

Policy Leadership Group

Governance Proposal

August 12, 2014



Delivering multi-modal transportation solutions for Hillsborough County

Why Address Governance?

"It is important to recognize and capitalize on windows of opportunity for governance change."

Booz Allen Hamilton in association with Paul N. Bay, Transportation Consultant
January 2011
Regional Organizational Models for Public Transportation
TCRP Project J-11 / Task 10
Transit Cooperative Research Program

The sidebar quote from the referenced study conducted by Booz Allen Hamilton, captures the essence of this moment in time for Hillsborough County. It is a moment that represents an order-of-magnitude change: "one whose occurrence changes the system itself".*

It is a transformational moment calling for us to recognize that we have reached a tipping point: the decisions we will make as a community about strategic transportation investments must ensure our economic prosperity, competitive advantage and quality of life for generations to come.

The proposal for a comprehensive, integrated, multi-modal transportation network in Hillsborough County, currently being considered by the TED Policy Leadership Group, is the occurrence that will change the HART transit system itself.

The new reality of a true mobility network with regional connectivity requires new leadership, new robust funding sources, and re-engineered products and services.

*Watzlawick, Weakland and Fisch, Change: Principles of Problem Formation and Problem Resolution, W.W. Norton & Co., New York (1974), pg. 10.

Successful Governance Transformation

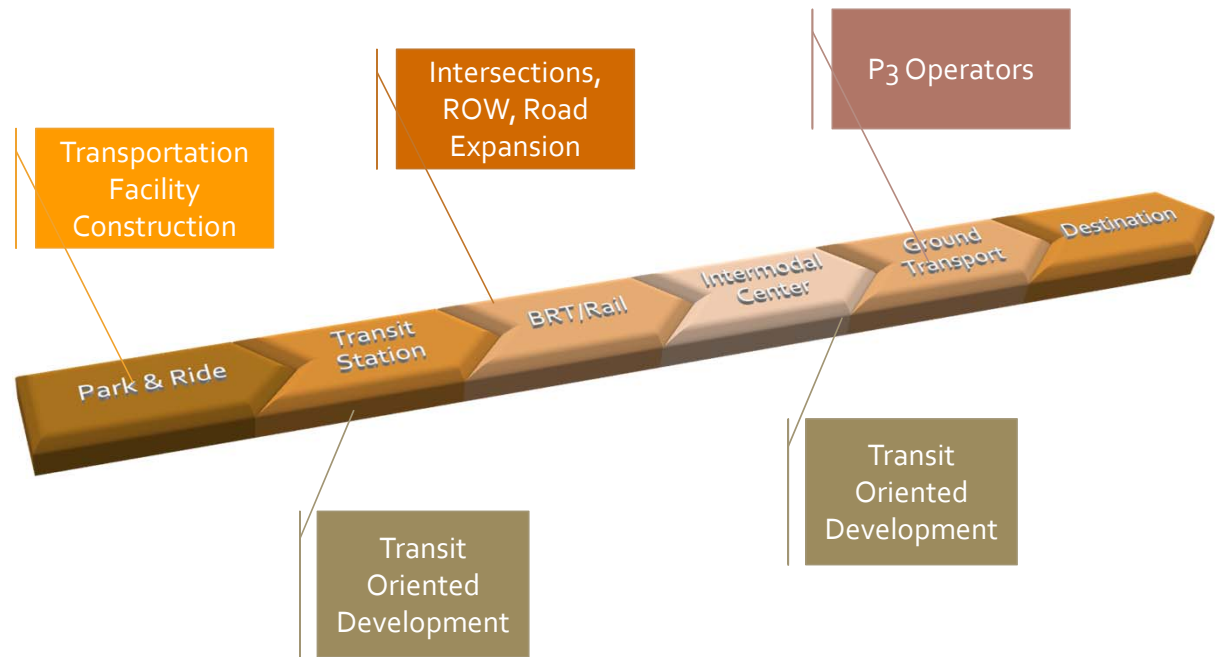
- In their report, Booz Allen Hamilton suggests strategies for successful transformation:
 - Every served area is unique and precise governance choices for public transportation must fit the jurisdiction.
 - It is important to recognize and capitalize on windows of opportunity for governance change.
 - Governance and financing for public transportation are so closely inter-related, they must be addressed together.
 - Governance change takes time and is never static.
 - Leadership and champions are critical to change in public transportation governance.
 - Advocacy groups and individuals can be extremely helpful.
 - Good working relationships with other public agencies are critical to be successful.

