current fee structure is only capturing approximately 76% of the estimated cost for land use plan amendments and over 100% for waivers and amendments associated with the Trafficways Plan. The proposed fee structure reflects those deviations with the proposed increases to the County amendment fee, recertifications and various letters and a reduction of the Trafficways Plan amendment and waiver fees. **See Attachment 3.**

The fee adjustments would result in an updated revenue projection for FY 2018. Based on the existing fees and estimated work program, it is forecasted that the Council would recover approximately 17.5% of the anticipated annual budget of \$1,042,670. If the proposed fee adjustments are supported by the Council and County Commission, approximately 24% of the annual budget would be recovered. **See Attachment 3.**

Planning Council staff recommends that the Council consider the following fees with annual adjustments occurring on October 1 of each year to capture wage and CPI variations:

<u>Process</u>	<u>Proposed Fee</u>
County Map Amendments ¹	\$17,625
Trafficways Plan Amendments	\$5,828
Trafficways Plan Waivers	\$5,349
Municipal Recertifications	\$2,552
Plat Interpretation Letters	\$144/414
Interpretation/Confirmation Letters	\$195/337

¹Includes recertification; plus courtesy notification and legal display advertisement cost recovery.

If the Planning Council makes a positive recommendation, Planning Council staff will forward the information to the County Commission and request a public hearing to consider the fee adjustments.

Further, based on the adoption of updated strategies and policies regarding incentives to increase the supply of affordable housing as part of BrowardNext – Broward County Land Use Plan, staff recommends that County land use plan amendments that propose to commit to a minimum of 15% for very-low, low or moderate affordable housing for a minimum of 15 years and subject to a legally enforceable agreement be exempt from the County map amendment fee. **See Attachment 4.**



ATTACHMENTS

1. Land Use Plan Amendment Fee Study dated May 2012
2. Trafficways Plan Amendment and Waiver Request Fee Study dated March 2012
3. Fee Summary and Fiscal Year 2018 Adopted vs. Updated Revenue Projections
4. Administrative Rules Document Excerpt: Amendments not Subject to Fees



ATTACHMENT 1



BROWARD COUNTY PLANNING COUNCIL

LAND USE PLAN AMENDMENT FEE STUDY

FINAL REPORT
MAY, 2012

INTERNAL CONSULTING TEAM
OFFICE OF MANAGEMENT AND BUDGET
JOSEPH JARVIS, PROJECT ANALYST
CHRIS CREIGHTON, PROJECT ANALYST
JAMES CARBONE, PROGRAM MANAGER

PLANNING COUNCIL FEE STUDY TEAM
BROWARD COUNTY PLANNING COUNCIL
BARBARA BLAKE-BOY
PETER SCHWARZ

TABLE OF CONTENTS

METHODOLOGY	3
1. CREATING THE PROCESS REPRESENTATION	3
2. CALCULATING PROCESS LABOR COST	3
3. CALCULATING PROCESS OPERATING EXPENSE	4
4. MAPPING	4
TABLE 1: TOTAL COST PER LUPA	4
COST RECOVERY	5
RECOMMENDATION	5
ATTACHMENTS	
A. FEE INCREASE FROM 1999 TO 2010	
B. PROCESS STEP TABLE	
C. PROCESS FLOWCHART	
D. FULL COST ALLOCATION PLAN	

BROWARD COUNTY PLANNING COUNCIL
LAND USE PLAN AMENDMENT

Introduction

This fee study was designed to review the existing fee and process for a Land Use Plan Amendment by the Broward County Planning Council. This study mapped this process to determine if fee adjustments may be appropriate to improve cost recovery.

Background

The Broward County Planning Council promotes coordinated, comprehensive, and long-range planning in the County through multi-jurisdictional planning efforts. This includes preparing, implementing, reviewing, and interpreting amendments to the Broward County Land Use Plan. Currently, a fee of \$12,146 is charged for a Land Use Plan Amendment application, plus the cost of sending courtesy notices to property owners within 300 feet of the subject property, and the associated advertisement costs. The fee charged for a Land Use Plan Amendment is based upon a fee study completed in March of 2008 (Attachment A).

This study was based upon FY2012 budgeted salaries and relied upon the previous study and discussions with staff to map all of the tasks within the Land Use Plan Amendment.

Methodology

1. Creating the Process Representation

The first step in this analysis was to create a process step table (Attachment B) which includes a process task list, minutes per task, rework percentages, and other related information to reflect the necessary tasks for completing a Land Use Plan Amendment. A process flowchart was also completed for the Amendment (Attachment C).

2. Calculating Process Labor Cost

All Planning Council staff involved with the Land Use Plan Amendment were identified and the personal service costs per position were calculated at a rate per minute based on FY2012 budgeted salaries. The personal service rates were calculated based on a 7.5 hour workday, 26.1 pay periods a year, 2 weeks vacation, 1 week sick leave, 9 holidays, and 2 employee choice days. The total available work hours are 1,762.5 per fiscal year per employee. To determine a full time employee's rate per minute, their salary was divided by 1,762.5 hours per fiscal year and then divided by 60.

The labor cost per task was determined by multiplying the minutes per task by the minute rate of each employee who worked on the task. The labor cost per task was also multiplied by the percent of rework historically required; based upon the results from the last ten applications submitted for each process. Adding together the cost of each task determined the total labor cost for the process.

It is important to note that the Amendment Fee includes the recertification of the affected parcel map. Recertification is required with each Amendment application, but recertification is also required when a parcel's land use is changed exclusively at the municipal level.

3. Calculating Process Operating Expense

Each time this process is completed, specific operational expenses (operating, cost allocation and other agency reviews) are incurred. The operating expenses included paper for the staff report and cost of the Council Attorney's review. The Council Attorney's cost per minute was multiplied by the number of minutes it takes to complete the tasks that he is involved in. The Council Attorney is paid for out of the Planning Council's operating budget and therefore his cost was included as an operating expense.

The cost allocation amount for this process was based upon the Full Cost Allocation Plan for FY 2012 (Attachment D). The cost allocation amount per Planning Council staff hour was determined by dividing the allocation amount by the number of total staff hours in a fiscal year. This per hour rate was then multiplied by the number of hours to complete this process.

Each application must also be reviewed by staff in other agencies. The agencies are Natural Resources Planning and Management Division, Libraries Division (formerly the Historical Commission), Planning and Redevelopment Division, Parks and Recreation Division, Transit Division and Water and Wastewater Services. The cost of this review equaled the sum of the staff member's per minute rate, multiplied by the average number of minutes of a review based upon historical experience. These expenses were included with the operating expenses to distinguish them from the direct labor and benefits costs of the Planning Council staff.

4. Mapping

Mapping the Land Use Plan Amendment allowed the analysts to determine that it takes 14,604 minutes to complete an Amendment for a cost of \$13,044 in labor and benefits. Operating expenses for this process are \$2,884 (Attachment B).

Table 1: Cost per Land Use Plan Amendment

	Cost
Labor & Benefits Cost	\$13,044
Operating Expense	\$2,884
Total	\$15,928
Fee	\$12,146
Fee as % of Cost	76%

Cost Recovery

Since 2008, changes have occurred that affected the cost of this process. The 2008 report did not include the cost allocation assigned to the Planning Council. In addition, the Planning Council has determined that this report's time per task is a closer representation of the actual work completed, especially for the Deputy Director and Director.

The current fee for an Amendment application is \$12,146 while the total cost to complete an Amendment which includes labor and benefits and all operating expenses is \$15,928. This amounts to a cost recovery of 76%.

Recommendation

Based upon the cost recovery percentage of a Land Use Plan Amendment, it is recommended that the Planning Council review the fee to determine whether a change is appropriate at this time.

