

2019 Reporting

Strategic Plan
Implementation and
Measures of Effectiveness



OUR BOARDS



Hillsborough County City-County Planning Commission

Promotes, coordinates, collaborates with, and facilitates the involvement of all people in comprehensive planning and visioning to improve economic development opportunities and quality of life in our community.

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Hillsborough MPO Metropolitan Planning for Transportation

A long-range transportation policy-making board made up of local government and transportation agency representatives planning for more than \$1.5 billion in state and federally funded multi-modal transportation investments in the first five years of each 20+ year plan.

County Commissioner Lesley "Les" Miller, Jr., Chair

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Paul Anderson, Port Tampa Bay CEO

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David Gwynn, FDOT District 7 Secretary, Non-voting Advisor



Hillsborough River Interlocal Planning Board & Technical Advisory Council

Responsible for promoting collaborative planning, regulation, and development along the river corridor while ensuring the environmental health of the river running through Hillsborough County and the cities of Tampa and Temple Terrace.

Tampa Councilman Guido Maniscalco, Chair

Temple Terrace Councilman Andrew Ross

County Commissioner Stacy White



INTRODUCTION

In August 2018, the Planning Commission adopted the **2018-2023 Plan Hillsborough Strategic Plan**. Developed jointly by the three boards supported by Plan Hillsborough staff (the Hillsborough County City-County Planning Commission, the Metropolitan Planning Organization and the Hillsborough River Interlocal Planning Board), this document outlines near-term objectives across seven agency Strategic Priorities. Implementation is a key focus of the Strategic Plan, and staff regularly meets to ensure these objectives are prioritized in our work program, with implementation reporting annually.

On an annual basis, the agency evaluates a broad set of data as part of the **Measures of Effectiveness**. This analysis provides an overview of the agency's performance measures and summarizes implementation of four main goals.

In evaluating the interrelationships between our agency's Measures of Effectiveness and the 2018-2023 Plan Hillsborough Strategic Plan, Plan Hillsborough staff recognized an opportunity to synthesize annual reporting on these two important agency initiatives. This **2019 Reporting** document combines the updates that would have been previously shared separately and links the **four performance evaluation goals** to the **seven Strategic Priorities** in the Strategic Plan.

One consolidated report enables the agency to provide more detailed information regarding its performance in relation to multiple factors, using the Strategic Plan as a framework.

7 STRATEGIC PRIORITIES

LINKING LAND USE AND TRANSPORTATION | 6

Transportation infrastructure and development form are undeniably interrelated. These strategies aim to establish new ways to connect planning for mobility and place through innovative planning techniques, examining the fiscal and market impact of planning decisions, and pursuing a strategic redevelopment strategy.

TECHNOLOGY & INNOVATION | 7

By leveraging technology and data synergistically, Plan Hillsborough provides citizens, decision makers and staff with accurate, timely, and cost-effective tools to allow proper vetting of policies. These strategies focus on defining needs to determine the best course of action for enhancing efficiency, increasing education, and strengthening interaction with the public to facilitate the planning process.

CITIZEN ENGAGEMENT | 8

Plan Hillsborough works to create a thriving future for Hillsborough County and its cities based on the feedback, input, and involvement of its citizens. These strategies are intended to strengthen citizen engagement in the planning process by enhancing communication through traditional methods and social media, developing new and innovative ways to present information, expanding the agency’s presence in the community, and ensuring there is an opportunity for feedback and input from diverse viewpoints.

PLANNING PARTNERSHIPS | 9

Partnerships are critical to the success and implementation of planning projects. This strategy aims to enhance existing relationships while developing new collaborations with additional organizations and groups.

ENABLING TRANSPORTATION CHOICES | 10

Increasing transportation and mobility options can enhance quality of life, shape the development form, improve public health, and provide additional access to economic opportunities. These strategies provide a framework for providing additional transportation choices by leveraging the area’s existing transportation infrastructure and identifying new and innovative ways to help fund transportation investments.

OPPORTUNITIES FOR REGIONAL COLLABORATION | 11

Many aspects of planning, such as land use, transportation or the environment, cross jurisdictional boundaries and require regional cooperation and coordination. This strategy outlines opportunities to enhance Plan Hillsborough’s effectiveness in advancing regional priorities as well as increasing opportunities for interjurisdictional collaboration.