HART's New Mission:

Ensure integration, connectivity, quality and equity of public transportation in its service area and beyond.

- To successfully achieve this New Mission, new mobility strategies and new mobility choices will be needed. A seamless multi-modal transit network that reliably serves customers requires new connective tissue or "transportation facilities".
- There is broad authority under State law, and in HART's Charter, with respect to HART's ability to construct and operate such "transportation facilities".
- In the integrated mobility system being proposed, determining which "transportation facilities" fall under HART's purview can only be determined at the time they are under consideration, and based on the facts and circumstances of the facilities being considered.
- The illustration on the following page graphically portrays the practical inseparability of transportation facilities in an integrated mass transit system.

Integrated mobility system illustration



Proposed Changes to Accomplish HART's New Mission:

Board of Directors

- Proposed Change: Board make-up to evolve to include all local elected officials, plus two existing gubernatorial appointees. (Additional stakeholder advisory groups will be established by the Board):
 - All 7 County Commissioners
 - All 3 Mayors
- Funding Rationale for Change
 - Upon approval of a sales tax, NewHART will hyper-accelerate from an \$86 million budget to a budget with resources exceeding \$5 billion over 30 years.
 - This level of funding requires direct accountability to voters, both to ensure approval of a sales tax and on-going financial decision making
- Operational Rationale for Change
 - The magnitude of the proposed mobility network, and the jurisdictional interconnections, can be better aligned and facilitated directly by elected decision makers.
 - The possible necessity to expand the operational and funding charter and authority of HART can best be achieved by elected leadership.

Proposed
Changes to
Accomplish
HART's New
Mission:
Transforming
Mobility Solutions
in Hillsborough
County