ATTACHMENT A

Land Use Plan Amendment Charged Fee History

Year	Fee
April 1, 1995	\$3,530
April 1, 1996	\$4,695
March 11, 1997	\$5,382
August 25, 1998	\$5,621*
June 15, 1999	\$5,849**
April 25, 2000	\$6,103***
April 24, 2001	\$6,376****
April 23, 2002	\$6,551#
April 24, 2003	\$6,788##
2004	\$7,034###
2005	\$7,289##
2006	\$7,562###
2007	\$7,903****
2008	\$11,611+ plus full cost recovery for courtesy notices
2009	\$11,875++
2010	\$12,146++

*Based on 5% increase in labor costs and 3% increase in overhead costs

** Based on 5% increase in labor costs and 1.5% increase in overhead costs

*** Based on 5% increase in labor costs and 2.5% increase in overhead costs

**** Based on 5% increase in labor costs and 3% increase in overhead costs

Based on 3% increase in labor costs and 2% increase in overhead costs- also include additional fee for Regional Activity Center and courtesy notices

Based on 4% increase in labor costs and 2.5% increase in overhead costs

Based on 4% increase in labor costs and 3% increase in overhead costs

+ Based on 2008 fee study in coordination with Office of Management and Budget

++ Based on 2009 and 2010 3% increase in labor costs

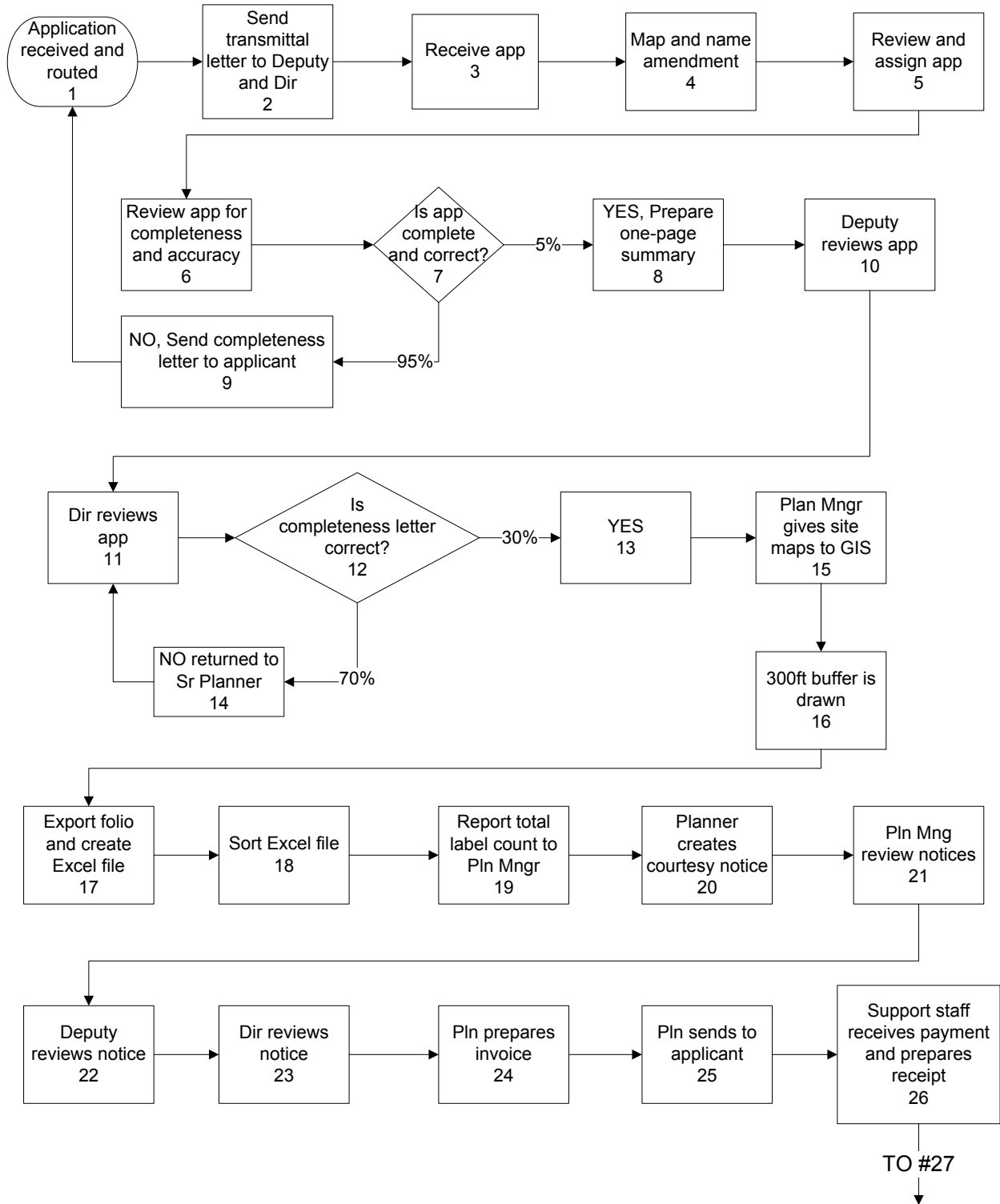
Task	TASK DESCRIPTION	Decision Point	% NO	DIRECT LABOR TIME IN MINUTES								Operating Expenses	Total
				Planners	Planning Manager	Deputy Director	Director	Graphic Staff	GIS Staff	Support Staff	Attorney		
123	Are courtesy notices < 250?	DD											\$0.00
124	If YES, process mailout internally MOVE TO 130									120			\$24.48
125	If NO, process mailout externally		60%										\$0.00
126	Prepare work order for print shop									30			\$15.30
127	Deliver envelopes and notice master to print shop			30									\$20.10
128	Email print shop staff Excel files			30									\$20.10
129	Print shop prepares and delivers notices to PC												\$0.00
130	Staff spot checks notice envelopes			30									\$20.10
131	Deliver to mailroom									30			\$15.30
132	Respond to Courtesy Notices			180									\$120.60
133	Draft display ad				120	30							\$98.40
134	Is display ad complete and correct?	PD											\$0.00
135	If YES, proof display ad			20									\$12.73
136	If NO, return to Planning Manager for revision		5%		15								\$0.62
137	Send display ad to Sun-Sentinel				30								\$24.60
138	Review display ad				20	15							\$16.40
139	Is Commission's hearing documentation correct & complete?	PD											\$0.00
140	If YES, attend Commission hearing					150	150						\$394.20
141	If NO, correct hearing documentation		10%	60									\$4.02
142	Prepare mailout to State			360									\$241.20
143	Incorporate State comments into staff reports			120		60							\$80.40
144	Prepare staff report for PC 2nd public hearing			60		60							\$40.20
145	Repeat mailout to the State			360									\$241.20
	PROCESS COMPLETE												
	Parrell actions taken during the LUPA process												
	Phone calls to appl/agent/review agencies			600									\$402.00
	Deputy phone calls to appl/agent/review agencies					240							\$309.60
	Coordination with PC Members/PC Attorney/County Admin/Muni/App'l etc.					60	240	90					\$440.70
	Council Attorney Review Ads (2 legal/2 display)											\$85.20	

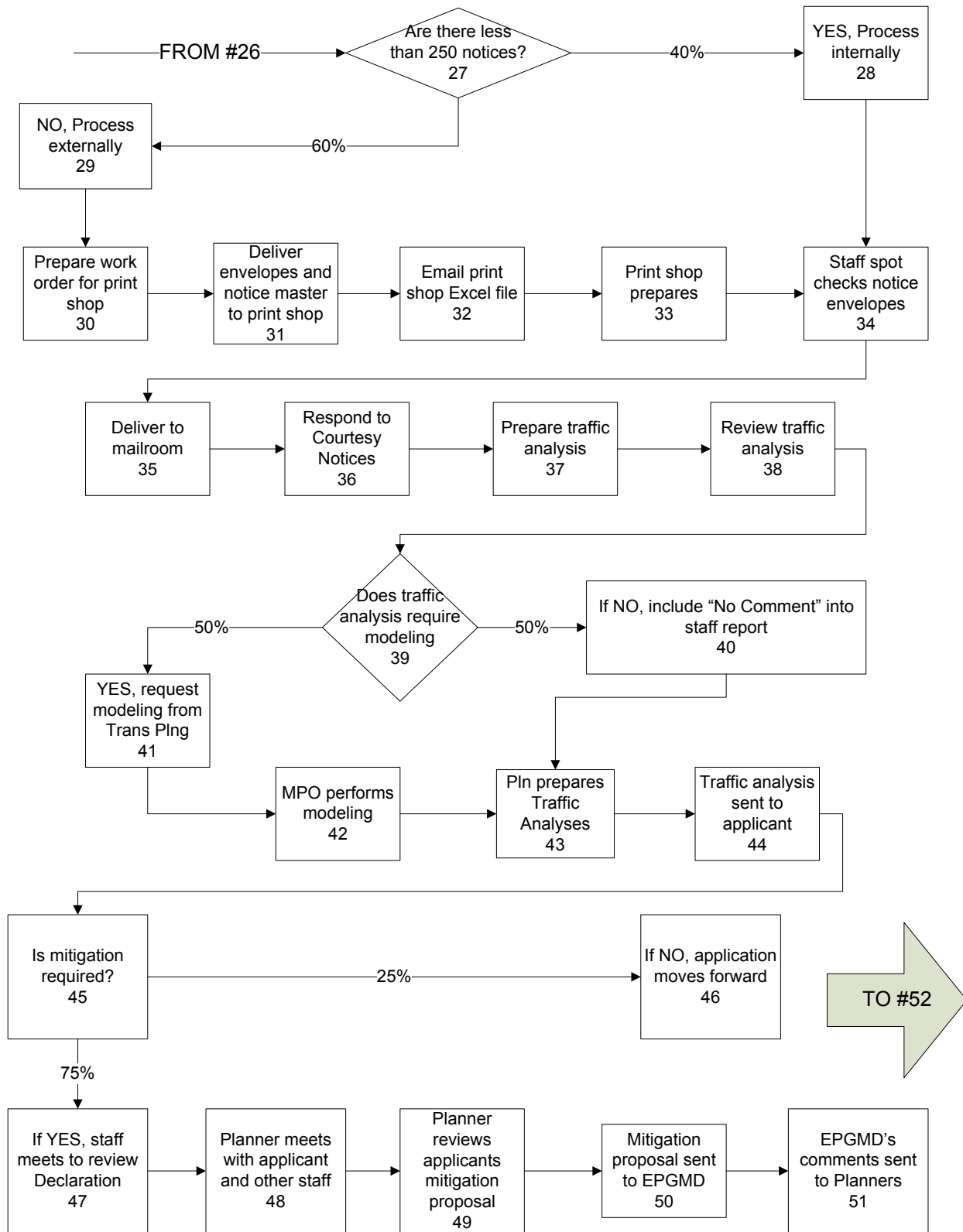
TASK DESCRIPTION	Decision Point	% NO	DIRECT LABOR TIME IN MINUTES								Operating Expenses	Total	
			Planners	Planning Manager	Deputy Director	Director	Graphic Staff	GIS Staff	Support Staff	Attorney			
Council Attorney attends Council meetings (2 meetings/amendment)												\$127.80	
Council Attorney coordination												\$191.70	
Review proposed declarations of restrictive covenants											120		\$222.00
Deputy attends SFRPC 4x per year (150x4=600) divided by 25 LUPAs per year					24								\$30.96
Additional actions include considering consistency with goals, objectives, and policis, formulate strategy for the amendment, internal communicaiton, and prepare and strategixe for public hearings.					1800	1800							\$5,256.00
TOTALS			6,500	980	3,189	2,615	90	450	510	270	\$2,884.28	\$13,044.18	
									TOTALS	14,604			\$15,928.47

