



**Hillsborough
County Florida**

2017 Joint Meeting

of the

Hillsborough Board of County Commissioners

and the

Citizens Advisory Committee

Thursday, April 13, 2017
2:00 – 3:00 p.m.

County Center – 26th Floor
Conference Rooms A and B



**Hillsborough
County Florida**

2017 Joint Meeting
of the
Hillsborough Board of County Commissioners
and the
Citizens Advisory Committee

~ Agenda ~

Call to Order and Introductions	Commissioner Stacy White, BOCC Chair Lee Lowry, CAC Chair
Public Comment	Lee Lowry, CAC Chair
Presentation of the Citizen's Advisory Committee Report: <i>Identifying \$3 billion for Potential Spending on Transportation, Infrastructure, and Tax Relief</i>	Lee Lowry, CAC Chair
BOCC Input on the Presentation of the Citizen's Advisory Committee Report	BOCC
Other Business	BOCC and CAC
Adjournment	Commissioner Stacy White, BOCC Chair Lee Lowry, CAC Chair

**Citizen's Advisory Committee
Report to the BOCC:**

*Identifying \$3B for Potential
Spending on Transportation,
Infrastructure and Tax Relief*

Citizen's Advisory Committee Report to the BOCC:

Identifying \$3B for Potential Spending on Transportation and Infrastructure and Tax Relief

Executive Summary

At the direction of the Hillsborough County Board of County Commissioners (BOCC) and after a year of work with County staff, the Commissioner appointed Citizen's Advisory Committee (CAC) has completed a review of spending patterns across County departments. In so doing, the CAC has developed a plan to potentially redirect funds over a thirty year period to support transportation, infrastructure and tax relief. The members of the CAC believe this plan reflects the diverse concerns of many citizens of the County and that this is the only long term plan currently under consideration that would benefit individuals and businesses. By creating a long term funding strategy, these recommendations allow the BOCC and the citizens of Hillsborough County to engage in long term financial planning for transportation.

The following recommendations, when viewed together, will enable the BOCC and County administration to build greater trust and transparency. This comprehensive solution seeks common ground across diverse constituencies and aims to create a common future that benefits us all. By considering these recommendations seriously, it is the hope of CAC members that even more people and businesses will want to call the County their home.

CAC Charter and Charge

In 2016, the Board of County Commissioners (BOCC) asked the CAC to assist in reviewing the County budget and identifying financial resources that could be redeployed to help fund a county-wide transportation solution. The County Administrator indicated to the committee that he welcomed their proposals and was hopeful they could in some fashion inform his proposed two year budget. This activity is consistent with the mission of the Citizens Advisory Committee, which is to "Review and evaluate County issues as requested by the Board of County Commissioners or by the County Administrator and To initiate proposals and forward them to the Board of County Commissioners as recommendations for action."

The CAC advises the Board of County Commissioners on community issues and ensures that Commissioners receive citizen input on a wide variety of issues that directly affect residents. The Committee is comprised of 14 members, two appointed by each County Commissioner. In recent years, elected representatives have increasingly recognized the need for a comprehensive transportation solution for the county. At the same time, they have struggled to achieve consensus. It is the hope of the CAC that their attempt at a non-partisan review of potential funding sources will spark useful ideas and workable solutions.

The Review Process

County staff prepared a summary of the County budget for the CAC. Staff also engaged professional facilitators to support the work of the Committee (see Appendix). After an initial review by the CAC, a list of potential areas for further study was made, and representatives from

these targeted areas (mainly Department Directors) were invited to the CAC meetings to provide detailed explanations of current investments and expenses. A full list of the invited Directors is also included in Appendix.

As the CAC worked their way through the County budget, they developed a spreadsheet for consolidating recommendations and tracking potential future savings associated with these suggestions that could direct resources toward transportation. In so doing, the Committee tried to identify funding sources normally associated with different political perspectives, with the goal of crafting a non-partisan list that represented a majority of citizen interests.

This report serves as a summary of the committee's work. Some principles that were employed in developing these recommendations were:

- Fact check all budget numbers with staff to ensure accuracy
- Remain non-partisan in considering suggestions
- Examine the entire budget, no "sacred cows"
- Remain open minded about proposed changes that depart from past practice
- Engage in compromise and promote collaboration

Proposed Changes

The CAC identified potential savings in 14 areas totaling over \$3B over a thirty year period. Overall, the Committee looked for ways to encourage the County to move away from historical budgeting ("we've always funded things that way") to visionary, strategic investments in the future of the County.

