

**MINUTES OF THE
JACKSONVILLE TRANSPORTATION AUTHORITY
BOARD WORK SESSION
MARCH 25, 2021**

The JTA Board of Directors held a Work Session on March 25, 2021. The Board of Directors and Staff attended virtually via WebEx.

BOARD ATTENDEES: Arezou Jolly, Debbie Buckland, Ray Driver, Nicole Padgett, Kevin Holzendorf and Abel Harding.

JTA STAFF ATTENDEES: Nathaniel P. Ford Sr, Cleveland Ferguson III, Bonnie Todd, Bernard Schmidt, Greg Hayes, Greer Gillis, Andy Rodgers, Katie Smith, Chris Geraci and Joe Tenga.

OTHER ATTENDEES: Council Member JuCoby Pittman, Richard Milian, General Counsel, Larry Parks, FDOT, Ivan Rodriguez and Terra Jolly.

I. WELCOME: Chairman Jolly called the work session to order at 2:07 p.m. and welcomed Board Members, JTA Staff and guests.

II. PUBLIC COMMENT: Chair Jolly asked for public comments.

a. Christina DeStefano: Ms. Stefano stated she is a mother of a paratransit rider that currently rides JTA to school and anticipates that she will continue to ride after she is hired at a job. Ms. Stefano has multiple sclerosis and at some point may not be able to drive. This is happened in the past. The bus system is my daughter's future since my daughter started paratransit, we have found things that worked well and things that have not. Those things that have not did not work to the point of a liability. I am not here to necessarily discuss those things. I am here to give feedback on how we, as the disability community can make JTA better for disabled riders. Ms. DeStefano has asked for an APP so that riders can track their buses in real time. Secondly, most buses do not run throughout the night, many jobs with people with disabilities via third parties such as Challenge Enterprises are janitorial or stocking and are at night. Many of these jobs require special transportation U-Serve is less than Uber with an average \$7.00 one way, using an average part time wage of \$15.00, this rider would have a deficit of \$152.00 before tax, which is making these kind of jobs impossible. We can do better than this. North Florida has some of the best special need schools in the country. Families come from all over the country for our schools. I feel like JTA can be in the forefront of inclusivity it needs to be a goal to make JTA as good as our schools.

Chair Jolly asked Mr. Ford to have someone reach out to Ms. DeStefano regarding this matter. Mr. Ford confirmed that VP Kelli O'Leary has already reached out to Ms. DeStefano. Staff will look at the trip history as it relates to her paratransit child to find out what has been occurring in order to make improvements. He added that we take to heart Ms. DeStefano's comment related to how we can expand these services in a way that allows all members of our community to have access to their livelihoods be it a job, education or health care opportunities. We take her comment very seriously and appreciate her taking the time to talk with us.

Chair Jolly thanked Ms. DeStefano for taking the time to speak. She stated we always look for opportunities to review our processes to make improvements.

Ms. Smith stated that a public comment was submitted to a staff member prior to the meeting. She stated the gentleman did not give his name but she felt it was important to share with the Board. "I will never forget JTA. JTA helped me in a time of need when I was homeless and had no fare for the bus. The Bus Operator paid my fare and I will never forget JTA. JTA is an awesome company."

Chair Jolly thanked Ms. Smith for sharing this comment because it is reflective of the care and concern that our employees extend time and time again.

Ms. Smith acknowledged to the Board that the City Council Liaison JuCoby Pittman was in the meeting. Chair Jolly acknowledged and turned the floor over to the City Council Liaison.

Councilmember Pittman thanked the Board for giving her an opportunity to speak. She is encouraged about the Gas Tax and initiatives for the City. Council Member Pittman stated she hopes her colleagues will support this effort as well. She looks forward to getting more information to pass along to the constituents in her district. Chair Jolly thanked Councilmember Pittman for her remarks.

III. CEO MID-YEAR REPORT: Mr. Ford extended a thought of appreciation to Ms. Pittman as she was with the mayor and Mr. Ford last week as they were meeting regarding the Local Option Gas Tax her support is greatly appreciated as it has a great deal of promise and impact on this community for generations to come. Mr. Ford stated that as part of his contract, he is required to provide a mid-year assessment to the Chair. He stated he would share the assessment with the rest of the Board of Directors after the meeting today.

