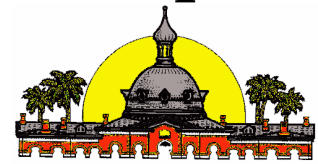


*The Committee of 99
Final Report*



Hillsborough County
Florida

*Submitted to the
Hillsborough County
Board of County Commissioners
November 10, 1999*

COMMITTEE OF 99 MEMBERS AND APPOINTING AUTHORITIES

<i>Name</i>	<i>Appointing Authority</i>	<i>Name</i>	<i>Appointing Authority</i>
Peter Alessandri	State Representative Rob Wallace	Eugene LeFloch	Greater Town 'N Country Chamber of Commerce
Bill Anderson	Plant City Chamber of Commerce	Lincoln LeVarge	State Representative Gus Bilirakis
Charlotte Anderson	People Against Neighborhood Drug Abuse	Tom Locke	North Tampa Chamber of Commerce
George Anello	State Representative Sandra Murman	Marcos Lorenzo M. D.	Tampa General Hospital
Harry "Mack" Austin	State Senator Tom Lee	Demaris Marsh	American Association of Retired Persons
Betty Baker-Guzman	THAN - Old West Tampa	Pierre Mathurin	HARTline Consumer Advisory Committee
Kevin Bakewell	AAA Auto Club	Paul Matthews	NAACP
Catherine Barja	MPO Transportation Disadvantaged Council	Carol Mayes	Community Action Board
Geraldine Barnes	State Representative Les Miller	David McGarvey	Sierra Club, Tampa Bay Group
Will Bissett	ELAPP Advisory Committee	Carole Mehlman	League of Women Voters / Hillsborough County
Lynda Bowerman	Westshore Alliance	Barbara Merritt	State Senator James Hargrett
Sheryl Brown	Hillsborough Co / Alliance for Citizens w/Disabilities	John Miley	Carrollwood Area Association Of Neighborhoods
Colin Campbell, Jr.	Greater Brandon Chamber of Commerce	Gail Milon	Representative Rudy Bradley
James Cannon	Tampa Audubon Society	Gloria Mills	HARTline Consumer Advisory Committee
Ashley Carl	Hillsborough Community College	Bob Morrison	Hillsborough County Hotel/ Motel Association
Chip Collins	State Senator Jim Sebesta	Tom Ness	University of South Florida
Chloe Coney	Tampa City Council	Walter Niles	Urban League
Sandra Council	Ruskin Chamber of Commerce	Terry O'Brien	State Representative Victor Crist
Kacy Curry	THAN - Old Seminole Heights	John Paulk	State Representative J.D. Alexander
Richard Davis	Greater Tampa Chamber of Commerce	Bernice Pelham	THAN - Southeast Seminole Heights
Jim Davison	Tampa City Council	Don Pellegrino	City of Temple Terrace Mayor Fran Barford
Mark DeLillo	Hillsborough County Aviation Authority	Debbie Pergolizzi	St. Joseph's Hospital
Annette DeLisle	Ybor City Chamber of Commerce	Debbie Pitcairn	THAN - Hunter's Green
Sean Donnelly	THAN - South Westshore	Steve Polzin	Lutz Civic Association
Jim Fleming	Hillsborough Co Bicycle/Pedestrian Advisory	Pam Prysner	Westchase Community Homeowner's Association
Committee		Dick Ray	State Representative Ken Littlefield
David Galloway	City of Plant City Mayor John Dicks	Ben Ritter	Mayor's Alliance for Citizens with Disabilities
Karen Gard	WAGES Coalition	Jack Roszbach	Greater Temple Terrace Chamber of Commerce
Aldyce Garms	Concerned Citizens of Gibsonton Area, Inc.	Henry Saavedra	Tampa Sports Authority
Lynn Grinnell	New Tampa Community Council	Ray Sandelli	City of Tampa Mayor Dick Greco
Nelson Guagliardo	City of Tampa Mayor Dick Greco	Arthur Savage	Tampa Port Authority
Mia Hardcastle	Commissioner Jan Platt	Harry Sexton	Hillsborough County MPO Citizen Advisory Committee
Steve Hayes	Tampa/Hillsborough Convention & Visitors Assoc	Lorrin Shepard	Tampa Bay Performing Arts Center
David Heckman	Commissioner Ronda Storms	Jan Smith	Hillsborough County City-County Planning Commission
Robert Hennessey	Town 'N Country Alliance	Gene Stracener	Sun City Chamber of Commerce
Melanie Higgins	THAN - Ballast Point	Karen Strickland	Hillsborough County School Board
Eric Hill	Commissioner Thomas Scott	John Sugg	Commissioner Pat Frank
Bob Homer	USF Area Comm. Civic Association, Inc.	Kathleen Taylor	Sterling Ranch Master Association
J. E. (Dooley) Houghtaling	South County Roundtable	Russell Thomas	State Representative Chris Hart IV
Kenneth Hoyt	State Senator John Grant	Louis Tovey	Sun City Center Community Associates
Ted Hull	HARTline Consumer Advisory Committee	Leonard Tria, Jr.	Bay Area Commuter Services
Judy James	State Representative Bob Henriquez	Gloria Vales	League of United Latin American Citizens
Gary Johanboeke	State Representative Johnnie Byrd	Margaret Vizzi	THAN - Beach Park
Ray Johnson	Builder's Association of Greater Tampa	Leroy Washington	City of Tampa Mayor Dick Greco
Steven Kent	Hillsborough County Farm Bureau	Robert Weisman	Commissioner Jim Norman
Karleen Kos	Metropolitan Ministries	Andy Wilhelm	MacDill Air Force Base/6th Transportation Squadron
Stan Krick	Commissioner Ben Wacksman	Janet Wilson	State Representative Mark Ogles
Maryann Ladutko	HARTline Board of Directors	Felicia Wintons	Hillsborough County Workforce Board
Bob Lang	Commissioner Chris Hart	Ralph Wozniak	Villas on the Green Condo Association (Summerfield)
John LaRocca	Downtown Partnership		
Denise Lasher	Hillsborough County Citizens Advisory Committee		

Pat Bean, Facilitator



BOARD OF COUNTY COMMISSIONERS
Pat Frank
Chris Hart
Jim Norman
Jan K. Platt
Thomas Scott
Ronda Storms
Ben Wacksman

Office of the County Administrator
Daniel A. Kleman

Deputy County Administrator
Patricia Bean
Assistant County Administrators
Edwin Hunzeker
Jimmie Keel
Anthony Shoemaker

November 10, 1999

The Board of County Commissioners
Hillsborough County
PO Box 1110
Tampa, FL 33601

Dear Commissioners:

Re: Report of the Committee of 99

Enclosed are the recommendations of the Committee of 99 to the Board of County Commissioners (BOCC). You created the Committee of 99 in June 1999 and asked us to provide a report by November 1999. Further, you provided us an opportunity to help frame important transportation funding questions and recommend which transportation programs and projects are priorities in preparation for a November 2000 transportation referendum.