INTERNAL AGENCY ENHANCEMENTS | 12

In February 2018, Plan Hillsborough leadership provided an agency Climate Survey to staff to obtain comments and feedback on internal areas of opportunity for the agency. Another area of strategic focus will be to address feedback received via this survey.

4 MAIN GOALS



GOAL 1 Outreach & Education



GOAL 2 Customer Service



GOAL 3 Proactive Planning Efforts



GOAL 4 Agency Performance Measures



Plan Amendments, Rezoning Activity, Growth, and Comprehensive Plan Goals

- In FY 2019, local jurisdictions agreed with the Planning Commission's plan amendment consistency findings in **47 out of 50 amendments**, leading to an increase in the annual agreement rate from 91% in 2018 to **94%** in 2019. The agreement rate for rezoning cases was **95%**.
- Proactive plan amendments:
 - *TU-24 - Tampa, protecting Tampa's parks, and amendments addressing increased protections for submerged aquatic environments*
- Hillsborough County and the City of Tampa issued the most permits in FY 2019, with **86% of development occurring within the Urban Service Area (USA)** exceeding the 80% goal adopted as part of the growth management strategy in the Comprehensive Plan. Within the County, significant growth occurred in the designated Community Plan Areas of Riverview, Apollo Beach, and Sun City Center.
- Incorporating market insight into planning:
 - *Coordination with economic development professionals on plan amendments*
 - *Analysis of market conditions part of 2045 Long Range Transportation Plan population projections*
 - *Hired Manager of Economics, Demographics and Research*
- In 2016, the Planning Commission established performance metrics regarding plan amendment and rezoning activity. The overall volume of rezonings and plan amendments remained at consistently high levels. Detailed information is available in the Appendix on page 15.

01

Strategic Priority

Linking Land Use and Transportation

Florida State University Department of Urban Planning Student Design Studio Project - Shared Mobility

- An FSU graduate capstone studio project; jointly funded with FDOT
- Developed a series of urban design templates and accompanying policy and planning guidance to facilitate and incentivize urban, suburban, and rural adaptation for shared mobility solutions and autonomous transit services

Industrial Lands Study

- Spearheaded informal study on the protection of industrial lands in our four local governments that will provide recommended methods to protect/enhance these lands
- The study aims to compare and contrast the policy direction taken within the four Plans in relation to industrial lands with those of comparable City and County Plans elsewhere in Florida

Plant City Mixed Use Gateway

- Initiated in partnership with the City of Plant City
- The project will involve updating an existing plan category and creating new land development regulations that will promote the integration of land uses, safe traffic flow, and create a strong community presence and sense of place on this southern entry into Plant City

02

Strategic Priority

Technology & Innovation

Ensuring Accessibility for All

- Ongoing effort to ensure all documents on the agency website are accessible and compliant with Americans with Disabilities Act (ADA) standards

New Project Pages

- Developed streamlined and user-friendly project page template for the Planning Commission and MPO that enhances how users view and interact with content digitally
 - Clearly separates important information into defined sections for readability including project overview, scope, public engagement, future steps, and supporting documentation
 - Integrated additional features including an email sign up form, Google Maps, social media links, and project specific calendar events

Internal Technology Enhancements

- Enhanced staff's understanding of technological solutions with "Tool of the Month" presentations and technology onboarding

Purchase Order System Upgrades

- Developed streamlined paperless approval process with the ability to examine real-time budget information
- Incorporated comprehensive historical POR data and ability to analyze trends over time



Innovative Applications

Transportation Improvement Program (TIP) Projects Viewer

- Developed an interactive mapping application that enables users to view transportation projects, descriptions, and funding over the next five years in Hillsborough County

Health Atlas

- Maintained this important tool to provide communities and planners information on chronic disease, demographics, food access, transportation, emergency preparedness, and environmental indicators within our communities

Comprehensive Plan Update Database (CPUD)

- Created an internal database to search, sort and compare existing Hillsborough County Comprehensive Plan language in preparation for the future plan update

One Water

- Coordinated with Hillsborough County to develop a mapping application analyzing the interrelationships of water in Hillsborough County



Social Media Milestones

- Increased social media promotion and engagement with approximately 11.8K followers on Twitter and 2.6K on Facebook

FAQ on Website

- Implemented a Frequently Asked Questions (FAQ) page on the Plan Hillsborough website
- Includes FAQs for Plan Hillsborough, the Planning Commission, the Metropolitan Planning Organization, and the River Board

Public Outreach Events

- In 2019, Plan Hillsborough staff gave 76 presentations and participated in 120 outreach events, at which more than 24,000 attendees were anticipated. Overall, staff interacted with approximately 31,000 attendees with two staff present on average at each event for every 257 attendees.