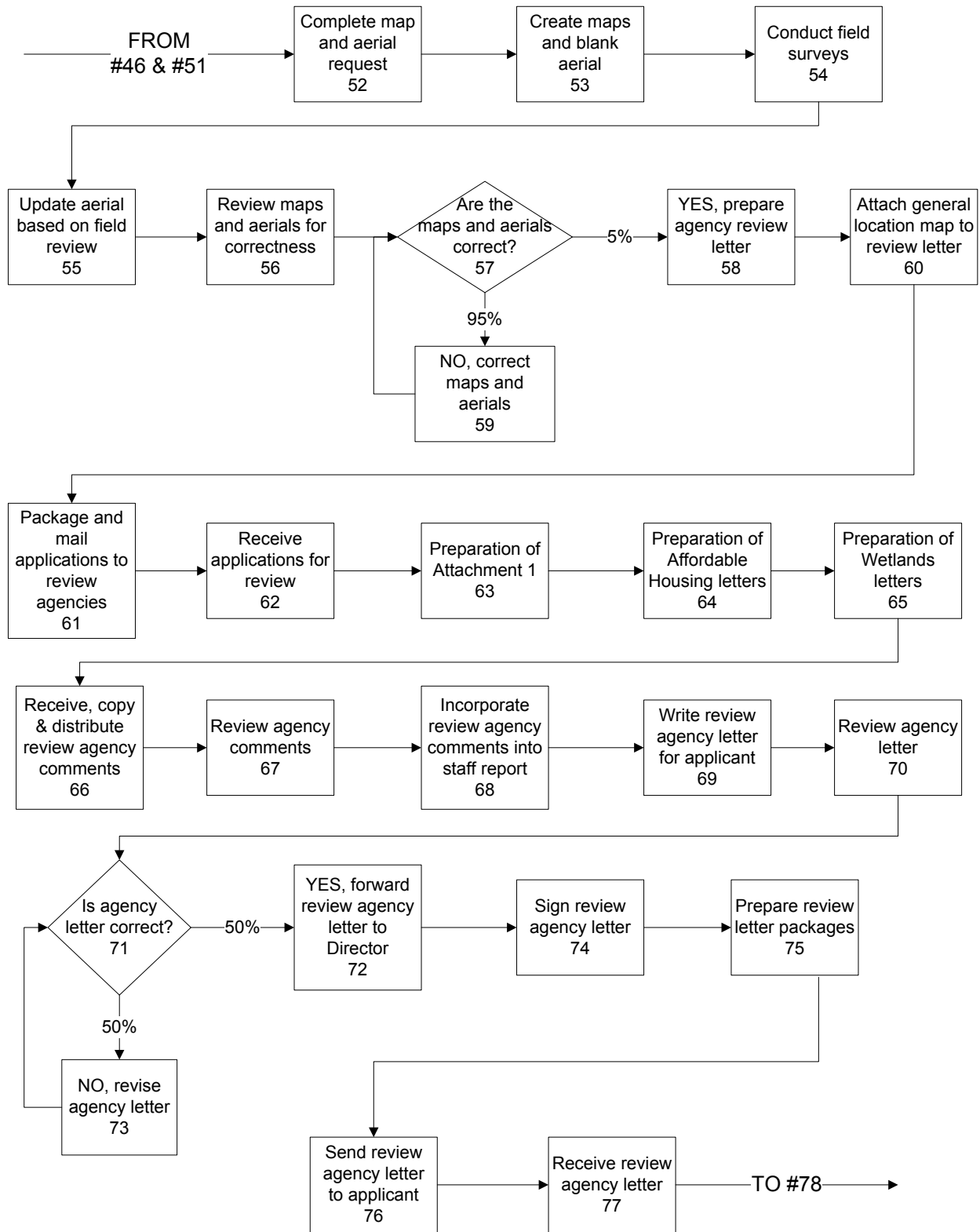
**An additional fee may be assessed to pay for the Planning Council Counsel review of the requested amendment.