Each of the recommendations is described in more detail with the accompanying projected savings below. The numbered items correspond to the attached excel spreadsheet which also includes the projected 30 year savings figure. While these recommendations are fairly specific, the Committee also wished to include some more general observations and suggestions for further study, which appear at the end of this report.

1. **County Debt Philosophy:** How the County Borrows Money to Fund Priorities
 - a. Proposal: Transition over time to a "pay as you go" approach
 - b. Projected Savings over 30 years: \$745M
 - c. Hurdles: Difficult to fund important, current priorities; out of line with most government practices; unable to take advantage of current low interest rates, may be changed by future commissioners
 - d. Benefits: Frees up a significant amount of money to support transportation; doesn't leave future generations constrained by large amounts of debt
2. **High Impact Tourism Tax:** Once a certain number of stays has been reached, the County may collect an additional 1% tax on hotel stays.
 - a. Proposal: Use the proceeds from this tax to displace existing expenditures from the general fund.
 - b. Projected savings over 30 years: \$180M
 - c. Hurdles: Hospitality industry may wish to retain what they feel are dedicated funds; restricted uses may make it hard to find allowable offsets in current budget.

- d. **Benefits:** Increase to the County transportation budget which will also have a very positive effect on tourism; opportunity to increase collaboration between cities and the county.
- 3. **County Fire Recovery from the State:** This is a new state program that will provide support for County Fire services, potentially allowing some of their budget to be offset to the general fund to support transportation.
 - a. **Proposal:** Use money from the offset to support transportation without loss of fire service.
 - b. **Projected savings over 30 years:** \$39M
 - c. **Hurdles:** Fire service needs additional resources and may see the state offset as a dedicated source.
 - d. **Benefits:** Improved transportation will also improve fire service
- 4. **Seminole Compact Funding:** The Seminole Tribe contributes unrestricted dollars to the County under a State agreement.
 - a. **Proposal:** Reallocate these dollars to the general fund for transportation
 - b. **Projected savings over 30 years:** \$60M
 - c. **Hurdles:** Currently funded organizations through this program will not want to give up what they may perceive as a dedicated source
 - d. **Benefits:** Frees up money for transportation that benefits everyone; existing tourism tax may be used to replace some of the current uses of the Seminole funds
- 5. **Funding of Not for Profits:** Refers specifically to NFPs that are funded year to year through direct requests to the BOCC, not through long term agreements or departmental budgets (N.B. this item was taken up in an earlier report to the BOCC by the CAC which also recommended “sunset clauses” for NFPs funded in this fashion)
 - a. **Proposal:** Develop a rigorous, proactive process that first identifies County priorities and then issue requests for proposals to address them; phase out support over 5 years
 - b. **Projected savings over 30 years:** \$140M
 - c. **Hurdles:** Perceived loss of services and negative community impact; Currently funded organizations through this program will not want to give up what they have historically received
 - d. **Benefits:** Greater alignment of spending with County priorities; greater accountability for outcomes and performance; more efficient provision of services; potential for less duplication; collaboration with cities and county
- 6. **Eliminate company-paid disability and some sick leave:** The County currently pays for these benefits, which is out of line with what is typically offered in the private sector
 - a. **Proposal:** Eliminate county paid contributions for disability and one sick day
 - b. **Projected savings over 30 years:** \$189M
 - c. **Hurdles:** Requires union negotiation; may negatively impact ability to attract and retain talent
 - d. **Benefits:** Increase to the transportation budget

7. **Air B&B Tax:** This is a new hotel tax to be collected from Air B&B renters beginning in 2017.
 - a. Proposal: Use this money for tourism purposes to free up dollars for transportation
 - b. Projected savings over 30 years: At least \$9M
 - c. Hurdles: There may be an expectation that these monies will only be used for tourism; appropriate and allowable offsets in the general fund must be found
 - d. Benefits: Greater collaboration between cities and county; funding for transportation

8. **Departmental budgets:** Each county department received an annual budget to support their mission
 - a. Proposal: One time 10% recurring cut of County budget, distributed strategically across departments (not across the board)
 - b. Projected savings over 30 years: \$524M
 - c. Hurdles: Perceived loss of critical services, positions
 - d. Benefits: Greater efficiency, less redundancy, more disciplined priorities, increased monies for transportation