Customer Service Surveys

- In 2016, the agency began providing customer service surveys to the public to gauge the agency's performance following services provided by staff. In 2019, 100% of surveys returned rated the agency's overall quality of service as *excellent* or *good*.
- An annual survey is also sent to our four client governments to evaluate how we are meeting their needs. See page 19 for details.

03

Strategic Priority

Citizen Engagement

Sharing the Importance of Planning

Planning & Design Awards

- Celebrated the importance of quality planning, projects, and design in our communities by recognizing 18 projects in 2019

Info BBQ

- Quarterly free educational talk that educated and engaged the public in important planning-related conversations

In-Person Engagement and Outreach

- 2020 Census Outreach – Staff served on the multijurisdictional Complete Count Committee, conducted presentations to diverse audiences, and developed educational materials and curriculum for social studies classes
- Vision Zero initiative engaged with victims of traffic violence and their families, recruited community leaders, painted bike lanes and murals, and hosted a Day of Remembrance, Walk of Silence and Ride of Silence to raise awareness
- Staff met with citizens, community leaders and other stakeholders on multiple projects. Examples include the Ruskin Community Character Study and Ybor Vision 2020
- As a result of staff outreach, over 5,000 people participated in the It's TIME Hillsborough survey and gave their feedback on projects proposed for the 2045 Long Range Transportation Plan, including input from disadvantaged communities

04

Strategic Priority

Planning Partnerships

Service Projects in our Community

Box City and Vision Zero Summer Camp Teach-in

- Interactive planning educational experience for elementary and middle school children from the Tampa Heights Junior Civic Association and Dowdell Middle School in Palm River

Operation Partnership – Civilian Career Day

- Provided a shadowing opportunity for a military member interested in planning as part of a Greater Tampa Bay Chamber of Commerce event

Great American Cleanup

- In honor of Earth Day, the agency participated in the Great American Cleanup sponsored by Keep Tampa Bay Beautiful
- A team of staff volunteers spent their Saturday morning picking up trash in Riverhills Park in Temple Terrace

Mentor a Planning Student (MAPS) and Future Leaders in Planning (FLiP)

- MAPS – Staff members served as mentors to USF Master of Urban and Regional Planning students, providing shadowing opportunities and career guidance
- FLiP – Annual summer opportunity for high school students to explore urban planning as a potential career



Innovative Partnerships

Health in All Policies

- Cross-sector collaborative approach that incorporates health into decision-making via a partnership with the Department of Health
- Resolution of support adopted by the MPO and pending City of Tampa Comprehensive Plan text amendment
- Used as a screening tool in the new 2045 Long Range Transportation Plan

Commuter Challenge Week

- Social media and staff/board member challenge encouraged everyone to try a mode of transportation other than driving alone, in collaboration with the Tampa Downtown Partnership

Radio Station Partnerships

- Partnered with News Radio WFLA AM Tampa Bay for on-air interviews with staff and other transportation leaders to promote the It's TIME Hillsborough survey
- Conducted radio cross promotions on iHeartRadio and Beasley Media Group, culminating in the Kids Day 2019 Beasley Media Group event at Raymond James Stadium

River Board Technical Advisory Council (TAC)

- Continued collaboration with partner agencies to understand various projects, programs and factors affecting the Hillsborough River; 2019 meetings included discussions on climate change and the Hillsborough River, Tampa Bay Water's Master Plan, and ELAPP strategic acquisitions



Garden Steps

- MPO project that seeks to create community gardens with easy pedestrian and bicycle access in identified food deserts
- Nationwide recognition in the Healthiest Cities and Counties Challenge, received **\$50,000 grant** to continue work to improve health equity

Vision Zero

- Development of the Hillsborough MPO Speed Management Action Plan, including speed management issues, challenges, and implementable strategies and solutions
- Hillsborough County BOCC allocated \$500,000 in funding for the MPO to study eight County corridors
- Gena Torres, MPO's Vision Zero project manager, was selected to serve on Tampa Mayor Jane Castor's Transportation Advisory Team
- The Vision Zero Action Plan was selected as a 2019 noteworthy practice by the Florida MPO Advisory Council