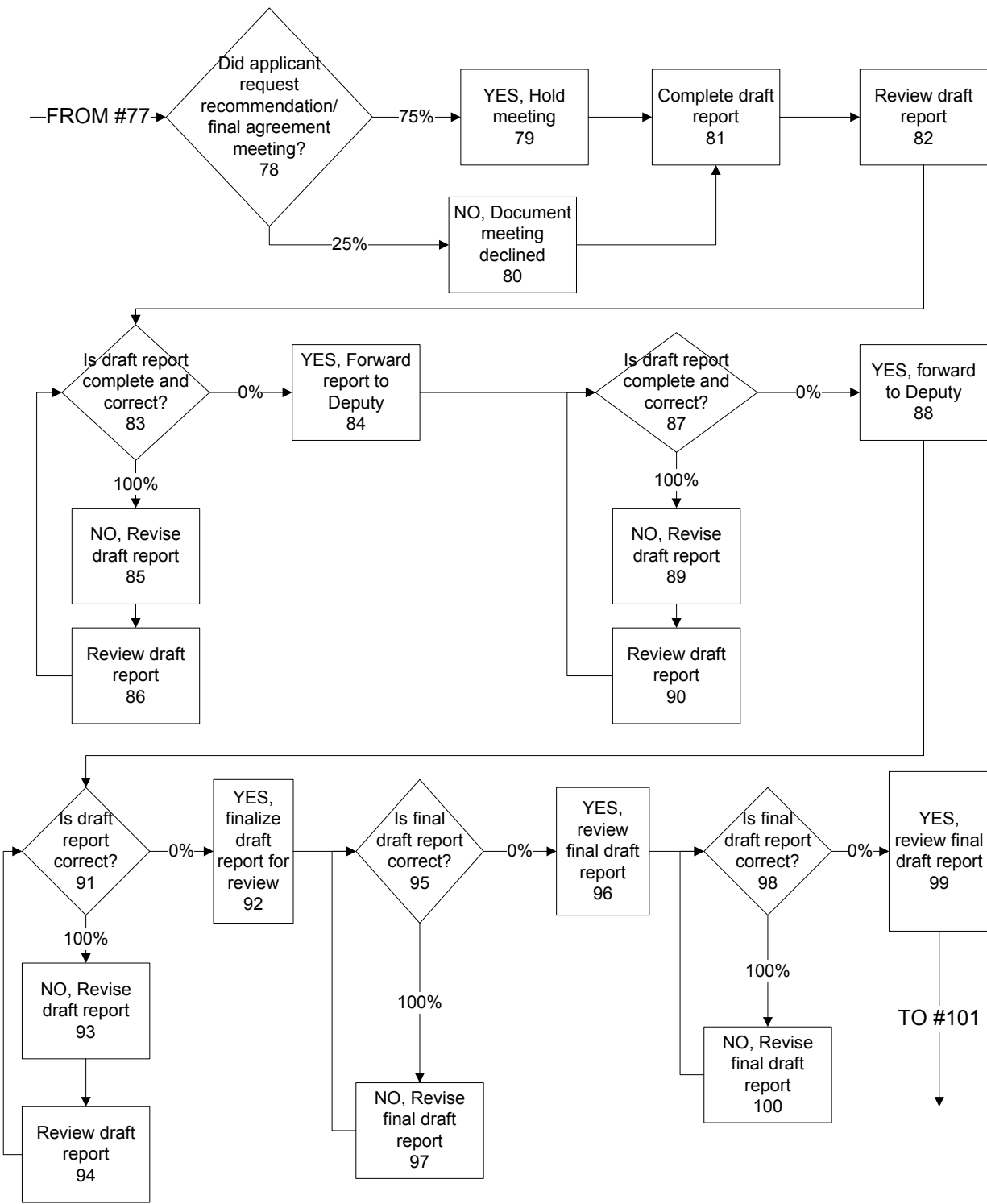
ATTACHMENT C

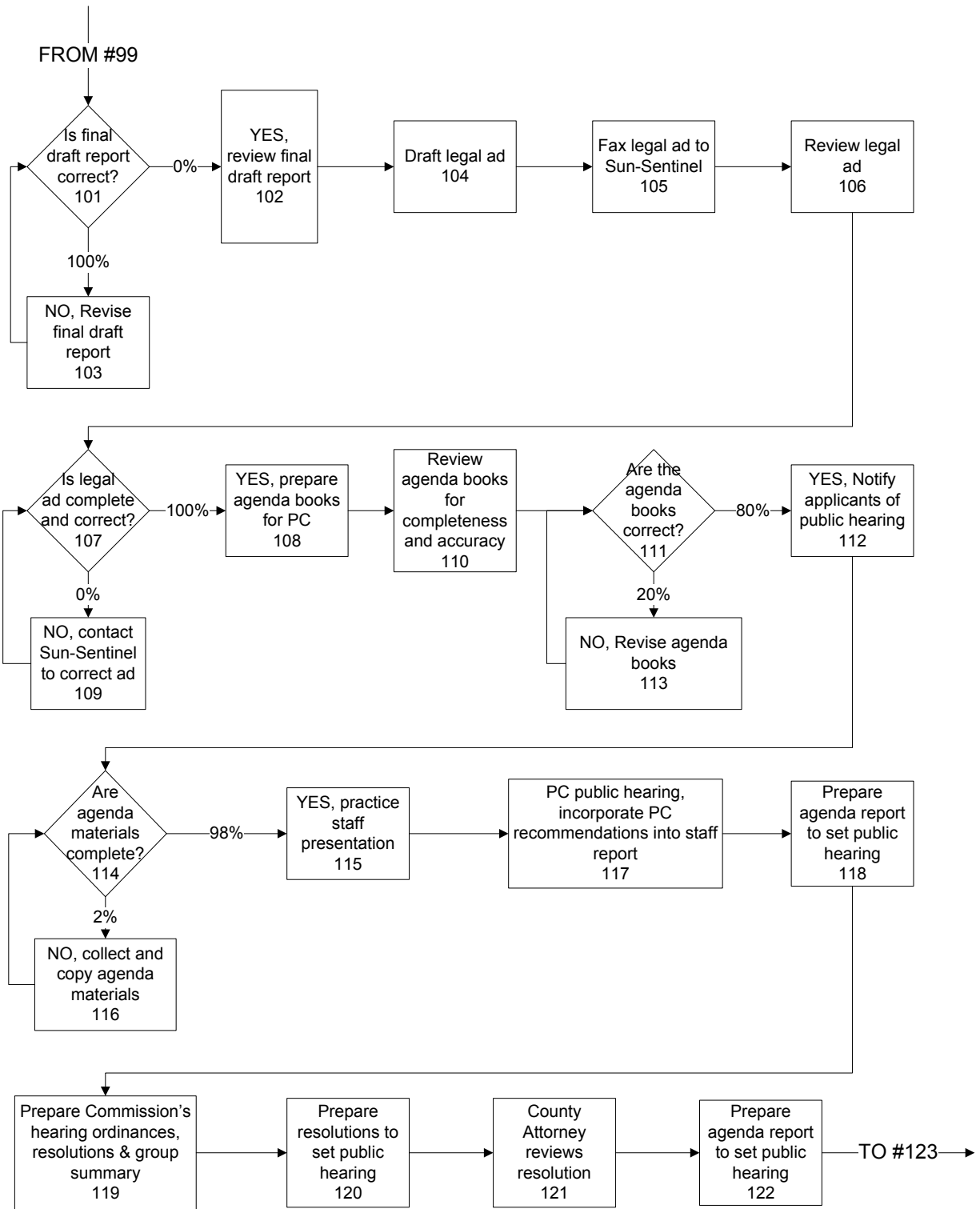
Land Use Plan Amendment

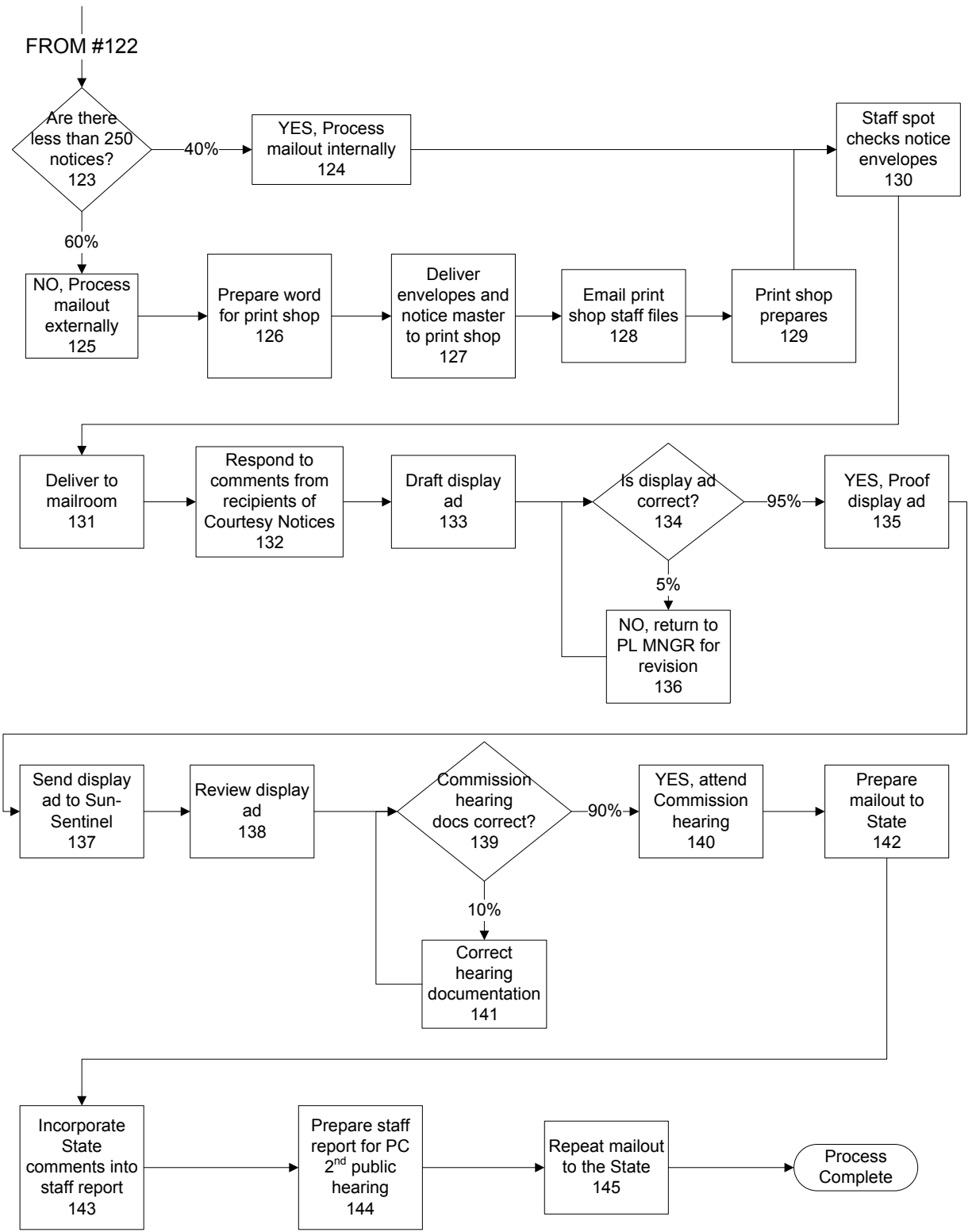












ATTACHMENT D

Broward County, Florida
Full Cost Allocation Plan

Fiscal Year 2009
2/25/2011

SUMMARY SCHEDULE

Department	025 Parks/Topeek eegee Yugnee	025 Parks/Vista View Park	025 Parks/West Lake Park	027 County Health Unit 2100	027 Historical Commission 3000	027 Talent Dev 4100	027 Org Performance Unit 4200	027 Planning Council 6000	027 Boards of Rules & Appeals 7000	028 County Admin-Non Dept 1100
1 Building Use Allowance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,080	\$0	\$0
2 Equipment Use Allowance	0	0	0	0	0	0	0	0	0	0
3 020 County Commission 11xx	0	0	0	0	2,797	1,398	0	7,692	0	0
4 020 County Auditor 2000	0	0	0	0	1,461	730	0	4,018	0	0
5 020 County Attorney 3000	0	0	0	0	3,487	0	0	19	0	0
6 022 County Administration 1100	0	0	0	0	1,341	671	0	3,688	0	0
7 022 Office of Mgmt & Budget 2000	0	0	0	79	5,275	1,490	1,979	10,411	0	1,029
9 022 Public & Governmental Relations	0	0	0	0	874	437	0	2,405	0	0
10 022 Public Information 6710	0	0	0	0	24,632	425	0	6,374	0	0
11 022 Call Center 6800	0	0	0	0	694	347	0	1,909	0	0
12 022 OEO Admin 7005	0	0	0	0	1,045	523	0	2,875	0	0
13 022 Small Business 7010	0	0	0	0	0	0	0	0	0	526
14 023 Finance & Admin Services 1100	0	0	0	0	17,132	0	0	2,130	323	0
15 023 Accounting 2100, 2200, 2300, 2400	8	0	8	2,009	3,101	589	1,615	5,601	175	777
16 023 County Records 3100, 3200, 3500	0	0	0	0	820	410	0	2,372	0	0
17 023 ETS 4100, 4200, 4300, 4400, 4600	0	0	0	0	24,734	0	0	30,957	619	0
18 023 ETS Data Circuits 4730	0	0	0	0	8,929	0	0	0	0	0
19 023 ETS MicroMaint HW/SW Support	0	0	0	0	0	0	0	0	649	0
20 023 ETS Security HW/SW Support 4730	0	0	0	0	463	0	0	637	0	0
21 023 ETS ASD HW/SW Support 4764	0	0	0	0	0	0	0	0	0	0
22 023 ETS ISD Enterprise HW/SW Support	0	0	0	0	1,807	0	0	2,485	0	0
23 023 ETS ISD LAND HW/SW Support	0	0	0	0	3,127	0	0	4,299	0	0
24 023 Human Resources 5000, 5200, 5400	0	0	0	0	2,762	1,381	0	7,595	0	0
25 023 Purchasing 6100, 6200, 6300, 6400	0	0	0	0	506	0	0	184	6,297	2,075
26 023 Revenue Collection Admin 7100	9,880	665	5,458	0	89	0	0	177	0	0
27 125 Facilities Mgmt 5040, 5041, 5043, 5044	0	0	0	0	0	0	0	18,415	0	0
28 023 Human Services Admin 1101, 1102	0	0	0	0	0	0	0	0	0	0
29 025 Community Services Admin 1060	0	0	0	0	0	0	0	0	0	0
30 025 Parks & Rec Admin 9110	0	0	0	0	0	0	0	0	0	0
33 033 Environmental Protection-Admin	0	0	0	0	0	0	0	0	0	0
34 124 Public Works-Admin 1100	0	0	0	0	0	0	0	0	0	0
36 124 Project Mgmt 2200	0	0	0	0	0	0	0	0	0	0
37 124 Real Property 4000	0	0	0	0	0	0	0	0	0	0
40 125 Utilities 5101	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT ALLOCATIONS	9,888	665	5,466	2,088	105,076	8,401	3,594	117,323	8,063	4,407

ATTACHMENT 2



BROWARD COUNTY PLANNING COUNCIL

**TRAFFICWAYS PLAN AMENDMENT AND
WAIVER REQUEST FEE STUDY**

FINAL REPORT
MARCH, 2012

INTERNAL CONSULTING TEAM
OFFICE OF MANAGEMENT AND BUDGET
JOSEPH JARVIS, PROJECT ANALYST
CHRIS CREIGHTON, PROJECT ANALYST
JAMES CARBONE, PROGRAM MANAGER

PLANNING COUNCIL FEE STUDY TEAM
BROWARD COUNTY PLANNING COUNCIL
BARBARA BLAKE-BOY
PETER SCHWARZ

TABLE OF CONTENTS

INTRODUCTION	3
BACKGROUND	3
METHODOLOGY	3
1. CREATING THE PROCESS REPRESENTATION	3
2. CALCULATING PROCESS LABOR COST	3
3. CALCULATING PROCESS OPERATING EXPENSES	4
TABLE 1: COST PER TRAFFICWAYS PLAN AMENDMENT	4
TABLE 2: COST PER TRAFFICWAYS WAIVER REQUEST	5
4. COST RECOVERY	5
RECOMMENDATION	5
ATTACHMENTS	
A. FEE HISTORY 1999 TO 2010	
B. PROCESS TASK TABLE- TRAFFICWAYS PLAN AMENDMENT	
C. PROCESS FLOWCHART- TRAFFICWAYS PLAN AMENDMENT	
D. PROCESS TASK TABLE- TRAFFICWAYS WAIVER REQUEST	
E. PROCESS FLOWCHART- TRAFFICWAYS WAIVER REQUEST	

Introduction

This fee study was designed to review the existing fees and processes for the Trafficways Plan Amendment and Trafficways Waiver Request and was requested by the Broward County Planning Council. This study mapped these processes to determine if fee adjustments may be appropriate to improve cost recovery and if the current processes could be streamlined to be more efficient.

Background