Mr. Ford shared that the Executive Leadership Team (ELT) will walk the Board through where we are today as it relates to the annual goals and objectives. He reminded the Board that they approved a process in 2017 that connected JTA's Strategic Plan to the JTA and CEO Scorecard and this has been instrumental in the success of the JTA's performance throughout these years. In addition, this process allocated 50 percent of the ELT's performance evaluation to also be based on how the Authority performs, with the other 50 percent being focused on their division scorecards. And while Mr. Ford is focused on these measures in Amelio – he knows it is also important for the Board to see these measures in the aggregate as well. This is the opportunity to review where we are in our goals.

Mr. Ford also added that after the mid-year metrics are shared with the Board, staff will provide brief reports to the committees on the most pressing issues on the horizon.

Mr. Ford turned the floor over to Mr. Ferguson so that he could walk the board and ELT through the measures with some pressing issues on the horizon.

a. Division Metric Updates: Mr. Ferguson shared an overview and a snapshot of the FY21 Mid-Year General Assessments. He stated in 2017 the Board approved the Mission, Vision and Core values and with that framework staff has been able to design an annual work plan that has been successful. The JTA has been recognized year after year and these accomplishments are due to policy direction in our ability to measure what we are managing and what we are leading. We have been seen as best in class because of the guidance that the Board has given primarily through the Board Committee structure. The Board Committees are structured around seven goal areas. Through the work of the Safety, Audit and Compliance Committee, Service Delivery Committee, Finance and Administration Committee and Long Range Planning and System Development Committee, the

Board's policy direction has enabled us to secure a level of success, even through this challenging time.

Mr. Ferguson stated staff developed the Blueprint for Transportation Excellence for its final year. Because of the pandemic, we have transitioned to the mobility optimization provision and excellence plan, which has identified the transformative initiatives for the year. He stated the Board identified 13 specific criteria that make the definition of success for FY21. From there, the general measures were created and keyed to those transformative initiatives. Briefings to the Board are given monthly through committees for both the Union and Administrative side of the house at JTA. This is provided so the Board can have a window into the Authority's level of success. The Board has established that it would be a great FY21 year if the JTA was to lead the national conversation around developing measures on expanding mobility and access to transportation as accepted industry metrics for transit agencies in addition to current National Transportation Data points.

Mr. Ferguson stated JTA has participated in a number of industry conversations and drafted comments for consideration to regulatory and updating their rules to deal with the pandemic and to deal with the approaches of how transit agencies should move forward. The Business Intelligence Department within the Administration Division has worked with the Florida Transportation Commission (FTC) to help the Executive Director completely revamp their measures. Mr. Ford presented in front of the FTC and received a number of accolades for both JTA's leadership and its impact on the industry as well as the economy and quality of life of our customers in the state as well as throughout the nation.

Mr. Ferguson stated Senator Brandis and Representative McFarland have filed bills in the legislature that is developing a strong regulatory rubric that allows for Autonomous Vehicle (AV) Testing, AV Delivery and Driving on certain roads and streets up to 45 miles an hour. As these bills move forward it will assist JTA in our Ultimate Urban Circulator (U²C) project.

Mr. Ferguson stated the FTC is using the Enterprise Metric Approach and is thinking about how to update their regulations to include AV measurements to encourage transportation agencies to take up AVs as a way to help the environment reducing their carbon neutrality. JTA is at the tip of the spear to move this conversation forward as a value for transit agencies.

Mr. Ferguson stated by implementing a successful quarterly review of JTA's Strategic Plan System Development, Vice President Ms. Gillis has articulated through the MOVE plan phase 2 needs to be presented by the end of the fiscal year. JTA is moving rapidly forward to this goal and we are on track. With respect to ensure that we are in the heightened use of analytics to drive mobility integrations we are in the final stages of issuing a Request for Proposal (RFP) on integrating our scheduling, planning and fleet movement to ensure that the right type of vehicle is being used for our customers. Vice President of Engagement, Ms. O'Leary is going to discuss a pilot program we have with Token Transit. Enhancing fixed mode service planning to with new customers and employment centers. Senior Vice President and Chief Operations Officer Ms. Todd will give a presentation on service delivery on what we are doing in April with regard to service change and where we will focus in on traffic patterns and the effects of the pandemic. Securing long term funding and flexibility of regional service planning is another area where we are on track. A few years ago, the interaction with other county partners was sporadic, now we are full partners and on track with Clay County to fund a regional service and have recently received funding confirmation to expand

the silver line that will provide regional services to the VA clinic. The Authority has established the St. Johns Service Select and recently expanded the Baker County Select Service to help consistency with the MOVE plan to provide transportation to the vaccination sites. Staff has reviewed funding from federal resources and the laws that were recently passed to ensure we are able to support long-term funding throughout the pandemic.