Improving Connectivity and Access

- Grid connectivity is an important component considered in rezonings and right of way vacation review by Planning Commission staff
- Staff provided comments on Hillsborough County's Corridor Preservation Plan, examining how typical cross sections, context classification, and access management can be utilized within right-of-way on the County's roadways

05

Strategic Priority

Enabling Transportation Choices

It's TIME Hillsborough | 2045 Long Range Transportation Plan

- Adopted at the MPO Public Hearing in November 2019
- Presents an investment approach that details transportation priorities and associated funding for the next 25 years
- Five mission directives: maintaining a state of good repair and promoting resiliency; reducing crashes through the Vision Zero initiative; alleviating congestion for commuters and visitors; providing multimodal transportation options; and stimulating economic growth

Low Speed Electric Vehicle Study

- Temple Terrace's existing network of local roadways allow golf carts to operate according to the City's guidelines
- Identified opportunities for golf carts to cross 56th Street and Fowler Avenue to access shopping and community amenities

06

Strategic Priority

Opportunities for Regional Collaboration

Support Regional Planning Efforts

- Staff continues to participate in committees, leadership sessions and provide support to important regional entities, including the Tampa Bay Regional Planning Council, Agency on Bay Management, and One Bay

Regional Transportation Funding Priorities

- The MPO and its partners in the CCC and TMA worked together to secure \$1.4 billion in state and federal funding for the Westshore Interchange
- A result of consistent regional messaging about the importance of this project
- The CCC and TMA priorities for a multi-county network of trails and greenways were also updated for consideration in the next grant cycle
- The MPO reviewed its agreement with five other MPOs for regional transportation planning and coordination, reestablishing the MPO Chairs Coordinating Committee (CCC) to lead multi-modal priority setting and formalizing the tri-county Transportation Management Area (TMA) leadership group as a committee of the CCC.



Safe Routes to School National Conference & Gulf Coast Safe Streets Summit – Multiple Partners

- Over 420 participants came together for the three-day conference to discuss transportation safety, best practices and creating healthy, equitable communities
- Conference was held along with the one-day regional summit in downtown Tampa

Resilient Tampa Bay Transportation Pilot Project

- The MPO received a **\$250,000 grant** to conduct a regional transportation vulnerability analysis in collaboration with regional partners
- One of 11 pilots competitively selected from around the county by the Federal Highway Administration
- Study considers projects/strategies to improve the resilience and reliability of the transportation system in the face of flooding due to storms and sea level rise

Hillsborough River Planning

- The Hillsborough River Interlocal Planning Board and TAC continued to serve as opportunities for cross-jurisdictional collaboration; linking elected officials from three jurisdictions as well as representatives from regional agencies such as the Southwest Florida Water Management District, Department of Environmental Protection, Port Tampa Bay, and the Tampa Bay Regional Planning Council



07

Strategic Priority

Internal Agency Enhancements

New In-House Human Resources

- New in-house Human Resources capabilities led by Meghan Betourney, SPHR
- Provided expertise to specialized functions such as training, compensation, recruiting, and employee relations
- Created a personnel policies manual tailored exclusively to Plan Hillsborough's needs

Succession Planning

- Six retirements and 11 new hires in 2019 created an opportunity for succession planning
- Via institutional knowledge sharing sessions, cross-department mentoring, and trainings, the agency worked to ensure smooth transitions and consistency in how we operate

Internal Committees

- Morale Committee, Sustainability Committee, Culture Committee - these committees provide support to the agency on a variety of topics, including workplace activities, sustainability efforts, engagement and accountability
- Groups develop community service projects and vet new policies and procedures

Training

- Provided leadership and development training sessions on a variety of topics, including management, communications, and computer programs

Furthering Internal Communications

- Instituted cross-team project kickoffs and liaisons to increase communication and efficiency across the agency
- Initiated post-conference information sharing sessions where staff share best practices and new planning insights with other teams

2020 IMPLEMENTATION ACTIVITIES

Strategic Plan implementation continues to be a focus and priority for Plan Hillsborough staff. At our annual staff retreat, staff brainstormed new and innovative ways to focus our efforts on achieving some of the more complex Strategic Priorities. In addition to regular tracking and reporting on the overall plan, staff is divided into seven teams focused on new methods of implementation. In addition, we will be combining our Annual Report and Strategic Plan implementation reporting in 2020.