Since its first meeting on July 13, 1999 the Committee met ten times to address the Charge. In addition, we conducted six public meetings to receive public comment – two more than the BOCC assigned us. We reached recommendations on the Charge that you gave us.

We appreciated the opportunity to work on this important project. It was hard work and reflects a significant time commitment. We believe that this is a very big first step on our path to addressing transportation needs. We know that there is no perfect plan and that there are costs to moving ahead. But we know that the cost of doing nothing is too high. We look forward to moving ahead with you as we implement a plan to improve transportation in Hillsborough County.

Respectfully submitted,

The Committee of 99

Post Office Box 1110 - Tampa, Florida 33601
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Contents

	Page
Transmittal Letter	
Executive Summary	1
• Committee of 99 Recommendations	4
Report of the Committee of 99 to the Board of County Commissioners	5
• Introduction	5
• Background	6
• The Committee of 99 Process	7
Committee of 99 Conclusions and Recommendations	11
• Introduction	11
• Observations and Discussion	11
• Recommendations	14
• Recap of November 2, 1999 Actions	16
• Review of the Charge	18
• Closing	18

Exhibits

	Page
List of Exhibits	20
Exhibit 1 Recommended Revenue Sources – 10 Years Program	21
Exhibit 2 Recommended Program Spending for 10 Years	22
Exhibit 3 Recommended Mobility, Condition and Safety Improvements Program Detail	23
Exhibit 4 Public Meeting Schedule	24
Exhibit 5 Regular Meeting Schedule	25
Exhibit 6 Overall Process Description	26
Exhibit 7 Typical Meeting Format	27

Committee of 99 Report Executive Summary

The BOCC has recognized that transportation is among the most important concerns of the public. Transportation spending comprises about 19 percent of total household spending and accounts for 11 percent of the nation's economic activity. People spend on average more than 70 minutes of every day traveling. Travel accounts for over half of the petroleum consumed in the U.S. and travel accidents are a major cause of untimely death and injury. Transportation is critical to virtually all of our daily activities including work, school, worship, socializing, shopping and recreating. Almost everyone uses transportation on a daily basis and recognizes the value of ensuring we have a quality transportation system.

The recommendations presented in this report offer a sincere attempt to acknowledge the need for a change in spending levels and priorities. They offer an opportunity to leverage state and federal funding programs. They symbolize a willingness to take bold steps and be proactive in solving transportation problems and enabling continued economic growth while showing sensitivity to the environment and neighborhoods. They offer a meaningful affordable program that is balanced both in having a variety of revenue sources and a comprehensive multi-modal investment plan.

These recommendations reflect the consensus of a large, diverse group of the public and provide an outline for a rational plan that can win support and can be successfully implemented in our community. They grow out of the June 2, BOCC decision to create the Committee of 99 which gave a broad spectrum of citizens an opportunity to help frame important transportation funding questions and recommend transportation priorities in preparation for a November 2000 Transportation Referendum.

The Board of County Commissioners (BOCC) designated 78 agencies and individuals to select the 99 citizens who would serve on the Committee of 99. The Committee of 99 is the largest citizen panel ever created by the BOCC.

The Committee was comprised of members from all areas of the county and from a range of ages, incomes, occupations, and racial and ethnic backgrounds. Some were very knowledgeable about transportation and others participated because they believe transportation is important. Some came with strong opinions, some developed positions during the course of our deliberations and others changed positions during the process. Most of all, the committee was made up of people who cared about our community's quality of life.

Since its first meeting on July 13, 1999 the full Committee met ten times to address the Charge, and conducted the four prescribed and two additional public meetings for a total of six public meetings. The Committee conducted its work according to the Sunshine Law. Hillsborough Television provided multiple replays of all the Committee's meetings. An average of 64 members attended each meeting. Sixty-one people spoke at the public meetings. The common theme we heard from speakers at the Public Meetings is the need to increase our investment in our transportation system.

We used a consensus process to perform its assignment. The consensus process itself is built around a series of progressive exercises to help reach understanding, provide time for meaningful discussion and move toward agreement. We recognized that consensus means that *"most are comfortable with a position, some have concerns but will support it, a few will dislike it but will not oppose it and a small minority will not agree."* This was true of most of our deliberations.

We worked diligently to discover areas of agreement and to reach compromise on differences in opinion. We all recognized that Hillsborough County is growing rapidly and needs new approaches and investments in transportation. The process, in spite of time and resource constraints, diverse perspectives and the need to address complex controversial issues, worked effectively, and was supported by a majority of the committee members.

We compliment and appreciate the assistance of the many agencies and individuals that worked with us in this consensus process. We want to specifically mention and thank Pat Bean and her staff, who assisted the committee in its efforts through a difficult process.

The Committee recommends a balanced, multi-modal, fiscally sound transportation system that will provide options for the diverse mobility needs in our community. Consideration was given to the needs of neighborhoods, the desire for an effective mass transit system, and the importance of meeting the needs of both the driving and the non-driving public. We emphasized the need to improve maintenance of our system while making a dramatic shift away from relying solely on building roads. Our recommendations make a greater investment in the bus system and other ways to improve our mobility. We support building and expanding roads while putting much more emphasis on programs to better operate our existing system and to improve mobility.

We spent considerable effort reviewing the rail proposals. There was a consensus to eliminate any considerations of rail segments beyond an initial line. The Committee was divided on whether to include funding for the USF to downtown segment. A slight majority of the Committee opposed implementing any light rail at this time; therefore, this spending program recommendation does not include any funding for rail projects.

We believe the programs we recommend will benefit all people and all parts of our community. No tax package equally or fairly affects all payers. We believe the sources of revenue provide a fair balance among the users (gas tax), effects of development (impact fees), and visitors and tourists (sales tax), while not unfairly burdening property owners and other residents. We especially believe that this level of investment will allow you to begin to catch up with the impacts from the significant growth that this community has accumulated over the last 20 years and will continue to experience.

The Committee discarded other sources of revenues and did not recommend a direct rollback in property taxes. Some of the sources considered would not raise enough revenue to address the size of the problem. In general, property taxes were considered the least desirable approach to solving our shortfalls. Also, given the level of unmet needs for transportation improvements it seemed counter-productive to give up a source of property tax funding the voters had already approved for transportation.

We recommend a program that will only cost an average of 30 cents per day per person. Part of these funds will be from visitors, commuters and others who live outside our county yet pay sales and gas tax in Hillsborough County. We recommend that you implement additional funding by increasing the gas tax by 5-cents per gallon, bringing impact fees to a 30% recovery rate and supporting a November 2000 referendum for an additional ½ % sales tax.

We all appreciated the opportunity to work on such an important project for our community. It was hard work. It was a big time commitment. We strongly believe that transportation is an important issue for our quality of life. We recognize that spending increases are not readily accepted and transportation projects can be controversial.