The Broward County Planning Council promotes coordinated, comprehensive, and long-range planning in the County through multi-jurisdictional planning efforts. This includes preparing, implementing, reviewing, and interpreting Broward County's Trafficways and Land Use Plans. A Trafficways Amendment can be sought to bring the Trafficways Plan into conformity with long-range plans. To request an amendment, an application must be endorsed or submitted by a municipality to be approved by the Planning Council. Currently, a fee of \$6,798 is charged when a Trafficways Amendment application is submitted. A Trafficways Waiver may be applied for if a dedication is required pursuant to Section IV D.2 of the 1989 Broward County Land Use Plan and the fee is \$5,456. The difference in fees is due to the additional time and operating expenses required to complete a Trafficways Amendment. The fees charged for a Trafficways Amendment and Trafficways Waiver are based upon an analysis completed by the Office of Management and Budget in 1999. Since then, fee increases (based on salary and overhead increases) have been requested by the Planning Council staff and approved by the Planning Council and County Commission (Attachment A).

This study was based upon FY2012 budgeted salaries and relied upon the previous study and discussions with Planning Council staff to map all of the tasks within the Trafficways Amendment and Trafficways Waiver processes.

Methodology

1. Creating the Process Representation

The first step in this analysis was to create a process task table which included a process task list, minutes per task, rework percentages, and other related information to reflect the necessary tasks for completing a Trafficways Amendment (Attachment B) and Trafficways Waiver (Attachment D). A process flowchart depicting the existing tasks was also completed for the Trafficways Amendment (Attachment C) and Trafficways Waiver (Attachment E).

2. Calculating Process Labor Cost

All Planning Council staff involved with the Trafficways Amendment and Trafficways Waiver were identified and the personal service costs per position were calculated at a rate per minute based on FY2012 budgeted salaries. The personal service rates were calculated based on a 7.5 hour workday, 26.1 pay periods a year, 2 weeks vacation, 1 week sick leave, 9 holidays, and 2 employee choice days. The total available work hours were 1,762.5 per fiscal year per employee. To determine a full time employee's rate per minute, their salary was divided by 1,762.5 hours per fiscal year and then divided by 60.

The labor and benefits cost per task was determined by multiplying the minutes per task by the rate per minute of each employee who worked on the task. The labor and benefits cost per task was also multiplied by the percent of rework historically required; based upon the results from the last ten applications submitted for each process. Adding together the cost of each task determined the total labor and benefits cost for each process.

3. Calculating Process Operating Expenses

Each time either process is completed, specific operational expenses (operating, cost allocation, and other agency reviews) are incurred. Trafficways Amendment operating expenses include renting a vehicle to complete a site visit, paper used for the staff report, expenses incurred for holding a Planning Council meeting, and printing updated maps. Operating expenses for a Trafficways Waiver include renting a vehicle to complete a site visit, paper used for the staff report, the cost of a court reporter for the semi-judicial meeting, and publication fees.

Cost allocation amounts for each process were based upon the Full Cost Allocation Plan for FY 2012. The cost allocation amount per Planning Council staff hour was determined by dividing the allocation amount by the number of total staff hours in a fiscal year. This per hour rate was then multiplied by the number of hours to complete each process.

Either application must also be reviewed by the Trafficways Review Group (TRG), which is made up of staff from other County departments. The TRG’s review equaled the sum of the TRG member’s per minute rate, multiplied by the average number of minutes of a review based upon the historical experience of each individual. These expenses were included with the operating expenses to distinguish them from the direct labor and benefits costs of the Planning Council staff.

Trafficways Plan Amendment

Mapping the Trafficways Amendment allowed us to determine that it takes Planning Council staff an average of 4,095 minutes to complete a Trafficways Amendment for a total cost of \$3,392 for labor and benefits. Operating expenses for this process are \$1,848 which brings the total cost for this process to \$5,240.