9. **Economic development budget:** The County seeks to promote economic development through this department's budget and activities
 - a. Proposal: Shift dollars from various ED projects and budgets to fund transportation, not including funding for small and minority owned businesses
 - b. Projected savings over 30 years: \$165M
 - c. Hurdles: Would entail a major shift away from many current projects that have value
 - d. Benefits: More focused approach to economic development, transportation

10. **Employee parking subsidy:** The County currently provides a partial subsidy for employee parking
 - a. Proposal: eliminate parking subsidy and work with the city to provide free parking in city lots for county employees
 - b. Projected savings over 30 years: \$7.9M
 - c. Hurdles: Loss of some convenience
 - d. Benefits: Some savings to employees through free parking; keeps cars out of the urban core; better use of existing lots and facilities; mirrors the private sector

11. **Lobby security at County Buildings:** The Sheriff's Office staffs County facilities
 - a. Proposal: Conduct an annual threat assessment and right-size staffing
 - b. Projected savings over 30 years: \$11M
 - c. Hurdles: Perceived reduction in safety and security
 - d. Benefits: May do better with new technology and fewer people; better alignment with real threat level; savings for transportation

12. **Public Relations Function:** A subset of the County Communication department promotes positive relations with the media and the public

- a. Proposal: Eliminate the County PR function and allow County departments to respond individually to the media and the public
 - b. Projected savings over 30 years: \$60M
 - c. Hurdles: Potential for inconsistent messaging; departments may request resources to take on this function; media coverage may be less accurate without a consistent contact point\
 - d. Benefits: Increased funding for transportation
13. **One-time projects:** The BOCC routinely funds important one-time projects using recurring dollars
- a. Proposal: After completing current projects, do not take on new ones but instead shift these recurring resources to transportation
 - b. Projected savings over 30 years: \$62M
 - c. Hurdles: County has so many needs that it is tempting to start new projects
 - d. Benefits: a more disciplined, focused approach will benefit everyone
14. **Future revenue growth:** As the county population expands, the revenue that is available grows (predicting a 5.6% annual increase in the tax base)
- a. Proposal: Dedicate 1/3 of incremental new revenue growth to fund the growth of existing services; 1/3 to fund transportation; and use 1/3 to provide tax relief
 - b. Projected savings over 30 years: \$1.2B
 - c. Hurdles: There are many significant county priorities in need of funding
 - d. Benefits: More disciplined approach; identifies a reliable source of funding for transportation

Additional Observations and Issues

The CAC suggests the BOCC consider the following issues of importance in further detail.

- For the sake of efficiency, the CAC recommends the Board argue for a stronger utilization of a common ERP system across all county entities
- Competitive bidding remains a key concern for members of the CAC, along with the need to increase transparency and better communicate existing rules and processes
- The CAC would like to reiterate the need for regular objective (external) assessment studies and benchmarking against similar agencies (e.g., compensation studies)
- Conduct outside efficiency audits of the constitutional offices and the county to identify significant potential savings and areas for improvement
- The CAC examined the way the county funds Tampa General Hospital through a state-level agreement, and recommends a review of that arrangement to determine if remains necessary

- County officials should consider a more aggressive use of P-cards for large purchases to take advantage of generous rebates
- Increase collaboration between cities and the county

Finally, a detailed chart of all of the proposed changes appears as Table 1. This Table identifies the potential savings associated with each proposal and aggregates those savings over a thirty year period.