With respect to issuing long-term bonds to fund the JTAMobilityWorks projects, Vice President and Chief Financial Officer Greg Hayes will share with you how the LOGT funding and overview of the current LOGT bonds and rating.

Mr. Hayes advised the Board that the JTA Board approved the issuing additional LOGT bonds during course of FY21 budget almost a year ago. As soon as the Board gave the approval, JTA moved forward aggressively so that the JTAMobilityWorks projects could be fully funded. JTA recognized that there was a significant shortfall and the only way to close that gap was to issue bonds, for the second time in JTA's history with the inception of the JTAMobilityWorks projects. both FITCH and S&P, who affirmed our first bond rating, reaffirmed our rating, which was a testament to our fiscal responsibility and the management of the JTA which in turn positions us very well in the current discussions on the LOGT. Mr. Ferguson confirmed that the JTA had exceeded this goal.

Mr. Ferguson continued, in regards to further diversifying operating revenue streams through the FDOT District II Office and Director Parks instruction, the Authority was able to close on a parcel at JTB and Philips Highway. The JTA is completing the sale of the Dames Point Parcel to the JaxPort under the leadership of the Board. We are also working on a long-term ground lease on the Golfair Boulevard parcel, which will see an additional one thousand riders per day for an area that was dormant. This is all possible with the forward thinking of this Board. We have been able to establish the Amazon lease, which has helped our customers along the Bus Rapid Transit First Coast Flyer lines. We are on track for the naming rights program for the JRTC. This is another area where goals have been exceeded under the Boards policy direction.

In terms of implementing the Transit Supportive Urbanism Comp Plan amendments, they have been approved by the City Council, as well as the State of Florida and the Authority is on track with the City's Planning and Development Department to create the appropriate overlays.

As for advocating for our regional Maintenance of Traffic (MOT) proposal at the state level. In addition to briefing the District Secretary of FDOT, the State Secretary was briefed on the regional MOT Proposal and the go-forward plan. These conversations continue to happen in a very robust way and we are on the path to completing this goal.

With respect to the award of Phase 1 of the U²C program, staff was able to meet with FTA Administrator Dr. Yvette Taylor and her team to present the go-forward plan for the Bay Street Innovation Corridor Phase I, which they understand, endorsed and supported. Mr. Ferguson thanked Richard Milian, Brad Cummings and the Procurement Team for helping. This is fully on track to move forward on this project.

To balance the health and wellness of the JTA Team with service and program delivery demands, we are in tune that this pandemic has raised stress levels that we have had to continue to service our customers. We have communicated with the team and provided Personal Protection Equipment to ensure that we have enforced the mandates with respect to masks with empathy and understanding.

Commemorating the 50th Anniversary of the JTA through employee focused programming; the JTA is on track to have a convocation around September 30, 2021. This will memorialize the opening of the JRTC at LaVilla and honor employees who continue to serve our customers. We are also going to celebrate the opening of the Brooklyn Station – which is the first station to be opened in the past 20 years.

With respect to our General Management Key Metrics, we are in the middle of the fiscal year and each month during the Board meetings, we provide you with a metric of where we are on these goals. As the months continue, we believe we are going to remain in the green in both preventable and non-preventable accidents.

Mr. Hayes gave an overview of the Financial Metrics, which included Operating Cost per Hour and Fixed Route Fare Box Recovery. Passenger ridership is increasing monthly and are under budget with regard to expenses.

Ms. O'Leary gave a brief update of the modified schedule and split shifts in the administrative offices.

Mr. Schmidt gave a brief overview and update on the U²C Program.

Mr. Ferguson confirmed that JTA is surpassing its goals with regard to Alternative and Innovative Service Delivery and the Strategic Technology Plan, which includes ZTrip, scooter-share and access to vaccinations. The JTA will be hosting a Partners2Partners on Cybersecurity and the Sustainable investments plan has us on track to receive Gold status for LEED certification for the JRTC at LaVilla.