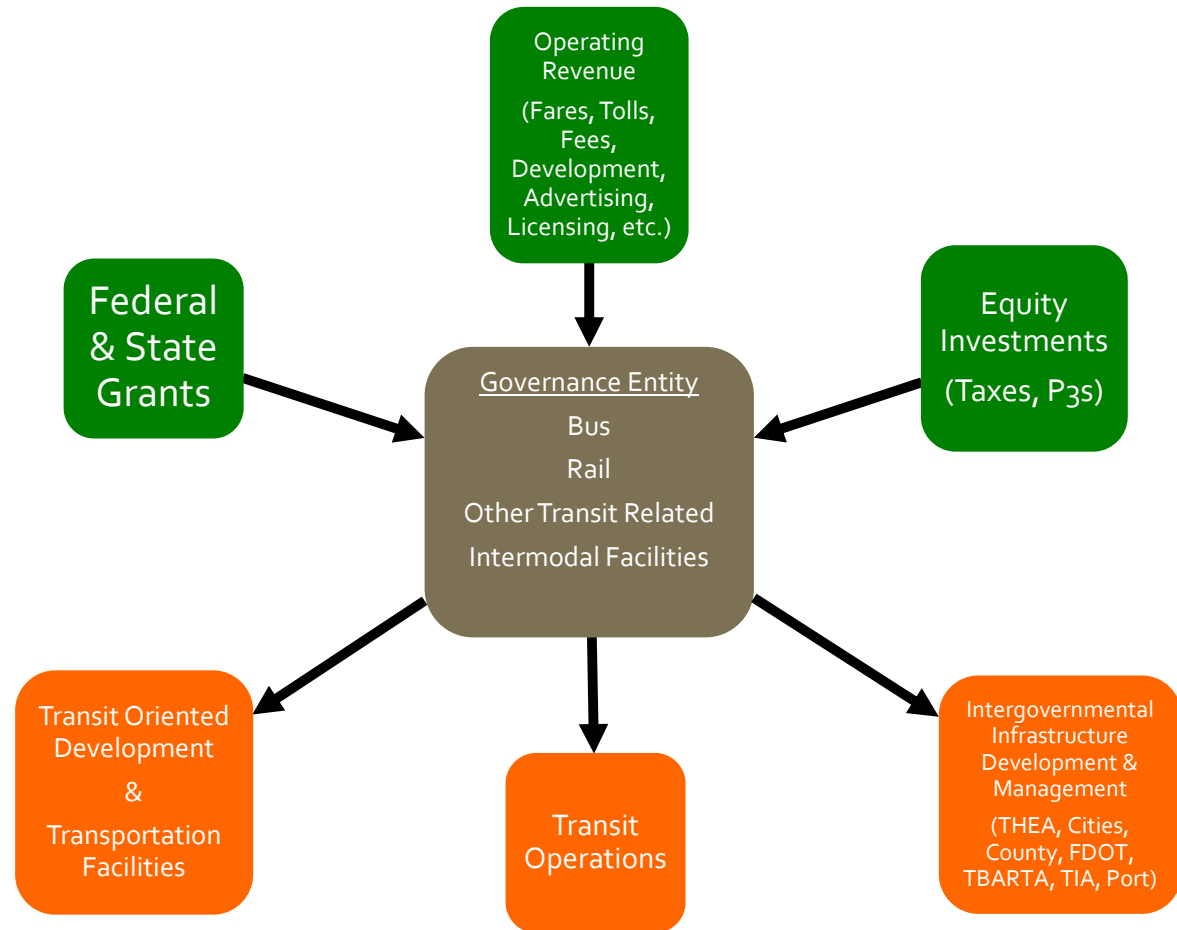
Desired Outcomes:

- Support safe communities with efficient and reliable public transportation that people find easy to use.
- Ensure integration, connectivity, quality and equity of public transportation in its service area and beyond.
- Provide equitable opportunities for people from all areas of Hillsborough County to access multi-modal transit choices.
- Encourage vibrant, economically thriving, and sustainable communities.
- Prioritize development of public transportation products and intensive transit services along corridors with compact development and in congested corridors.
- Safeguard and enhance natural resources and environment.
- Establish a culture of customer service and deliver services that are responsive to community needs.

Proposed
Changes to
Accomplish
HART's New
Mission:
**Transforming
Transit Asset
Development and
Choice Ridership
Potential**

- Encourage the development of transit-supportive, pedestrian-friendly communities
 - Partner with jurisdictions and the private sector to spur transit-oriented development through redevelopment opportunities at, or adjacent to, park-and-rides.
- Regularly explore opportunities for transit supportive development
 - Participate in projects that build transit demand and facilitate transit operation while generating revenue for the program.
- Develop programs and facilities to improve bicyclists' connections to transit
 - Collaborate with public and private partners to enhance the use of bicycles for commute and non-commute purposes and to reduce the number of cars on the road with one occupant.
- Work with property owners, building managers and employers on a variety of efforts to increase the use of transit.
 - These include parking management, fare media programs, outreach, incentives, work option programs such as telework, and community programs.

Illustration of HART Governance Entity



Acknowledgement of Source Material

- Booz Allen Hamilton in association with Paul N. Bay, Transportation Consultant, January 2011, Regional Organizational Models for Public Transportation TCRP Project J-11 / Task 10, Transit Cooperative Research Program
- King County Department of Transportation Metro Transit, 2012-2014 Business Plan
- DART (Dallas Area Rapid Transit) Strategic Plan FY 2011- 2015