Table 1: Cost per Trafficways Plan Amendment

	Cost
Labor & Benefits Cost	\$3,392
Operating Expense	\$1,848
Total	\$5,240
Fee	\$6,798
Fee as % of Cost	130%

Trafficways Waiver Request

From the Trafficways Waiver task table we determine it takes Planning Council staff an average of 3,835 minutes to complete a Trafficways Waiver for a total cost of \$3,161 for labor and benefits. Operating expenses for this process are \$1,646 which brings the total cost for this process to \$4,807.

Table 2: Cost per Trafficways Waiver Request

	Cost
Labor & Benefits Cost	\$3,161
Operating Expense	\$1,646
Total	\$4,807
Fee	\$5,456
Fee as % of Cost	114%

4. Cost Recovery

Since 1999, changes have occurred within each process that affected the amount of time required for each process. For example, previously the Planning Council staff determined who would receive courtesy notices for a Trafficways Amendment by hand. Now the County utilizes technology which allows this determination to be completed in a fraction of the time. In addition, the Metropolitan Planning Organization (MPO) used to be a County agency (part of Transportation Planning) and its costs were included in the total cost of each process. The MPO is now an independent organization which charges a separate fee for their review of either application.

The current fee for the Trafficways Amendment is \$6,798 while the total cost to complete a Trafficways Amendment, which includes labor and benefits plus all operating expenses, is \$5,240. This amounts to a cost recovery percentage of 130%. For the Trafficways Waiver, the current fee is \$5,456 and the actual cost is \$4,807. This is a cost recovery percentage of 114%.

Recommendation

Based upon the cost recovery percentages for the Trafficways Amendment and Trafficways Waiver, fee increases are not recommended at this time.

ATTACHMENT A

Trafficways Plan Amendment Charged Fee History

Year	Fee
June 15, 1999	\$4,631
April 25, 2000	\$4,840*
April 24, 2001	\$5,064**
April 23, 2002	\$5,207***
April 24, 2003	\$5,401#
2004	\$5,602#
2005	\$5,811#
2006	\$6,033##
2007	6,314**
2008	6,470 ¹
2009	6,632 ¹
2010	6,798 ¹

Trafficways Waiver Request Charged Fee History

Year	Fee
June 15, 1999	\$3,710
April 25, 2000	\$3,880*
April 24, 2001	\$4,060**
April 23, 2002	\$4,174***
April 24, 2003	\$4,329#
2004	\$4,491#
2005	\$4,659#
2006	\$4,837##
2007	5,063**
2008	5,190 ¹
2009	5,321 ¹
2010	5,456 ¹

*Based on 5% increase in labor costs and 2.5% increase in overhead costs

** Based on 5% increase in labor costs and 3.0% increase in overhead costs

*** Based on 3% increase in labor costs and 2.0% increase in overhead costs

Based on 4.0% increase in labor costs and 2.5% increase in overhead costs

Based on 4.0% increase in labor costs and 3.0% increase in overhead costs

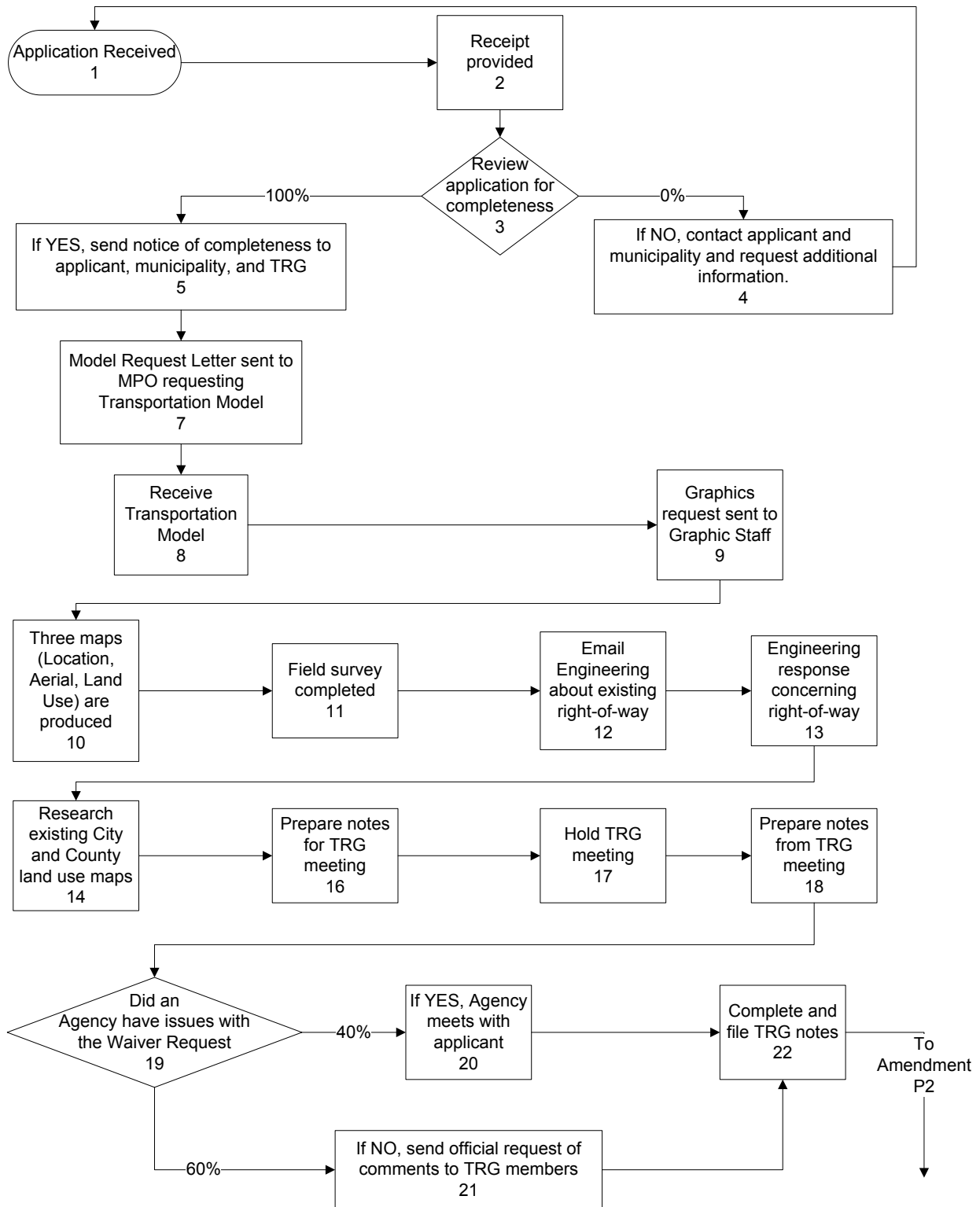
¹ – Based on 2008, 2009 and 2010 3.0% increase in labor costs