We have satisfied the seven components of the BOCC Charge. The recommendations in this report are 100% the product of the Committee of 99.

However, now the BOCC has an opportunity to act to ensure our future mobility, create livable neighborhoods, help encourage smart growth, sustain our communities and ensure our economic well being.

Committee of 99 Recommendations

The Committee recommends that:

- 1. New revenues described below be placed in a specific account or “trust fund” and budget and plan the transportation program expenditures consistent with the levels agreed to by consensus: (See Exhibits 1, 2 and 3 for details)**
 - 18.5 % Road Widening and New Roads**
 - 26.2 % Bus Transit and Paratransit Services**
 - 55.3 % Mobility, Condition and Safety Improvements**
- 2. The BOCC evidence their commitment to transportation by promptly acting, without a referendum, to implement a 5-cent per gallon gas tax increase and to increase impact fees to a 30% recovery rate**
- 3. The BOCC initiate and support a referendum on the November 2000 ballot for an additional ½ % sales tax subject to the above actions being implemented**
- 4. The BOCC implement potential savings and efficiencies in governmental operations including recommendations from TaxWatch, various audits and from other sources and apply the savings to ad valorem tax reductions**
- 5. The BOCC maintain current funding levels in future budgets for existing transportation programs calculated as a percentage of total revenues (maintain current efforts)**
- 6. The BOCC implement the recommended taxes for ten years and reevaluate prior to consideration for renewal**
- 7. The BOCC establish a process for accountability and reporting to the public similar to the one in place for the Community Investment Tax**

**Report of the
Committee of 99
to the
Hillsborough County
Board of County Commissioners**

Introduction

The community has been in a vigorous debate over several years about the best approach to solve our transportation needs. Much of that debate has centered on whether the community should implement a rail system. Meanwhile, a larger decision about how to fund improvements in our current roadway and bus system and how to catch up from our accumulated needs due to our notable growth over the past few decades has remained unanswered.

The Committee used a consensus process to perform its assignment. The BOCC suggested that was the approach that should be used with assistance from staff. It is important to recognize that the process was credible and supported by a majority of the Committee members.

The following two sections provide a brief background to set the context for the Committee of 99's assignment and to document the process we followed. The third section contains our recommendations, which is followed by a brief closing.

Background

On March 11, 1998 as part of the discussion of the Mobility Major Investment Study the BOCC decided to hold a transportation referendum in November 2000. Between January and May 1999 the Board held eight workshops and one public hearing to review our community's transportation needs. As a result of the workshop series the BOCC determined that Hillsborough County needed more transportation improvements – much more than we can afford with our current funding. On March 3, 1999 the BOCC unanimously approved (7-0) a motion to request that the Legislative Delegation support an amendment to the Florida Statute related to the Charter County Transit System Surtax. This motion included a commitment to include a rollback of the ad valorem property tax currently levied by HARTline (0.5mills) if voters approve the sales tax.

The Delegation and the BOCC wanted to provide an opportunity for input from citizens to help determine how the county would address our transportation needs. After considering options to accomplish this, the BOCC decided to create a “Committee of 99”.

The Board of County Commissioners (BOCC) designated 78 agencies and individuals who would select the committee of 99 citizens on June 2, 1999. Appointing authorities included the local legislative delegation, local jurisdiction elected officials (Hillsborough County, cities of Tampa, Plant City, and Temple Terrace, and the School Board), existing boards, advisory groups, neighborhood groups, major employers, chambers of commerce, environmental groups, tourism and industry groups, and community associations. The committee was comprised of members from all areas of the county and a range of ages, incomes, occupations, racial and ethnic backgrounds and other characteristics that are reflective of our community.

The BOCC created the Committee of 99 to give a broad spectrum of citizens an opportunity to help frame important transportation funding questions and recommend which transportation programs and projects are priorities in preparation for a November 2000 Transportation Referendum. The BOCC gave the Committee a Charge to determine the following in preparation for the November 2000 ballot:

- 1. The desired level of sales tax**
- 2. Other funding sources**
- 3. Property tax relief**
- 4. What transportation programs should be funded**
- 5. Format for the referendum**

The BOCC asked the Committee to conduct four public meetings and do its work in the “Sunshine.”

The Committee of 99 is the largest citizen panel ever created by the BOCC.

The Committee of 99 Process

Since its first meeting on July 13, 1999 the Committee met ten times to address the Charge, and conduct six public meetings to receive public comment. The Committee conducted its work according to the Sunshine Law.

Each member throughout the process was provided with extensive background information. This material included the MPO's 2020 Long-Range Transportation Plan, HARTline's Transportation Development Program, local government transportation needs and other adopted local transportation work programs. It included pro and con articles, papers and research about rail, numerous other reports and newspaper articles, and responses to requests for information from the members.

Members who missed meetings were mailed full meeting packets and were offered video recordings of the meetings. Throughout the Committee of 99 process, a large distribution list of people (appointing authorities, transportation authorities, and elected officials) were kept informed of the Committee's progress.

In addition, Hillsborough Television recorded and played tapes of the meetings on the government channels on Fridays at 7:00 PM in unincorporated Hillsborough County and in the cities of Temple Terrace and Plant City. The meetings were replayed at other times and in the City of Tampa. Hillsborough Television also produced Committee member profiles and two videos to assist informing the public about the Committee's activities. The Committee of 99 web site (www.HillsboroughCounty.org/comm/ommittee99) includes a complete list of members, appointing authorities, meeting schedules, news releases and meeting recaps.

Committee of 99 meetings, ranged from three to six hours long. Six of the meetings were evening meetings held from July through October of 1999 at the Embassy Suites (3705 Spectrum Boulevard, University of South Florida). Two were afternoon consensus work sessions held in late October at the Embassy Suites and two were evening wrap up meetings held in early November at County Center (601 E. Kennedy Boulevard). Pat Bean, Hillsborough County Deputy County Administrator, served as the Committee of 99 facilitator. **Exhibit 5** provides the schedule and location of Committee meetings. An average of 64 members attended each meeting. Fifty-one members attended seven or more meetings. Sixty-nine members attended five or more meetings.