GOAL 1: OUTREACH & EDUCATION

Raise the awareness of the Planning Commission and agency projects and initiatives through public education efforts that result in:

1. Presentations to at least 25 community/business groups a year.
2. User friendly materials produced, including at least one website/social media enhancement each year to better communicate with the public.
3. Use of innovative outreach and education methods, including incorporation of at least one new public engagement method annually.



GOAL 2: CUSTOMER SERVICE

Provide excellent customer service as measured by:

1. 90% of customer service surveys returned with a positive response (good or excellent).
2. An annual survey to our four client governments to evaluate how we are meeting their needs.
3. Foster new partnerships with organizations by:
 - providing them with services and information,
 - creating joint projects and on-going collaboration,
 - building relationships with under-represented groups,
 - supporting their work.



GOAL 3: PROACTIVE PLANNING EFFORTS

Develop planning resources, ideas and studies that are innovative and helpful to the community:

1. Produce at least 6 products each year that are either planning projects requested by a local government or other planning partner, and/or research on innovative planning topics and trends.
2. Pursue new grant and partnership opportunities to further enhance the services that can be provided.



GOAL 4: AGENCY PERFORMANCE MEASURES

Develop and monitor agency wide performance measures that can be reported annually:

1. Continue to track the established performance measures regarding:
 - Time spent on Plan Amendments
 - Plan Amendment Consistency Findings
 - Rezoning Consistency Findings
2. Establish baseline data for new performance measures:
 - Growth occurring consistent with the direction of the Comprehensive Plans – comparison of building permit data to areas where growth is directed in each of the four Comprehensive Plans.
 - Staff attendance at Public Outreach events, the use of resources and the number of people communicated with at those events.

PLAN AMENDMENT AND REZONING ACTIVITY

This section analyzes established performance metrics for fiscal years 2018 (October 1, 2017 –September 30, 2018) and 2019 (October 1, 2018 – September 30, 2019) regarding plan amendment and rezoning activity.

In 2018, the Planning Commission employed 47 full-time staff (three new-hires and two resignations are included in the count) of which 33 were planners. While all 33 planners do not participate in the plan amendment review process, for consistency and ease of calculation, all have been included.

There were 83 plan amendments in 2018, requiring a total of 6,037 hours. On average, each plan amendment took 73 hours. On average, each staff person spent 128 hours on Plan Amendments in 2018.

If only considering the number of hours spent by planners, the time spent on plan amendments increases to 183 hours, which equates to 2.5 amendments per planner in Fiscal Year 2018.

In 2019, the Planning Commission employed 51 full-time staff (eight new-hires and four resignations are included in the count), of which 31 were planners. While all 31 planners do not participate in the plan amendment review process, for consistency and ease of calculation all have been included.

There were 73 plan amendments in 2019, requiring a total of 6,770 hours. On average, each plan amendment took 93 hours. On average, each staff person spent 133 hours on Plan Amendments in 2019.

If only considering the number of hours spent by planners, the time spent on plan amendments increases to 218 hours, which equates to 2.4 amendments per planner in Fiscal Year 2019.

The time associated with plan amendment reviews has increased from 2018 to 2019.

In Fiscal Year 2016, staff began tracking the consistency findings for plan amendments. This data has become a benchmark to compare future years. In Fiscal Year 2019, the Planning Commission made recommendations on 50 amendments. Of these amendments, the local jurisdiction agreed with the agency's recommendation on 47 amendments resulting in a 94% agreement rate.

Below is a comparison to the agreement rate in prior years.

	2016	2017	2018	2019
Number of amendments reaching local government adoption phase (all jurisdictions)	39	46	55	50
Jurisdiction agreed with agency's recommendation	33	41	50	47
Agreement Rate	85%	89%	91%	94%

Staff also began tracking the agreement rate of rezonings in 2017.

	2017	2018	2019
Number of rezoning cases (all jurisdictions)	287	284	207
Jurisdiction agreed with staff's recommendation	280	277	197
Agreement Rate	98%	98%	95%

GROWTH AND COMPREHENSIVE PLAN GOALS

The Future Land Use Element of the Future of Hillsborough: Comprehensive Plan for Unincorporated Hillsborough County directs new growth into the Urban Service Area (USA) with the goal that at least **80%** of all population growth will occur within the USA during the planning horizon of the Plan. Building permit activity and other similar measures are used to evaluate whether growth is occurring consistent with the direction of the four Comprehensive Plans.