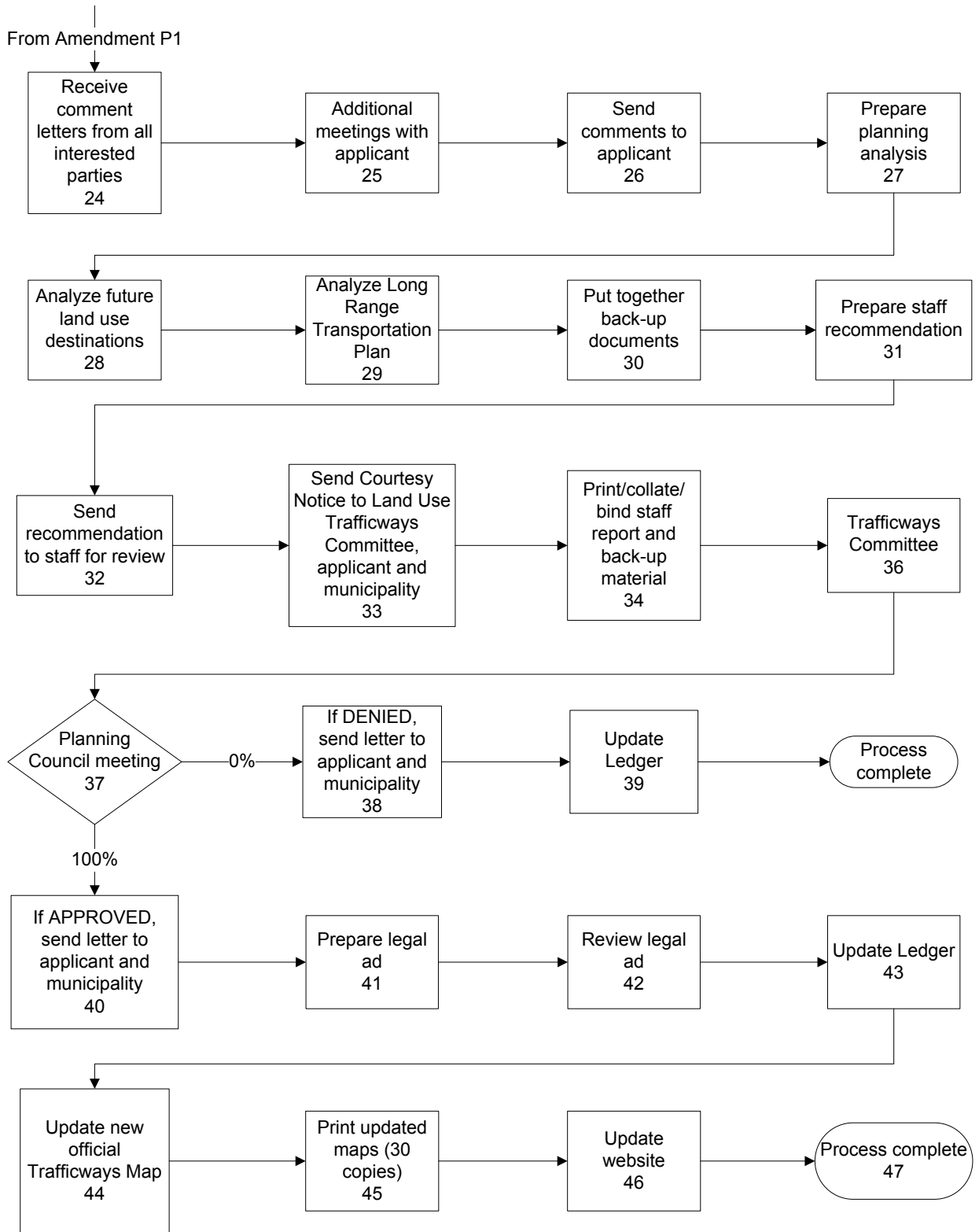
Task	TASK DESCRIPTION	Decision Point	% NO	Senior Planner	Planning Manager	Deputy Director	Director	Graphic Staff	Support Staff	Operating Expense	Total
34	Print/Collate/Bind staff report and back-up materials (32 sets)							60	180	\$112.00	\$124.80
35	Land Use Trafficways Committee Meeting (Step 5)										
36	Hold Trafficways Committee meeting to determine an approval of the Amendment			45		45	45				\$164.70
37	Hold Planning Council meeting with discussion of Committee Meeting	PD		45		45	45			\$300.00	\$164.70
38	If DENIED, send letter to applicant and municipality		0%	15		15	15		15		
39	Update Ledger			30							
40	If APPROVED, send letter to applicant and municipality			15		15	15		15		\$62.55
41	Prepare legal ad				60						\$49.20
42	Review legal ad					15	15				\$43.80
43	Update Ledger			30					120		\$83.40
44	Update new official Trafficways Map			30				60			\$55.20
45	Print updates maps (30 copies)			30				120	30	\$90.00	\$103.50
46	Update website			15				30	30		\$42.90
47	Process COMPLETE										
	Totals			1,935	120	570	450	450	570	\$1,913.95	\$3,392.22
								Total Min	4,095	Total	\$5,306.17

*Attendees for the TRG include MPO, Planning Council, Transit, Construction Engineering, Traffic Engineering, Municipal Planning Staff, Planning and Redevelopment, Development and Environmental Regulation, PPRAQ, and FDOT

ATTACHMENT C

Trafficways Plan Amendment





ATTACHMENT D

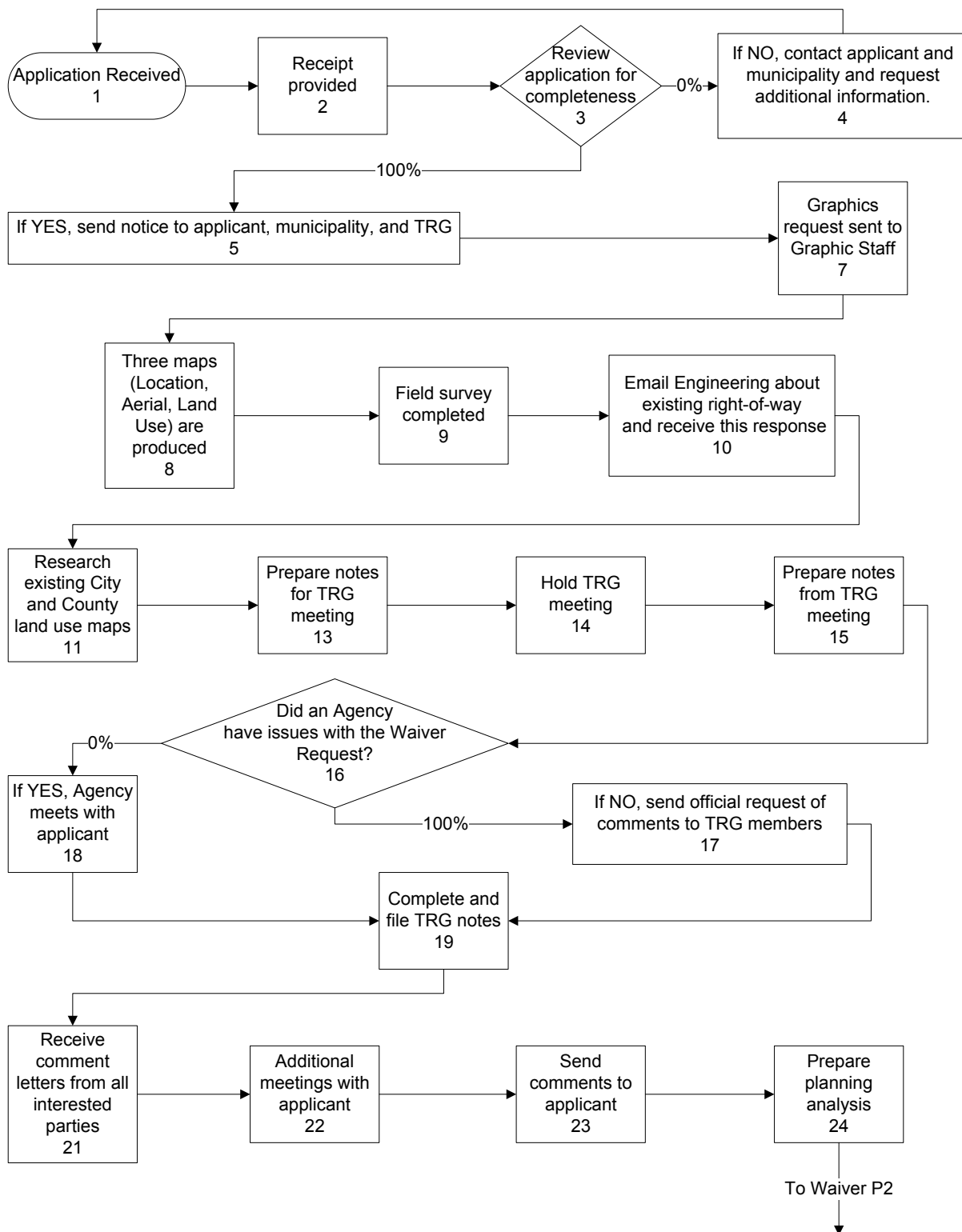
Trafficways Waiver Request				DIRECT LABOR TIME IN MINUTES							
Task	TASK DESCRIPTION	Decision Point	% NO	Senior Planner	Planning Manager	Deputy Director	Director	Graphic Staff	Support Staff	Operating Expense	Total
1	Receive Application (Step 1)									\$405.23	
2	Receipt provided								15		\$7.65
3	Review application for completeness	PD		120							\$88.80
4	If NO, send a letter and email of incompleteness and a copy to the municipality for additional information and receive resubmittal		0%	60							
5	If YES, send a letter and email of completeness and a copy to the municipality and 10 copies for the TRG			30		15	15		45		\$88.95
6	Research Preparation (Step 2)										
7	Graphics request sent to Graphic Staff			60							\$44.40
8	Three maps (Location, Aerial, Land Use) are produced							60 per map			\$99.00
9	Field survey (site visit with a sketch, photo, review site)			120		120				\$28.00	\$243.60
10	Email Engineering about existing right-of-way and receive their response			15							\$11.10
11	Research existing City and County land use maps			30							\$22.20
12	Trafficways Review Group (TRG)* (Step 3)										
13	Prepare notes for TRG meeting			60							\$44.40
14	Hold TRG meeting			90							\$66.60
15	Prepare notes from TRG meeting			30							\$22.20
16	Did an Agency have issues with the Waiver Request?	DD									
17	If NO, send hard and soft official request of comments to TRG members		100%	30							\$22.20
18	If YES, Agency meets with applicant										
19	Complete and file the TRG notes								30		\$15.30
20	Staff Report (Step 4)										
21	Receive comment letters from TRG, adjacent municipalities (if applicable), other interested parties			120					30	\$762.76	\$104.10
22	Additional meetings with applicant			60		60	60				\$219.60
23	Send comments to applicant			15					45		\$34.05
24	Prepare planning analysis			480							\$355.20
25	Analyze future land use destinations			30							\$22.20
26	Put together back-up docs including maps, right-of-way and Field Survey			45							\$33.30
27	Review all materials and draft staff recommendation			60		120	120				\$394.80
28	Send recommendation to other staff for their review				60	120	120				\$399.60
29	Send Courtesy Notice to Land Use Trafficways Committee, applicant and municipality			30							\$22.20
30	Print/Collate/Bind staff report and back-up materials (32 sets)							60	180	\$112.00	\$124.80