The Committee heard from at least 25 speakers from 14 different organizations. These included:

Committee of 99 – Guest Speakers

Elected Officials:

1. John Dicks, Plant City Mayor
2. Rich Glorioso, Plant City Commissioner and MPO Chairman
3. Dick Greco, Tampa Mayor
4. Mary Jo Jeter, Temple Terrace Vice Mayor

Agency Staffs, Consultants and Others:

5. Susan Adams, Director, Hillsborough County Planning and Growth Management
6. Lucie Ayer, Executive Director, Hillsborough County Metropolitan Planning Organization
7. Kathy Burke, City Engineer, Plant City
8. Mary Helen Campbell, Assistant County Attorney, Hillsborough County
9. Steve Carroll, Director of Engineering and Development at HARTline and Mobility Study Project Manager
10. Wendell Cox of Wendell Cox Consultancy was scheduled but due to Hurricane Floyd was unable to appear
11. Sharon Dent, Executive Director, HARTline
12. Bernardo Garcia, Director, Hillsborough County Public Works
13. Lucia Garsys, Capital Programs Administrator, Hillsborough County
14. Cretta Johnson, Director, Hillsborough County Health and Social Services
15. Eric Johnson, Management and Budget Director, Hillsborough County
16. Roy Kienitz, Executive Director, Surface Transportation Policy Project
17. Dan Kleman, Hillsborough County Administrator
18. Kim Leinbach, Temple Terrace City Manager
19. **Diana Mendes, BRW and** Project Manager for the Mobility Study
20. Jonathan Richmond, A. Alfred Taubman Center for State and Local Government, Kennedy School of Government, Harvard University
21. Steven Roberts, General Manager of Operations, HARTline
22. Don Skelton, Director of Planning and Public Transportation Programs for the Florida Department of Transportation – District 7
23. Elton Smith, Director, Tampa Transportation Division
24. Richard Stanger, Former Executive Director, Southern California Regional Rail Authority
25. Dick Wolsfeld, BRW and Project Principle for the Mobility Study

Committee members submitted two hundred and seven questions, ranging from very simple to very complex. Staff provided a response to each question, with assistance from the Florida Department of Transportation, Metropolitan Planning Organization, Planning Commission, HARTline, Hillsborough County, the Cities of Tampa, Temple Terrace and Plant City, Hillsborough County Clerk of Circuit Court, and numerous other entities.

One part of the Charge to the Committee of 99 called for conducting at least one public meeting in each of the four state senatorial districts in Hillsborough County. To obtain public input on transportation issues, four meetings were scheduled. In addition, at the public meetings, citizens requested the Committee to sponsor two more meetings – one in Downtown Tampa and one in Plant City. **Exhibit 4** provides the schedule and locations for the six public meetings.

A Committee of 99 subcommittee, made up of volunteers, developed the public meeting agendas and created an introductory video. At the meetings, citizens were welcomed, viewed a short video, and were asked to provide comments. Attendees were also invited to write down any comments or questions. Sixty-two members attended at least one public meeting. Twenty members attended at least three public meetings.

Sixty-one citizens spoke at the public meetings. The common theme we heard from speakers at the Public Meetings was that we need to increase our investment in our transportation system. The major other themes heard at the public meetings included:

- Support for roadway projects to relieve congestion
- Concerns for the adverse impact of new roads and road widening
- Opposition and support for rail
- Support for enhanced bus system (smaller buses and increased service)
- Opposition and support for increased impact fees
- Support from builder associations for moderate increases in impact fees
- Support for transportation alternatives for people who were unable to drive
- Support for integrated multi-modal transportation system
- Support for non-motorized transportation modes
- Concern regarding increased taxes
- Support for using existing funding
- Opposition to East-West Road by West Meadows residents

The Committee used a consensus building process to conduct its work. **Exhibit 6** shows an outline for the process. The meetings were organized around progressive steps to assist the Committee to reach a recommendation. Early meetings were to organize and inform the Committee. Public meetings were scheduled so the Committee could be informed of other community members' opinions before engaging in the consensus steps. **Exhibit 7** shows a typical meeting format. This format set the structure within which the Committee could efficiently do its work. Deputy County Administrator Pat Bean facilitated the Committee. Her role was to keep the committee on track towards meeting the Charge of the BOCC.

The consensus process itself was built around a series of progressive exercises to help build understanding, provide time for meaningful discussion and move toward agreement. The early exercises were designed to help members learn and be comfortable with the process of consensus building in small groups that then report to larger groups and eventually reach a level of agreement – consensus that the whole can support. The Committee recognized consensus means that *“most are comfortable with a position, some have concerns but will support it, a few will dislike it but will not oppose it and a small minority will not agree.”* In summary the exercises included:

- **Expectations and Concerns** – an exercise designed to learn the process and to demonstrate that Committee members may have more in common than first apparent
- **Identification of Major Transportation Issues (Green Dot Exercise)** – exercises intended to determine what the Committee believes are the top issues to address and again to show common themes among members
- **Addressing Charge Components** – Committee members were asked in what order they should address the BOCC Charge components. The Committee decided to address *what programs* and *what funding sources* first
- **Processing Steps** – The Committee was asked how steps should be followed to decide each Charge Component. This was used as guidance to design the October consensus building program
- **Public Input Summary Exercise:** The Committee reviewed and shared with each member what was heard at the six public meetings
- **Timeframe Exercise** – The Committee was asked if the program horizon should be for 10,20 or 30 years
- **The Transportation Catalog** – Each individual member was asked to select the programs, levels of funding, period of funding; and funding sources and levels to provide a financially balanced program of transportation improvements. The Committee moved through successive small groups, larger groups, and plenary group sessions where the individual members presented, discussed, debated, and reached consensus at each level eventually working towards final consensus positions

In summary, the Committee Process included an average participation of almost two-thirds of the appointed Committee members. The Committee educated themselves by reading voluminous amounts of materials relating to transportation plans and needs for Hillsborough County jurisdictions and transportation agencies, listening to 25 experts about a wide variety of transportation topics – including a “rail debate” among outside experts, and listening to the public. The Committee spent October and early November discussing and debating what programs and funding sources should be considered. The process concluded with a unanimous vote in support of the recommendations.

Committee of 99 Conclusions and Recommendations

Introduction

At the start we believed that this was an important assignment. We were surprised that early in the process we agreed that our vital transportation needs will not be met unless someone steps forward and takes a leadership role.

We started this assignment not knowing how such a large group would agree on anything. We worked diligently to discover areas of agreement and to reach compromise on differences in opinion. We all recognized that Hillsborough County is growing rapidly and needs new approaches and investments in transportation. The process, in spite of time and resource constraints, diverse perspectives, and the need to address complex controversial issues, worked effectively, and was supported by a majority of the Committee members.

The Committee recommends a balanced, multi-modal, fiscally sound transportation system that will provide options for the diverse mobility needs in our community. Consideration was given to the needs of neighborhoods, the desire for an effective mass transit system, and the importance of meeting the needs of both the driving and the non-driving public. We emphasized the need to improve maintenance of our system while making a dramatic shift away from relying solely on building roads. Our recommendations make a greater investment in the bus system and other ways to improve our mobility. We support building and expanding roads while putting much more emphasis on programs to better operate our existing system and to improve mobility.

We recommend a program that will only cost an average of 30 cents per day per person. It is a small price to pay to improve our quality of life and to ensure our future mobility.

Observations and Discussion

Our expectations at the beginning of the process were that we would develop a plan that would address our transportation problems and improve the quality of life for the entire community. We expected our plan to be financially feasible and that it would be part of a long-range vision. We wanted to make informed decisions with an open mind. We wanted to ensure we would represent the diverse interests of our community while at the same time justify our recommendations to those who would pay.