Ms. O'Leary gave a brief overview of the Wellness Program in collaboration with Florida Blue, BetterU and Humana Go365. She stated it is designed to promote healthy lifestyles for employees in an effort to control rising health care costs related to claims and utilization.

Mr. Ferguson stated the ELT, with Mr. Ford's concurrence, made two changes given the circumstances that we are dealing with respect to our metrics and to keep with the Chair's priorities to lean into the transportation industry space and regulatory space. The USDOT has signaled that one of their primary focuses will be equity and social justice, access and mobility. We identified over the last several months in order to lead, we need to be able to measure at the level of the JTA scorecard for maximum visibility to the Board, and develop a metric called Total Ridership. Currently, we have a metric called Total System Ridership, which focuses on fixed modes. We stretched ourselves with the pandemic but did not use the excuse of change in traffic patterns and telework. The Authority does not want to hide behind that, but it is committed to reach 25 percent more ridership, we did not achieve this, but did achieve a 13 percent increase.

This increase is a national goal and it will be rolled down to the Vice Presidents levels to see how we can increase access to public transportation for the population, not only for those who are transit dependent, but for those that wish to lower their carbon footprint. Our customer's perception of on-time performance is also a measure we want on the JTA's scorecard. It is the customer's perception that should be used as a predominate measure of performance and success and we will be asking the Board to approve this at the May Board meeting.

Chair Jolly and Mr. Ford thanked Mr. Ferguson for his comprehensive presentation for the Mid-Year report and where JTA is with regard to achieving these goals. Chair Jolly shared that it is fundamental for the Board to be engaged with the performance of JTA and such a great overview is a wonderful presentation that provides the opportunity for detailed engagement.

Director Holzendorf asked how JTA was performing with providing transportation during the pandemic. Mr. Ford advised that moving forward; the National Transportation Database is looking at measuring agencies with regard to choice ridership or transit dependent agencies and their respective performance within the field in which each transit agency operates, compared to what the rider experiences and measuring the right thing for the right community.

IV. COMMITTEE UPDATES:

- a. Safety, Audit and Compliance** – Director Holzendorf advised there were no action items.
 - i. **Audit** – Mr. Ferguson provided an update on the upcoming FTA Triennial Audit, which will occur around the October timeframe. The team has begun an internal management process using a set of mock auditors. Relying on the guidebook from the FTA, staff is using pop up discussions in preparation to ensure files are in order. Monique Thompson will be providing regular updates with deeper dives into this throughout the spring and summer. We are also looking at our Policies and Procedures using Policy IQ to look at amendments to Procurement Rule 002. JTA is also in communication with the City Ethics and Compliance Officer to assist other areas of Duval County using our model as well as the Inspector General to create a model for other agencies regarding a work sharing agreement.
 - ii. **Safety (Vaccination) Update** – Ms. Todd stated that as a part of the new Wellness on Wheels program, AGAPE Health has offered vaccinations to all JTA employees regardless of age. are scheduled to begin on March 29, 2021 with a shuttle service to Edward Waters College campus. Ms. O'Leary thanked Mr. Ford for starting this program for VaxServe as a commitment to our employees and customers to keep them safe from the virus.
- b. Finance and Administration** – Director Driver advised there were a couple of updates under this committee with Mr. Hayes providing information.
 - i. **FY21 Budget** – February financials had a surplus of \$2.7 million and are on budget for the month. Sales taxes are driving the figures and we had a quarterly true up of with the State that is usually \$2 million, but this month we received \$3 million, which is the highest number we have ever received. We also had a higher amount of sales revenue than normal. We continue to perform better in the Northeast Florida economy.

It is very good news with a \$2.7 million surplus. Expenses under budget. Year-to-date we have a surplus of \$5.6 million through five months, revenues are better than the budget by \$1.5 million and expenses under budget by \$4.1 million. This puts us in a very strong position. In the 2021 budget, CARES act funding is at \$16 million to offset the deficit.