The map on the following page shows all permits issued in Fiscal Year 2019 throughout the county. The green points are permits issued inside the Urban Service Area boundary, while the red points are permits issued outside of the USA. **86%** of development occurred within the USA with most permits being issued by the County and the City of Tampa.

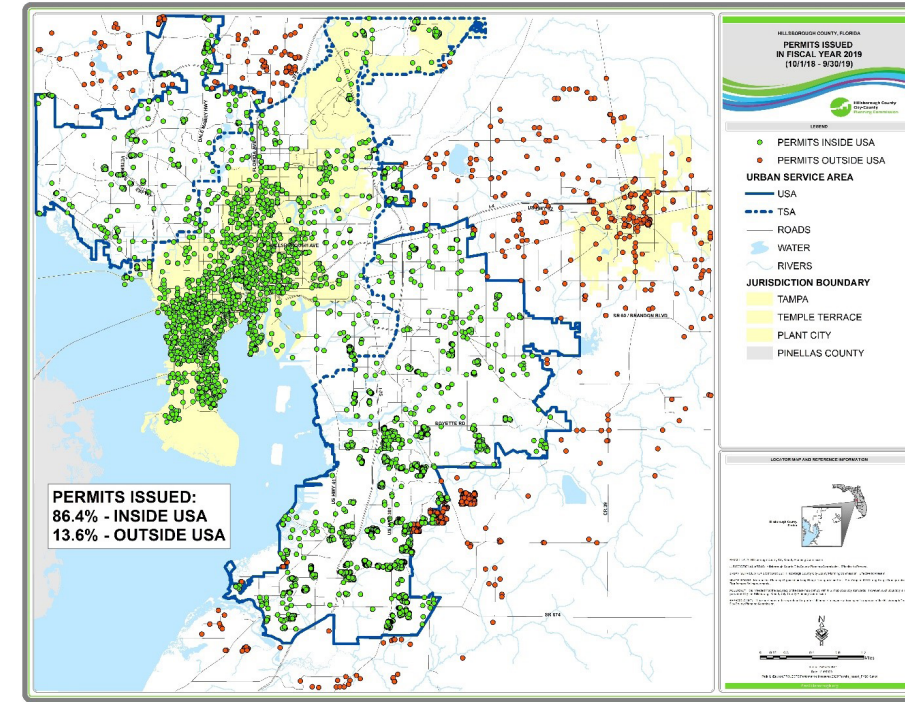
PERCENT OF PERMITS ISSUED BY JURISDICTION

Unincorporated Hillsborough County	77.7%
City of Tampa	20.1%
City of Temple Terrace	0.5%
City of Plant City	1.7%
Total	100.0%

Permits are also tracked by smaller geographies such as Community Plan Areas within the County. The table below lists all the designated Plan Areas in the County with the percent of permits issued for each area in Fiscal Year 2019. The majority of development in the county occurred in the Riverview, Apollo Beach, and Sun City Center Plan Areas.

PERCENT OF PERMITS ISSUED BY HILLSBOROUGH COUNTY PER COMMUNITY PLAN AREA

Apollo Beach	10.8%	Little Manatee South	0.5%
Balm	2.3%	Lutz	5.0%
Boyette	1.8%	Northwest Hillsborough	1.7%
Brandon	3.7%	Riverview	30.5%
Carrollwood Northdale	0.0%	Ruskin	5.8%
Citrus Park Village	0.1%	Seffner Mango	1.8%
East Lake Orient Park	0.6%	South Rural	0.3%
East Rural	2.0%	Sun City Center	11.0%
Egypt Lake	0.7%	Thonotosassa	2.8%
Gibsonston	2.7%	Town and Country	1.2%
Greater Carrollwood Northdale	4.1%	University Area Community	0.4%
Greater Palm River	3.4%	Valrico	1.3%
Keystone Odessa	0.9%	Wimauma	4.7%
Total		Total	100.0%



FY 2019 PLANNING COMMISSION RECEIPTS & DISBURSEMENTS

Personnel	Receipts	Disbursements
Salaries	\$3,284,751	\$2,904,437
Benefits	\$1,309,888	\$1,647,361
Personnel Total	\$4,594,639	\$4,551,798