Our concerns at the beginning of the process in some cases mirrored our expectations. We were concerned that our recommendations may degrade instead of improve our quality of life. We recognized that our recommendations would be made in the context of a larger decision-making process and therefore we were concerned that our work would be politically unacceptable or ignored altogether. We were concerned that our recommendations were predetermined – particularly the need to raise taxes. We were concerned that the Committee was too big, we would not have enough time or we would not get all of the information we thought we would need to make good objective decisions.

The Committee worked long hours – most of us after a full day at our real jobs. We worked together in small groups to maximize opportunities for dialogue. We worked together in larger groups to help move the Committee closer to consensus. We worked as a whole to reach agreement on our recommendations. Not only did we put in many more than the scheduled 36 hours of regular meetings and attended at least one public meeting, we were given volumes of reading material and numerous homework assignments to prepare.

The Committee was comprised of members from all areas of the county and from a range of ages, incomes, occupations, and racial and ethnic backgrounds. Some were very knowledgeable about transportation and others participated because they believe transportation is important. Some came with strong opinions, some developed positions during the course of our deliberations and others changed positions during the process. Most of all, the Committee was made up of people who cared about our community's quality of life.

We averaged 64 attendees per meeting. Sixty-nine of us attended five or more meetings. If we missed a meeting we watched the replays on Hillsborough Television or asked for a copy of it on videotape to review. We knew that we would be taking the heat if we suggested new taxes. So we attended and participated.

The schedule the BOCC gave us limited the time to do this assignment. We survived approaching hurricanes. We asked hundreds of questions. We complained a lot – but still continued to work toward the goal of answering your Charge. We were lobbied heavily. We did it on time and on budget. We took something with negatives and made it into something positive. We went through all this because we believe the transportation issue is critical. It is important to our community's quality of life, economy and future.

We compliment and appreciate the assistance of the many agencies and individuals that worked with us in this consensus process. We want to specifically mention and thank Pat Bean and her staff who assisted the committee in its efforts through a difficult process.

We would like to thank the agency staffs who spent many hours preparing us for meetings, tending to us and following up on hundreds of questions and requests. Also we want to thank the management of the Embassy Suites at USF for making their meeting facility available to us. Having one location with adequate facilities and free parking provided us with a consistent environment within which to do our work.

We want to stress that the recommendations we present in this report are 100% the product of the Committee of 99.

In return for our hard work and dedication we expect certain things from the BOCC. We took great care to bring the recommended level of suggested transportation programs in balance with our suggested revenue sources. Therefore, we see our recommendations as a package. We want accountability for use of the funding and regular status reports. We want the BOCC to continue its work to make government more efficient and take the savings and use it for reducing our property taxes. We recognize the significant need for transportation improvements. We reached

the conclusion that we need to bite the bullet and raise new revenue sources before transportation reaches a crisis level. We now pass the leadership role to the BOCC and our Hillsborough County Legislative Delegation and respectfully request that you move our community forward by endorsing and implementing our recommendations.

We are bringing you a balanced program. We are recommending over one billion dollars of additional spending in the next ten years, which averages less than 30 cents per day per person. Most of the funding would go for a wide range of transportation programs and services that will increase our mobility and improve conditions while providing more choices to more diverse segments of our community. It also includes a proportionally small increase in funding for a scaled-down road building and widening program.

We strongly support improving our bus transit system. We have recommended a larger share of the funding to go toward expanding our bus system and adding services to the transportation disadvantaged. This is a notable departure from the historical record of allocating transportation dollars.

We spent considerable effort reviewing the rail proposals. There was a consensus to eliminate any considerations of rail segments beyond an initial line. The Committee was divided on whether to include funding for the USF to downtown segment. A slight majority of the Committee opposed implementing any light rail at this time; therefore, this spending program recommendation does not include any funding for rail projects.

Nevertheless, we strongly believe we must address our transportation needs through a multi-modal transportation investment. In lay terms multi-modal means providing a choice for a range of needs and interconnectivity among those choices. People who cannot afford to own a car, cannot drive or do not want to drive should have a choice to meet their needs. Pedestrians, especially children, should have a safe place to walk or ride a bicycle. People who cannot drive or ride the bus should have adequate opportunity for mobility. All these transportation modes should be interconnected – not separate from each other. Our transportation choices should be integrated into our communities.

We believe the programs we recommend will benefit all people and all parts of our community. No tax package equally or fairly affects all payers. We believe the sources of revenue provide a fair balance among the users (gas tax), effects of development (impact fees), and visitors and tourists (sales tax), while not unfairly burdening property owners and other residents. We especially believe that this level of investment will allow you to begin to catch up with the impacts from the significant growth that this community has accumulated over the last 20 years and will continue to experience.

Recommendations

The Committee at the end of the process reviewed the Charge of the BOCC and believes we have satisfied all seven components you gave us. We decided not to initially present our recommendations in the format that was given to us in the Charge. We decided to present our recommendations in the format in which it passed to communicate to the BOCC some of the earnestness, synergy and passion we were experiencing as we reached a unanimous vote at the end of the process.

We only voted at the end of the consensus process to close the remaining gaps in our positions. The series of votes to close the remaining choices for program levels and funding averaged a 2 to 1 majority in support of each voted issue– a clear consensus position. The only two exceptions that were accompanied by vigorous debate were the vote to include at least “Minimal” funding for the segment of rail from USF to downtown which lost 27 “for” to 31 “against,” and the vote to increase impact fees which won 25 “for” to 16 “against.”

Including an impact fee increase as part of our package is to ensure a fair balance between the responsibility of the general population to contribute to maintaining and improving the transportation system and the responsibility of development to pay for a portion of its impacts.

The Committee discarded other sources of revenues and did not recommend a direct rollback in property taxes. Other choices that could raise significant levels of revenue considered by the Committee included property taxes and a utility tax. In the case of the utility tax the committee did not see the relationship to transportation. In general, property taxes were considered the least desirable approach to solving our shortfalls. Also, given the level of unmet needs for transportation improvements it seemed counter-productive to give up a source of property tax funding the voters had already approved for transportation. Other funding sources were discussed, such as parking fees or taxes, but did not get broad Committee support, required new legislation or amendments to the state constitution or would not provide a large enough revenue to adequately solve the funding problems our community needs for transportation.

We invite the BOCC to watch the video tape of the closing few minutes of the last meeting to get the true sense of how the group came to the final recommendation. Watching the tape will not completely capture the spirit and energy in support of doing something important for transportation – we will have to testify to that – but it will portray a group who had learned how to do this and could work together to craft the final motion. It was the cumulative experiences of the Committee over nine meetings and six public meetings that made everything fall into place in the last 30 minutes of the November 2 Committee meeting.