- ii. FY22 Budget is well underway. We are in the consolidation phases now. The Board will receive a full review of the budget at the April work session in preparation of staff's request for approval in May. The approach we are taking is to establish a baseline flat budget and to look at how we can maximize the federal CRISSA funding that JTA has benefited from so that we can fund fundamental initiatives.
- c. Service Delivery – Director Padgett turned the floor over to Ms. O'Leary
 - i. Token Transit – Ms. O'Leary stated that in support of the MOVE plan, the Engagement Division has initiated, through the Revenue Department, a pay equity pilot launch with Token Transit that began on March 8, 2021. Token Transit is a bus pass on your phone for the unbanked or underbanked population of passengers. This technology offers the opportunity of discounts for these same passengers. This digitizes cash, which lowers on-boarding time and with this technology, we have the platform and ability for targeted marketing and expand eligibility with our third party partners. Our goal is to provide a mobile ticketing application with our riders. This will result in ticketless travel so that passengers will receive an electronic pass/text message on their phone when they pay online or at our ticket booths. This will eventually allow us to lower the amount of STAR cards we issue and increase our mobile ticketing platform for passengers that offers cost savings benefits to the JTA. Councilwoman JuCoby Pittman said this will be a game changer for the homeless and those unbanked and underbanked. The Councilwoman added that she has been working to provide housing for the homeless and asked that we get this information out to the not-for-profits to assist these individuals with this Token Transit pilot program.
- d. Long Range Planning and System Development – Director Buckland asked Ms. Gillis to provide the updates for this committee.
 - i. MobilityWorks – Ms. Gillis provided updates on the Roadway and Mobility Corridor projects that were undertaken in 2014 at a cost of an estimated \$175 million. The program of projects are at 75 percent complete. The five remaining projects are Alta Drive, Collins Road project, McDuff Avenue and 5th Street project, San Pablo Road project and Parramore Road.
 - ii. Transit Urbanism policies – Mr. Ferguson stated that the Board will need to be involved in the refinement of the Transit Urbanism Policies as we move forward. As we move to the ability to have TOD overlays within the City's Comprehensive Plan, the incentives will need to be based on some criteria such as affordable, attainable housing. Those policy considerations will have to be considered.
 - iii. Real Property - AC Skinner Parkway parcel is on its final extension.

- iv. Economic Development - In May 2021, the Authority will announce another relationship with a nonprofit where we will be developing attainable housing along the BRT Green Line through the \$1 million planning grant awarded by the FTA. Issuing an RFP will take place soon to make this relationship and opportunity as meaningful as possible. JTA received a \$1 million study grant for commuter rail, which needs some architecture around what the Board's expectations are with regard to this project. There is currently some construction at the Skyway that will wrap up in about a month that will also be a part of the study.

V. **ROUNDTABLE:** Mr. Ford shared a Jobs4Jax binder that included information on the proposed extension and expansion of the LOGT. Over the last few months, the JTA has worked with the Mayor's office and the Council Members covering a list of projects. Staff has met with each Council Member at least once. We are discussing the breakdown of funds and where they will go for each project. We are also planning to schedule a Lunch and Learn to brief on not only the LOGT but also the Skyway/U²C Project. In 2019, we met with the City and provided a detailed Skyway/U²C analysis memo to the Mayor's Chief Administrative Officer Brian Hughes explaining the details of the project, community consensus that was developed back in 2015 and all of the work that has been done to date. At the request of Council JTA will participate in Public Town Halls with Council Members over the next couple of months. He advised the Board that JTA staff held a meeting prior to the work session to brief media to brief on the LOGT initiative and the U²C project. Staff shared a video during that meeting and the link to that video will be shared with the Board after the work session.

Mr. Ford stated that one of the discussion topics the Board may have heard is regarding the Federal payback that JTA would have to pay if the Skyway is demolished, which is approximately \$45 million. Then there is the cost to actually demolish the structure, which is approximately \$50 million, plus the cost of business disruption that would occur with the demolition. Another factor many of the Board members have inquired about USDOT and FTA as it relates to the JTA not following through on its commitment to a project could result in a reverberation of a chilling effect to future major federal funding in our community and Northeast Florida. The stakes are high and we have worked this plan for over five years. The development of these projects take so long to come to fruition and we may have to go back and refresh everyone's memory that once we got the green light, the JTA moved forward with Phase 1 of the U²C – the Bay Street Innovation Corridor. The LOGT extension initiative includes a list that has three categories of projects: roadway, drainage and transit. Legislation will be filed in April, drafted by Office of General Counsel. Mr. Milian is drafting the Local Agreement and hope to have those introduced in April.

The Board acknowledged that they are aware they will need to hold a special Board meeting April 1, 2021 to review and take action on the LOGT initiative and its Project List.

There being no more discussion, the Work Session adjourned at 3:49 p.m.

SEAL



G. Ray Driver, Secretary



Ari Jolly, Chair