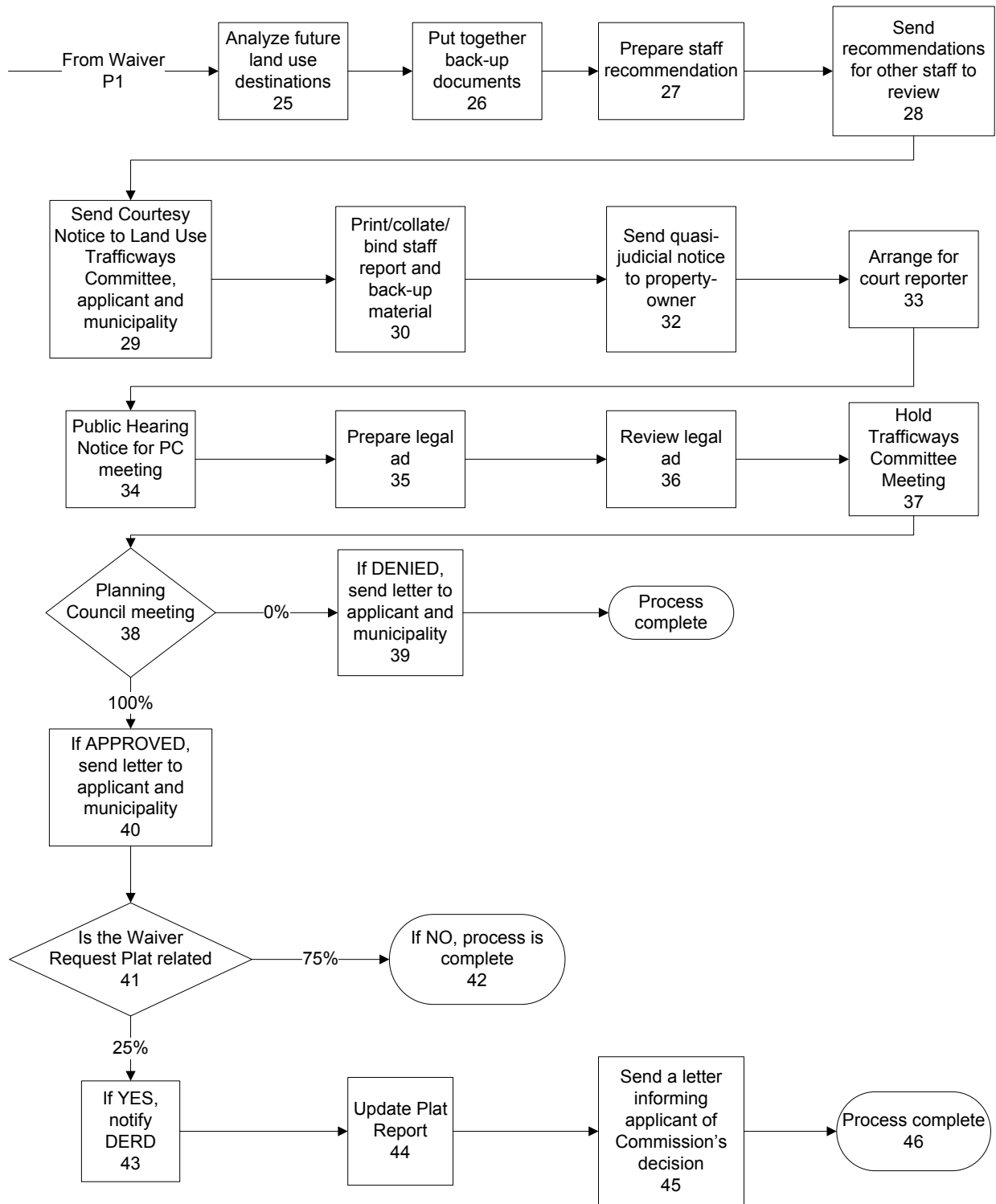
Task	TASK DESCRIPTION	Decision Point	% NO	Senior Planner	Planning Manager	Deputy Director	Director	Graphic Staff	Support Staff	Operating Expense	Total
31	Land Use Trafficways Committee Meeting (Step 5)										
32	Send quasi-judicial notice to property-owner			30					15		\$29.85
33	Arrange for court reporter								30	\$100.00	\$15.30
34	Public hearing notice								30	\$300.00	\$15.30
35	Prepare legal ad				60						\$49.20
36	Review legal ad					15	15				\$43.80
37	Hold Trafficways Committee meeting to determine recommendation of the Waiver			45		45	45				\$164.70
38	Hold Planning Council meeting with discussion of Trafficways Committee Meeting	PD		45		45	45				\$164.70
39	If DENIED, send letter to applicant and municipality		0%	15		15	15		15		
40	If APPROVED, send letter to applicant and municipality			15		15	15		15		\$62.55
41	Identify if the Wavier request is Plat related	DD		25					120		\$79.70
42	If NO, then the process is COMPLETE		75%								
43	If YES, notify DERD			30		15	15		15		\$18.41
44	Update and review Plat Report			30	30	30			30		\$25.20
45	Send a letter to applicant describing the Commission decision			30							\$5.55
46	Process COMPLETE										
	Totals			1,750	150	615	465	240	615	\$1,707.99	\$3,160.51
								Total Min	3,835	Total	\$4,868.50

*Attendees for the TRG include MPO, Planning Council, Transit, Construction Engineering, Traffic Engineering, Municipal Planning Staff, Planning and Redevelopment, Development and Environmental Regulation, PPRAQ, and FDOT.

ATTACHMENT E

Trafficways Waiver Request





ATTACHMENT 3

Fee Summary

Process	2008 Fee	Current Fee (Adopted 2010)	Proposed Fee	Dollar Change	Percent Change
County Map Amendments	\$11,611	\$12,146	\$17,625	+5,479	+45%
Trafficways Plan Amendments	\$6,314	\$6,798	\$5,828	-970	-17%
Trafficways Plan Waivers	\$5,063	\$5,456	\$5,349	-107	-2%
Municipal Recertifications	\$1,779	\$1,906	\$2,552	+646	+34%
Plat Interpretation Letters	\$100/ \$290	\$106/ \$308	\$144/ \$414	+38/ +106	+34%
Interpretation/Confirmation Letters	\$137/ \$236	\$145/ \$250	\$195/ \$337	+50/ +117	+34%

Fiscal Year 2018 Adopted versus Updated Revenue Projections

Revenue Source	Adopted Forecast Fiscal Year 2018	Updated Forecast Fiscal Year 2018
Fees	Billable Land Use Amendments - 12 @ \$12,146 (includes recertification fees) plus Full Courtesy Notice and Display Ad Cost Recovery Billable Trafficways Plan Amendments – 1 @ \$6,798 Billable Trafficways Plan Waiver – 1 @ \$5,456 Billable Municipal Land Use Plan Recertifications - 3 @ \$1,906 Plat Interpretation Fees – 80 @ between \$106/308 Land Use Interpretation Fees – 6 @ \$250 Land Use Confirmation Fees – 6 @ \$145 Forecast: \$182,654	Billable Land Use Amendments - 12 @ \$17,625 (includes recertification fees) plus Full Courtesy Notice and Display Ad Cost Recovery Billable Trafficways Plan Amendments – 1 @ \$5,828 Billable Trafficways Plan Waiver – 1 @ \$5,349 Billable Municipal Land Use Plan Recertifications - 3 @ \$2,552 Plat Interpretation Fees – 80 @ between \$111/414 Land Use Interpretation Fees – 6 @ \$337 Land Use Confirmation Fees – 6 @ \$195 Forecast: \$254,525
Impact	17.5% Recovery	24% Recovery

ATTACHMENT 4

Excerpt from Exhibit C of the Administrative Rules Document: Broward County Land Use Plan (Fee Schedule for Amendments to the Broward County Land Use Plan and Local Land Use Elements)

- .
- .
- .
- .
- .

AMENDMENTS NOT SUBJECT TO FEES

1. Land use plan amendments for property that is publicly owned, will continue to be publicly owned, and will be utilized for a public purpose.
2. Land use plan amendments for property owned by a not-for-profit, tax exempt organization, if the local government and the Broward County Board of County Commissioners make a finding that the proposed use will serve a public purpose and promotes the public health, safety and welfare.
3. Land use plan amendments designed solely to correct an error or add annexed areas without a change in density or intensity and the local government is the initiating party.
4. Land use plan amendments initiated by the Broward County Planning Council or Broward County Board of County Commissioners.
5. Land use plan amendments that propose to commit to a minimum of 15% for very-low, low or moderate affordable housing for a minimum of 15 years and subject to a legally enforceable agreement.

Note: Underlined words are proposed additions.