A restatement of the motion crafted by the Committee from cumulative suggestions and passed unanimously is:

Committee of 99 Recommendations

The Committee recommends that:

- 1. New revenues described below be placed in a specific account or “trust fund” and budget and plan the transportation program expenditures consistent with the levels agreed to by consensus: (See Exhibits 1, 2 and 3 for details)**
 - 18.5 % Road Widening and New Roads**
 - 26.2 % Bus Transit and Paratransit Services**
 - 55.3 % Mobility, Condition and Safety Improvements**
- 2. The BOCC evidence their commitment to transportation by promptly acting, without a referendum, to implement a 5-cent per gallon gas tax increase and to increase impact fees to a 30% recovery rate**
- 3. The BOCC initiate and support a referendum on the November 2000 ballot for an additional ½ % sales tax subject to the above actions being implemented**
- 4. The BOCC implement potential savings and efficiencies in governmental operations including recommendations from TaxWatch, various audits and from other sources and apply the savings to ad valorem tax reductions**
- 5. The BOCC maintain current funding levels in future budgets for existing transportation programs calculated as a percentage of total revenues (maintain current efforts)**
- 6. The BOCC implement the recommended taxes for ten years and reevaluate prior to consideration for renewal**
- 7. The BOCC establish a process for accountability and reporting to the public similar to the one in place for the Community Investment Tax**

Recap of November 2, 1999 Actions

Our effort to get to this point took four months. Once we worked out the program levels and funding choices it took less than 30 minutes to complete our tasks. Our discussion turned from debate to supportive construction of the final motion and implementation provisions. The following excerpt from the meeting recap is provided to give the BOCC a flavor of the final moments before our unanimous vote:

- ***A Committee member moved to place the entire matter on the ballot (three revenue sources: 5-cent gas tax, ½% sales tax and 30 % Recovery for Impact Fees) as one issue with specified funding and to ask the BOCC to decide how to group the spending based on what had the best chance of passing. Motion seconded.***
- *I support that – we are trying to create a multi-modal transportation system. We should present this as a total transportation package with the source we identified.*
- *Our program recommendations distribute 26% towards bus services, which is well above state and national levels. Only 18% of program resource go to new roads. About 56% goes to other things, including operational, amenities, bikes, ADA, etc. **The Committee member recommended an amendment to the motion that maintained the relative priorities by program group selected by the Committee. Any new funds raised by the revenue sources would go to a transportation trust fund and spent according to these guidelines. Amendment accepted by original motion maker. Amendment seconded.***
- *I believe that no other funding sources should be placed on the ballot other than sales tax. The Committee has done an unusual thing. It gives the BOCC direction to act on their authority to pass other taxes and declare their own commitment by super majority. They should declare their own commitment. I am concerned that year 2000 ballot will be crowded. This will impact voter willingness to take this issue seriously. This would solve Charge number 5, by eliminating a need to list a series of issues. The BOCC should do their job.*
- *The state won't authorize an increase in sales tax if the BOCC won't use the authority they have to provide funding.*
- *If there is more than one tax, allow people to vote separately.*
- *The legislature will not approve an increase in sales tax if we do not implement a 5-cent gas tax.*
- *Clarification. Are you suggesting that the BOCC be encouraged or be allowed to implement some of those taxes early, so only the sales tax would be placed on the ballot? The new revenue sources that they raise should be spent in the spirit of the program we adopted. Whether one or three revenue sources are implemented is a separate issue and I'd like to see us preserve the priorities and programmatic focus regardless of new revenue sources – it is a spending plan for new revenue sources*

- *Motion as amended is to address by groups the categories by percentages so same percentage is spent on priority areas identified by the Committee. This should be grouped by three major categories*
- *A BOCC supermajority can pass the 5-cent gas tax and the increase in impact fees, without going to the ballot. If we expect the Hillsborough delegation to allow us to put sales tax on the ballot, we'd better have a plan. There needs to be a passed referendum or the BOCC needs to enact a 5-cent gas tax increase. The report Committee does not want this to be a shell game - don't want to propose new revenues and then have the BOCC shift the money to other projects.*
- *The desired level of sales tax change – I implore you to consider placing on the ballot in 2002. A single item issue is better. We don't need to take impact fees or gas tax issue to voters - the BOCC should implement what they have the ability to do now and then work out sales tax between now and 2002.*
- *We need to tell the BOCC that if they increase impact fees and the gas tax, then we'll stand up for a ½ % sales tax increase according to the program groups we suggest. **The Committee member suggested an amendment that the Committee will be in favor of a ½ % sales tax increase if and when the BOCC supports an increase in gas tax and impact fees. Amendment Accepted.***
- *Some one will use the lottery shell game to try to defeat our recommendation.*
- *A Committee member suggested an amendment to state that we want no percentage reduction in the amount of moneys committed for transportation from existing funding sources and want accountability the same as the Community Investment Tax. Amendment accepted.*
- *A Committee member stated that they should continue to spend current revenues the same percentage wise both in operating and capital – no shell game.*
- *The Committee voted on the motion as amended. All voted in Favor – none against*

Review of the Charge

When you created the Committee of 99 you gave us a Charge with seven components. We decided to present our recommendation first in the format in which we passed it to demonstrate that our perspective is that it is not a series of answers to questions but a package. Briefly, our report on the Charge components is:

1. What is the desired level of sales tax that should be placed on the November 2000 ballot?

Recommended ½ % sales tax increase to be placed on the ballot

2. Should other funding sources, in addition to the sales tax, be placed on the ballot?

No, the BOCC should use its authority to pass a 5-cent gas tax and increase the impact fees to recover 30% of the impacts of development

3. Recommend how much property tax relief should be included in the referendum.

No direct property tax relief should be provided but the BOCC should fully explore potential savings and efficiencies in governmental operations including recommendations from TaxWatch, various audits and from other sources and apply the savings to ad valorem tax reductions.

4. Recommend which transportation programs and projects should be funded from the net proceeds of the referendum.

18.5 % Road Widening and New Roads

26.2 % Bus Transit and Paratransit Services

55.3 % Mobility, Condition and Safety Improvements

5. Should the referendum be a single transportation issue or a series of separate transportation issues?

It should be a single transportation issue

6. Conduct at least one public hearing in each of the four state senatorial districts in Hillsborough County.

The Committee conducted six public meetings, at least one each, in the four state senatorial districts.

7. Conduct meetings under the provisions of Florida law relating to Sunshine Requirements.

All meetings were conducted under the provisions of the Sunshine Law.

Closing

We all appreciated the opportunity to work on such an important project for our community. It was hard work. It was a big time commitment. We strongly believe that transportation is an important issue for our quality of life. We thank all who helped us reach our recommendations.

We hope as you review our work that you will experience the earnestness, synergy and passion we were experiencing as we reached a unanimous vote at the end of the process.

We recommend a program that will only cost an average of 30 cents per day per person. These recommendations reflect the consensus of a large, diverse group of the public and provide an outline for a rational plan that can win support and can be successfully implemented in our community. Now the BOCC has an opportunity to act to ensure our future mobility, create livable neighborhoods, help encourage smart growth, sustain our communities and ensure our economic well being.