CAC Report to BOCC

Table -1

		#1 Convert Debt	#2 Hi Impact	#3 Fire	#4 Seminole	#5 Eliminate	#6 Eliminate Short & Long	#7 Air B&B	#8 10% Reduction	#9 Redesignate	#10 ElimPrkg	#11 Lobby	#12 Eliminate	#13 eliminate	#14 control future county	Annual Totals
	FY BEG.	to Pay-as-you-go	Tourist Tax	State Supp.	Compact	NFP Over 5 yr.	Term Disability +1 Sick Day	Taxes	In General Budget	Econ Devel to Trans.	Subsidy	Security	PR Function	1x projects	administrator budget growth 2/3	
Year 1	10/1/2017			1,300,000	2,162,000	1,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	1,800,000		38,482,736
Year 2	10/1/2018		6,000,000	1,300,000	2,162,000	2,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	1,800,000	18,614,400	57,768,240
Year 3	10/1/2019		6,000,000	1,300,000	2,162,000	3,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	1,800,000	19,656,806	59,456,228
Year 4	10/1/2020		6,000,000	1,300,000	2,162,000	4,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	20,757,587	61,496,743
Year 5	10/1/2021		6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	21,920,012	63,263,944
Year 6	10/1/2022		6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	23,147,533	64,074,108
Year 7	10/1/2023		6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	24,433,795	64,923,041
Year 8	10/1/2024		6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	25,813,647	65,833,743
Year 9	10/1/2025		6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	27,258,155	66,787,118
Year 10	10/1/2026	17,083,333	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	28,784,612	84,877,913
Total 10 year		17,083,333	54,000,000	13,000,000	21,620,000	40,000,000	63,000,000	3,000,000	174,750,000	55,000,000	2,662,360	3,795,000	20,000,000	20,198,000	210,386,547	626,963,814
Year 11	10/1/2027	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	30,396,550	105,258,459
Year 12	10/1/2028	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	32,098,757	106,381,916
Year 13	10/1/2029	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	33,896,288	107,568,286
Year 14	10/1/2030	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	35,794,480	108,821,093
Year 15	10/1/2031	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	37,798,971	110,144,057
Year 16	10/1/2032	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	39,915,713	111,541,107
Year 17	10/1/2033	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	42,150,993	113,016,391
Year 18	10/1/2034	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	44,511,449	114,574,292
Year 19	10/1/2035	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	47,004,090	116,219,435
Year 20	10/1/2036	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	49,636,319	117,956,707
Year 21	10/1/2037	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	52,415,953	119,791,265
Year 22	10/1/2038	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	55,351,246	121,728,558
Year 23	10/1/2039	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	58,450,916	123,774,341
Year 24	10/1/2040	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	61,724,167	125,934,686
Year 25	10/1/2041	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	65,180,721	128,216,012
Year 26	10/1/2042	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	68,830,841	130,625,091
Year 27	10/1/2043	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	72,685,368	133,169,079
Year 28	10/1/2044	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	76,755,749	135,855,530
Year 29	10/1/2045	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	81,054,071	138,692,423
Year 30	10/1/2046	36,400,000	6,000,000	1,300,000	2,162,000	5,000,000	6,300,000	300,000	17,475,000	5,500,000	266,236	379,500	2,000,000	2,114,000	85,593,099	141,688,181
Total 30 Year		\$745,083,333	\$174,000,000	\$39,000,000	\$64,860,000	\$140,000,000	\$189,000,000	\$9,000,000	\$524,250,000	\$165,000,000	\$7,987,080	\$11,385,000	\$60,000,000	\$62,478,000	\$1,281,632,288	\$3,037,920,723

Appendix

List of Invited Speakers

Ron Barton, Assistant County Administrator for Economic Prosperity

Dr. Jim Davidson, (public)

Gene Earley, Health Care Services Director

Tom Fesler, Budget Director

Liana Lopez, Chief Communications Administrator

Peggy Rowe, Human Resources Director

Anette Spina, Communications Director

Bonnie Wise, Chief Financial Administrator

**Citizen's Advisory Committee
Report to the BOCC:**

*Identifying \$3B for Potential
Spending on Transportation,
Infrastructure and Tax Relief*

Powerpoint Presentation

Citizen's Advisory Committee Report to the BOCC, April 2017

*Identifying \$3B for Potential Spending on
Transportation,
Infrastructure & Tax Relief*



Citizen's Advisory Committee Report

- Charter and Charge
- The Review Process
- Guiding Principles



Proposed Changes

- 14 areas of potential savings totaling over \$3B over a thirty year period



County Debt Philosophy:
How the County Borrows Money to Fund
Priorities

- Proposal: Transition over time to a “pay as you go” approach
- Projected Savings over 30 years: \$745M

High Impact Tourism Tax:

Collect an additional 1% tax on hotel stays once a certain # of stays has been reached

- Proposal: Use proceeds from this tax to displace existing expenditures from the general fund
- Projected Savings over 30 years: \$180M

County Fire Recovery from the State: Will provide support services, potentially allowing some of their budget to be offset to the general fund to support transportation

- Proposal: Use money from the offset without loss of fire service
- Projected Savings over 30 years: \$39M

Seminole Compact Funding:

Seminole Tribe contributes unrestricted dollars to the County under a State agreement

- Proposal: Reallocate these dollars to the general fund for transportation
- *Projected Savings over 30 years: \$60M*

Funding of Not for Profits:

Refers to NFPs funded year to year through direct requests to the BOCC, not through long term agreements or dept. budgets