Operating	Receipts	Disbursements
Legal Services	\$34,000	\$13,433
Data Processing Supplies / Services / Small Equipment	\$90,500	\$76,331
Consultant / Contractual Services	\$163,250	\$191,952
Training / Parking / Travel / County Vehicle Expense	\$69,084	\$66,790
Telecommunications / Internet Expense	\$10,000	\$19,774
Postage / Freight Services	\$15,000	\$3,346
Building / Equipment Maintenance / Other Rentals & Leases	\$2,100	\$5,827
Commercial / Liability Insurance Premiums	\$39,535	\$36,278
Printing / Office Supplies	\$55,000	\$56,011
Legal Advertising / Public Awareness Expenses	\$34,000	\$40,299
Miscellaneous Employee Related Expenses	\$15,500	\$16,964
Operating Total	\$527,969	\$527,004

Capital Equipment	Receipts	Disbursements
Data Processing Equipment	\$15,500	\$15,490
Capital Equipment Total	\$15,500	\$15,490
Grand Total	Receipts	Disbursements
All Receipts & Disbursements	\$5,138,108	\$5,094,293

SUMMARY TABLE OF TIME AND COSTS

The following table summarizes activities by Planning Commission staff based on actual hours for client governments and agencies, as well as major programmatic activities for the Planning Commission fiscal year ending September 30, 2019. The agency's time-keeping system, Dovico, tracks staff time spent on work program activities and calculates the hourly rate for each hour billed to the various work program tasks. The full-time staff equivalent was 50.0 compared to 47.1 from the previous year. Interns and new hires offset the staff retirements.

Client	Number of Staff Hours	Staff Equivalent	Percent of Work Program	Estimated Cost
Metropolitan Planning Organization / Long Range Transportation Planning	27,510	15.6	31.3%	\$1,638,913
Multi-jurisdictional Planning	18,657	10.6	21.2%	\$1,093,237
Unincorporated Hillsborough County	15,228	8.7	17.3%	\$886,865
The Planning Commission / Administration and Support	13,275	7.5	15.1%	\$722,612
City of Tampa	8,275	4.7	9.4%	\$401,034
City of Plant City	2,387	1.4	2.7%	\$146,167
City of Temple Terrace	1,710	1.0	1.9%	\$108,880
Support for Hillsborough River Board / Technical Advisory Committee	585	0.3	0.7%	\$46,604
Transportation Surtax Activities	251	0.1	0.3%	\$15,037
Total	87,877	50.0	100%	\$5,059,349

Programmatic Activity	Number of Staff Hours	Staff Equivalent	Percent of Work Program	Estimated Cost
Transportation	27,761	15.8	31.6%	\$1,653,950
Comprehensive Planning	32,148	18.3	36.6%	\$1,895,591
TPC & HRB Support Services	13,860	7.9	15.8%	\$769,216
Comprehensive Plan Consistency Reviews	11,088	6.3	12.6%	\$531,685
Community Planning	3,022	1.7	3.4%	\$208,906
Public Information & Outreach	2,661	1.5	3.0%	\$139,845
Total	87,877	50.0	100%	\$5,059,349

ANNUAL CLIENT GOVERNMENT SURVEY RESULTS

January 2020

Characteristic	Temple Terrace	Plant City
Promptness	Outstanding	Outstanding
Professionalism	Outstanding	Outstanding
Efficiency	Outstanding	Outstanding
Accuracy	Outstanding	Outstanding
Overall Performance	Outstanding	Outstanding
Core Values	Temple Terrace	Plant City
Integrity / Trust We are open, honest and trustworthy in our interactions with your agency, staff, and officials.	Outstanding	Outstanding
Servant Leadership We assist your agency in accomplishing your vision, mission statement or objectives in a timely manner.	Outstanding	Outstanding
Transparency Our reports, plans, and overall communication are accurate and easily understandable for your staff and overall agency.	Outstanding	Outstanding
Stewardship We provide timely information and feedback with little waste of your agency's time or staff.	Outstanding	Outstanding
Innovation We provide innovative tools for your staff to accomplish your goals and we are willing to collaborate.	Outstanding	Outstanding

Comment from the City of Temple Terrace

I cannot express the gratitude towards you and your staff for doing an outstanding service to the City of Temple Terrace. Since you have taken over as the Exec Director it is a pleasure dealing with the Planning Commission. Kudos to you and your staff for the assistance and concerns towards helping Temple Terrace. It is of great help to have Mark Hudson so accessible to our staff. He is a pleasure to work with.

Comment from Plant City

The Planning Commission staff has been great to work with. We appreciate the services you provide. Thank you!

Survey rating scale: Outstanding, Good, Average, Poor