List of Exhibits

Committee of 99

- Exhibit 1:** Recommended Revenue Sources -
10 Years Program
- Exhibit 2:** Recommended Program Spending
for 10 Years
- Exhibit 3:** Recommended Mobility, Condition
and Safety Improvements Program
Detail
- Exhibit 4:** Public Meeting Schedule
- Exhibit 5:** Regular Meeting Schedule
- Exhibit 6:** Overall Process Description
- Exhibit 7:** Typical Meeting Format

Exhibit 1
Committee of 99 Recommended
Revenue Sources
10 Years Program

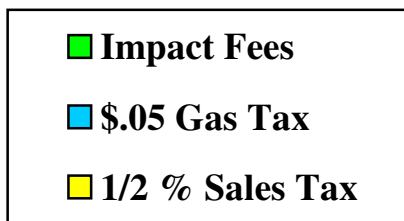
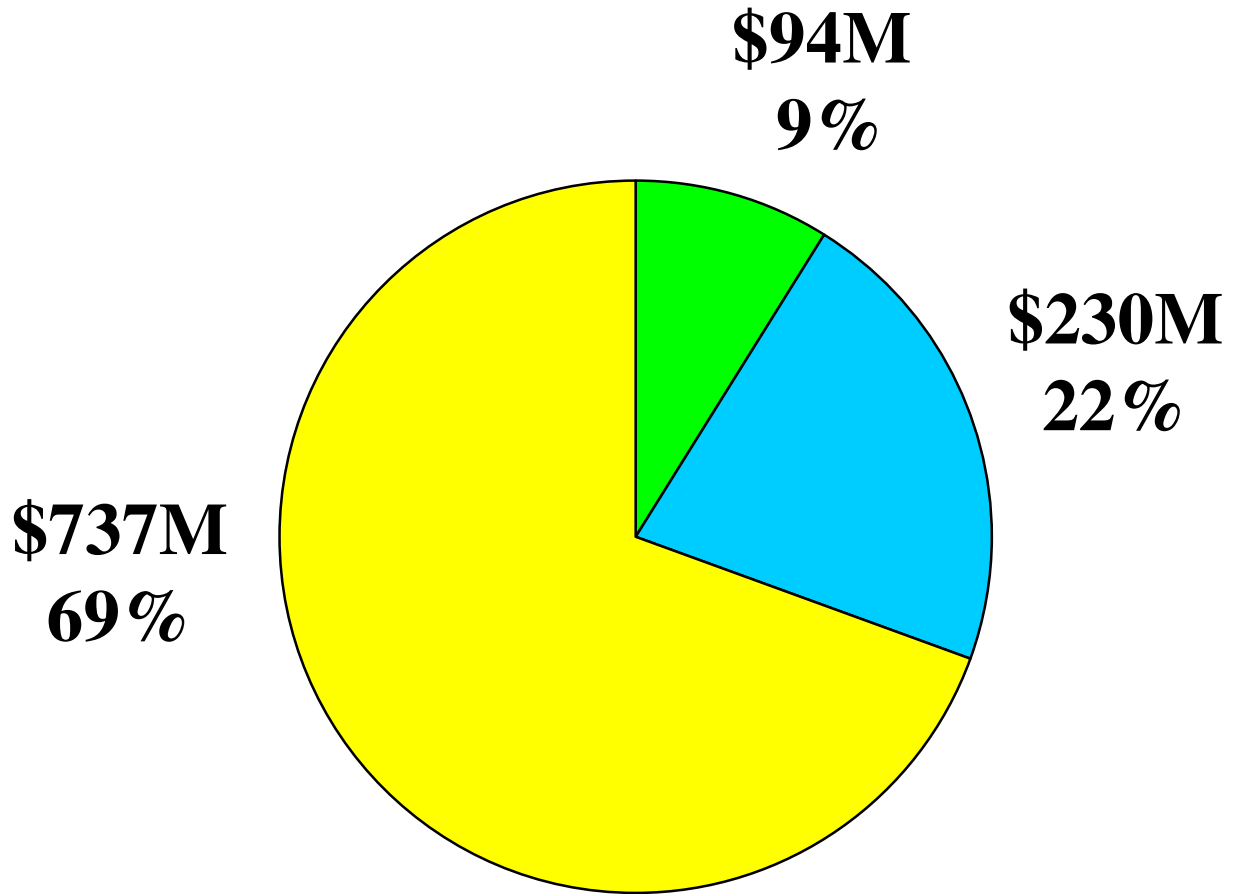