(note: item was discussed in an earlier CAC report to the BOCC recommending “sunset clauses” for NFPs funded in this fashion)

- Proposal: Develop a rigorous, proactive process identifying County priorities; issue requests for proposals to address them; phase out support over 5 yrs
- *Projected Savings over 30 years: \$140M*

Eliminate company-paid disability & some sick leave:

County currently pays for these benefits, which does not align with what is typically offered in the private sector

- Proposal: Eliminate county paid contributions for disability and one sick day
- Projected Savings over 30 years: \$189M

Air B&B Tax:

New hotel tax to be collected from
Air B&B renters beginning in 2017

- Proposal: Use this money for tourism purposes to free up dollars for transportation
- *Projected Savings over 30 years: \$9M (at least)*

Departmental budgets:

Each county dept. received an annual budget to support their mission

- Proposal: One time 10% recurring cut of County budget, distributed strategically across depts.
- Projected Savings over 30 years: \$524M

Economic development budget:

County seeks to promote economic development through this dept.'s budget & activities

- Proposal: Shift dollars from various ED projects and budgets to fund transportation, not including funding for small and minority owned businesses
- *Projected Savings over 30 years: \$165M*

Employee parking subsidy:

County currently provides a partial subsidy for employee parking

- Proposal: work with the city to provide free parking in city lots for county employees; eliminate parking subsidy
- *Projected Savings over 30 years: \$7.9M*

Lobby security at County Buildings:

Sheriff's Office staffs County facilities

- Proposal: Conduct annual threat assessments and right-size staffing
- *Projected Savings over 30 years: \$11M*

Public Relations Function:

Subset of the County Communication dept. promotes positive relations with the media and the public

- Proposal: Eliminate the County PR function and allow County depts. to respond individually to the media and the public
- *Projected Savings over 30 years: \$60M*

One-time projects:

BOCC routinely funds one-time projects using recurring dollars

- Proposal: After completing current projects, do not take on new ones but instead shift these recurring resources to transportation
- Projected Savings over 30 years: \$62M

Future revenue growth:

As the county population expands, the revenue available grows

(predicting a 5.6% annual increase in the tax base)

- Proposal: Dedicate 1/3 of incremental new revenue growth to fund growth of existing services; 1/3 to fund transportation; 1/3 to provide tax relief
- Projected Savings over 30 years: \$1.2B

Observations & Issues

- EPR System
- Competitive Bidding
- Increase Transparency
- Regular External Assessment
- Efficiency audits of the constitutional offices

(Contd. on next slide)

Observations & Issues

- County Funds & Tampa General Hospital
- P-Cards
- Collaboration between cities and the county

Additional Information

**HILLSBOROUGH COUNTY CITIZENS ADVISORY COMMITTEE
2017 MEMBERSHIP ROSTER**

Lee Lowry, Chair Term of Appointment: 07/11/14 – 12/31/17	Appointed by Commissioner Hagan
Kay M. Doughty, Vice Chair Term of Appointment: 01/01/1985 – 12/31/16	Appointed by Commissioner White
Barbara Aderhold Term of Appointment: 04/02/12 – 12/31/17	Appointed by Commissioner Beckner
Adam Bantner Term of Appointment: 03/07/16 – 12/31/17	Appointed by Commissioner White
Joseph Caetano Term of Appointment: 12/18/12 – 12/31/16	Appointed by Commissioner Crist
Wendell L. Duggins Term of Appointment: 12/17/12 – 12/31/16	Appointed by Commissioner Miller
Adam Elend Term of Appointment: 03/31/17 – 12/31/19	Appointed by Commissioner Kemp
Cristan Fadal Term of Appointment: 02/15/13 – 12/31/16	Appointed by Commissioner Murman
Ronald Govin Term of Appointment: 03/06/13 – 12/31/14	Appointed by Commissioner Crist
Spencer Kass Term of Appointment: 01/11/11 – 12/31/16	Appointed by Commissioner Murman
Linda Porter Term of Appointment: 07/19/13 – 12/31/17	Appointed by Commissioner Miller
Joseph Pullara Term of Appointment: 05/20/16 – 05/31/18	Appointed by Commissioner Hagan
Eric Seidel Term of Appointment: 11/22/16 – 12/31/18	Appointed by Commissioner Higginbotham
Joseph Wicker Term of Appointment: 05/22/12 – 12/31/16	Appointed by Commissioner Higginbotham