Exhibit 2

Committee of 99 Recommended Program Spending for 10 Years

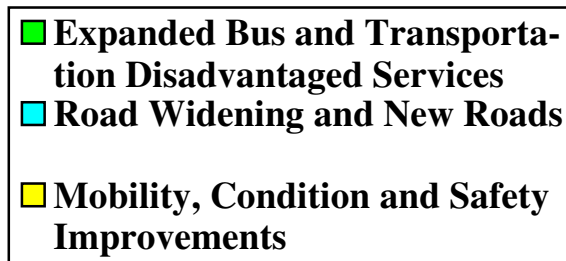
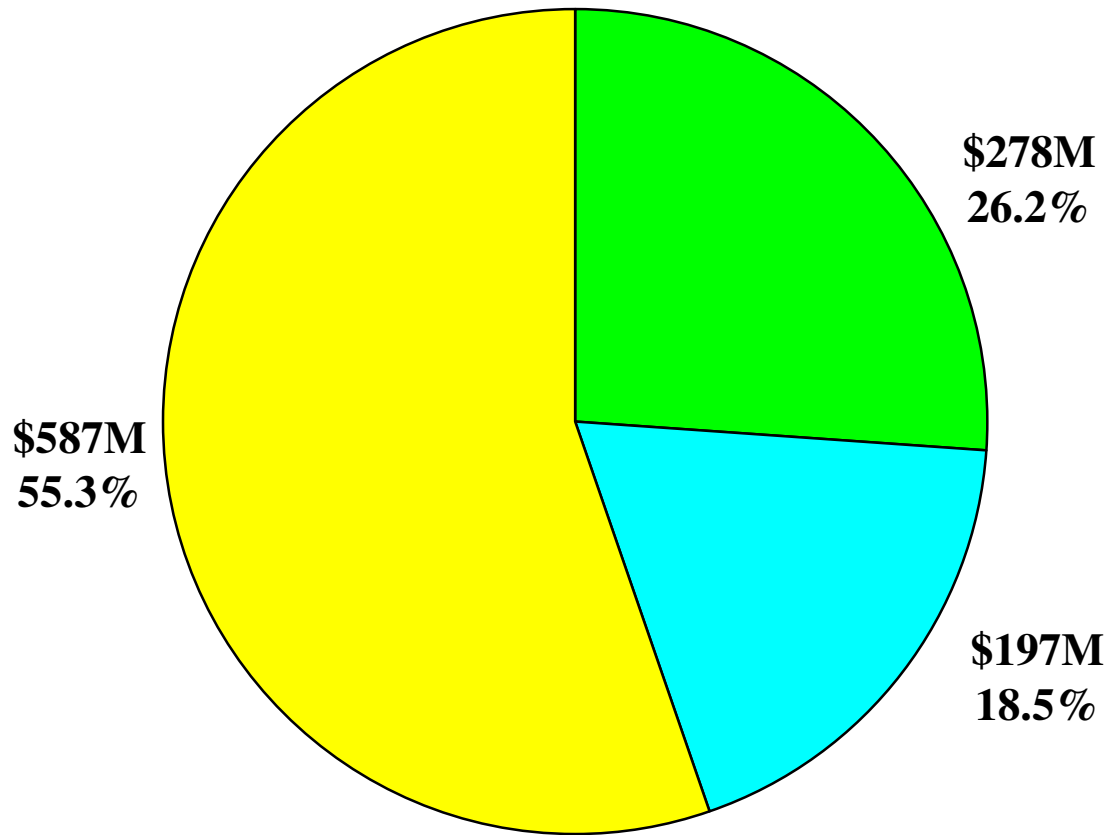
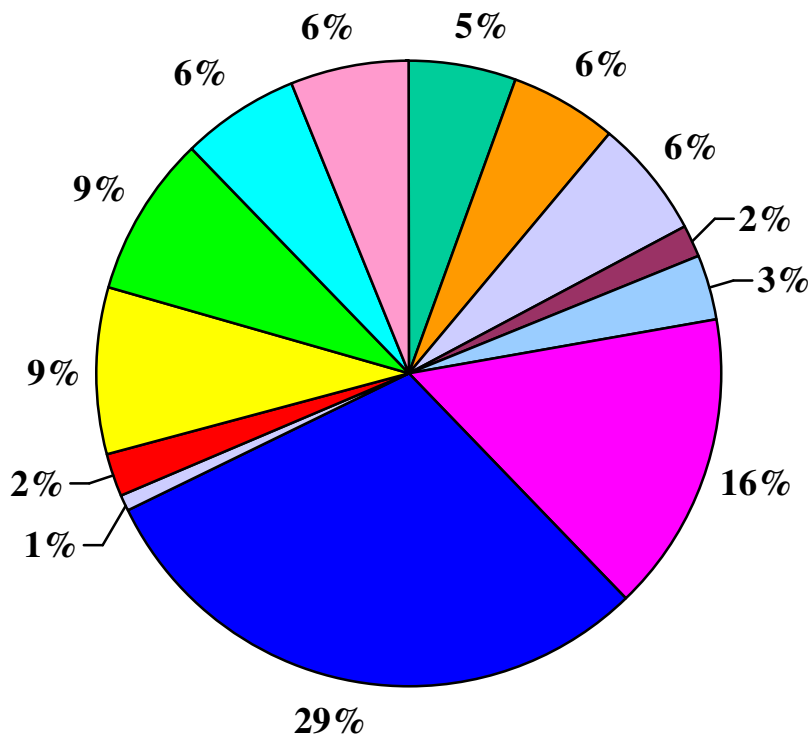


Exhibit 3

Committee of 99 Recommended Mobility, Condition and Safety Improvements Program Detail



■	Advanced ROW Purchase (\$32 M)
■	Bicycle Lanes/Shoulders (\$34 M)
■	Bridge Replacement & Rehabilitation (\$35 M)
■	Employee Commute Options (\$10 M)
■	Enhanced Street Maintenance (\$20 M)
■	Intelligent Trans. System Mgmt. Prog. (\$91 M)
■	Intersection Improvements (\$176 M)
■	Landscaping & Beautification (\$4 M)
■	Major Road & Street Lighting (\$13 M)
■	Safety Improvements (\$51 M)
■	Sidewalks, ADA Ramps & Amenities (\$50 M)
■	Street Resurfacing (\$35 M)
■	Traffic Operation Improvements (\$36 M)

Exhibit 4
Committee of 99
Public Meeting Schedule

Date	Location
Tuesday, Sept. 22	East Bay High School South County
Thursday, Sept. 23	Florida State Fairgrounds I-4 and U.S. 301
Tuesday, Sept. 28	Leto High School Town 'N Country
Thursday, Sept. 30	Plant High School South Tampa
Monday, Oct. 4	Blake High School Downtown Tampa
Monday, Oct. 11	Bruton Memorial Library Plant City

Exhibit 5
Committee of 99
Regular Meeting Schedule

Date	Location
Tuesday, July 13	Embassy Suites USF
Tuesday, July 27	Embassy Suites USF
Tuesday, Aug. 10	Embassy Suites USF
Tuesday, Aug. 24	Embassy Suites USF
Tuesday, Sept. 14	Embassy Suites USF
Tuesday, Oct. 5	Embassy Suites USF
Tuesday, Oct. 19	Embassy Suites USF
Tuesday, Oct. 26	Embassy Suites USF
Tuesday, Nov. 2	County Center 26 A&B
Monday, Nov. 8	County Center 26 A&B

All meetings were 6:00-9:00 p.m.

except

Oct 5 & 19 were 1:00-7:00 p.m.

Exhibit 6
Committee of 99
Overall Process Description

July - August	Organizational
July - September	Informational
Late September	Public Meetings
October- November	Reaching Consensus
November	Report to the Board of County Commissioners

Exhibit 7

Committee of 99

Typical Meeting Format

K Review of Agenda and Prior Meeting Actions

Λ Presentation of Information

M Process Information and Feedback:

- ◆ Breakout Group Discussions
- ◆ Breakout Group Summary Reports

N Recap of Key Points

O Review of Next Steps

Committee of 99 Support Team

Pat Bean, Facilitator

Tom Thomson, Committee of 99 Project Director

Michael Raposa and Neighborhood Relations

Tom Thomson, Director, Transportation Division

Ned Baier

David Winkle

Marcie Stenmark

Leslie DeWitt

Bill McCall

Tamara Carswell

Linda Novak

Donna Budke

Jessica Pawelkop, Intern to the County administrator

Helen Levine and the Office of Public Affairs

Edith Stewart

Mike Foerster and the Communications Department

Michelle Oldack

Greg Vawter and Hillsborough Television

Kevin Hoag

Sandra Charbonier-Stutler and the Hillsborough Information Line

**HILLSBOROUGH COUNTY
BOARD OF COUNTY COMMISSIONERS**

Ben Wacksman **District 1**

Jim Norman **District 2**

Thomas Scott **District 3**

Ronda Storms **District 4**

Chris Hart, Vice Chairman **Countywide - District 5**

Jan Platt, Chairman **Countywide – District 6**

Pat Frank **Countywide – District 7**

Daniel A. Kleman

County Administrator

Pat Bean

Deputy County Administrator