

**MINUTES OF THE  
JACKSONVILLE TRANSPORTATION AUTHORITY  
RETREAT SERIES: SESSION IV  
SEPTEMBER 17, 2020**

The JTA Board of Directors held a Retreat Series: Session IV on September 17, 2020. Board of Directors and Staff attended virtually. The Retreat Series included updates by the Board Committee(s).

**BOARD ATTENDEES:** Arezou Jolly, Debbie Buckland, Ray Driver, and Larry Parks, FDOT.

**JTA STAFF ATTENDEES:** Nathaniel P. Ford Sr., Cleveland Ferguson III, Bonnie Todd, Bernard Schmidt, Greg Hayes, Greer Gillis, Andy Rodgers, Kelli O’Leary, Katie Smith, Michael Corbitt, Khisha Dukes and Monique Thompson.

**OTHER ATTENDEES:** Richard Milian, General Counsel, Carla Miller

**WELCOME:** Vice Chairman Jolly called the Retreat Series: Session IV to order at 9:08 a.m. and welcomed the Board Members, JTA staff and guests.

**PUBLIC COMMENT:** Chairman Holzendorf asked for public comments. There were no public comments.

**ETHICS TRAINING:** Carla Miller with the City’s Office of Ethics and Compliance provided the Board with its annual ethics training.

Director Buckland asked the question about a Board Member speaking with an employee off the record about their personal experience. Ms. Miller stated this would not be a good way to communicate with an employee. An example would be, speaking with the CEO to create a survey and execute it. The results can be communicate to the Board. Ms. Miller asked Mr. Ford what is the best mechanism. Mr. Ford stated JTA has the Ethics Hotline and JTA Strong. He stated the information could be shared with the Board through the Director of Audit. Mr. Ferguson stated we also have the Safety, Audit and Compliance Committee in addition to the Town Halls. Ms. Miller stated the City Council was thinking about revising the Charter.

Ms. Miller stated in October she will call each Board Member individually to ensure they feel comfortable with everything in the Ethics Manual.

Mr. Ford stated it would be beneficial to brief the Board on Audit and Compliance. This would give the Board an idea of what systems are in place. Mr. Ford stated in a separate meeting the Audit Committee will be able to report the data within the past fiscal year.

**CEO REMARKS:** Mr. Ford stated staff will present the first phase of the Strategic Plan, the financing related to the JTA MobilityWorks, brief Goals and Objectives Recap for the Board’s consideration at the September Board Meeting, Richard Milian will give an orientation on the CEO Evaluation Process.

Mr. Ford stated the staff has done a fine job managing the safety of our employees and customers. He stated that staff has been engaging with a number of experts and thought leaders. Mr. Ford stated a Town Hall meeting was held with Management leaders. A separate Town Hall was also held with frontline supervisors, operators and maintenance personnel. The Town Hall was held to find out what were the impacts of the JRTC as it relates to the pandemic. Some of the discussion were related to no more than 20 passengers per bus and starting to look at how we can come out of that posture. Also looking at the new schedule that will be effective in early October.

**STRATEGIC PLAN UPDATE:** Ms. Gillis provided the Board an overview of the Strategic Plan. She stated the consultant's observation of JTA was well positioned to be able to pivot and have a broader integrated infrastructure and mobility services. The JTA is at a point to regain and expand ridership and services to promote transit opportunities. She stated the observation showed JTA could be more intentional to enhance economic, health, educational and other opportunities for people of color as well as the low-income communities. There are new lows and new realities that provide the need and opportunities to explore new funding arrangements and the pandemic presents an opportunity for us to be smarter, effective and more efficient.

Director Jolly asked about the clarification of the Equity Agent. Ms. Gillis explained JTA could take on a larger role as it relates to equity in the services provided. JTA will look at the transit dependent rider and if are they getting to where they need to go. Most of their destinations are not recreation it is more for work. Does JTA need to look at routes that will serve the need of Employment Centers? Many of JTA riders are cash dependent. What can be done with unbanked customers to give them the flexibility to all services offered by JTA but also services JTA is looking to offer in the future.

Director Buckland stated the scenarios are good but also likely to have a rapid recovery with uneven outcomes. Mr. Ford stated this will be an on-going conversation and wanted to get the Board's input. The Board's input will be collected as the plan is designed.

Mr. Ford advised he has had several questions and discussions regarding the Strategic Action Plan. What is happening in our region that could shape JTA's future? Throughout the history of the JTA, we have risen to the occasion to address the ever-changing needs of the community. Elements of the interstate, Dames Point, Skyway, The Better Jacksonville Plan, St. Johns River Ferry are all iconic fabric of our community projects and services that the JTA was successful in partnering with. Today, Jacksonville and the transportation industry are facing a new set of challenges. What is next and how is the JTA going to rise to the ever changing pressing needs of Jacksonville and Northeast Florida. We need to better understand what is happening in the community to drive change. One of the key factors in developing the action plan is regional trends, economics, land use, community behavior, community health, safety and equity. Mr. Ford stated we can start with Downtown where we have made a major investment with the JRTC. What are the dynamics of Downtown that will affect our facilities and services? Can JTA's actions affect the dynamics of Downtown? Let's move outward in the region to where there are hotspots and how they relate to mobility needs that JTA should address. As jobs start to move to the Southside and Deer Park they are becoming tougher for us to serve and less productive from a transit standpoint. What should we consider as we plan services for these job centers? Do we need a different metric other than ridership and a farebox return? What is a role in supporting economic development ensuring economic opportunity?

Director Jolly stated that working from home works. She stated she heard some companies have made the decision that 80 percent of their work environment will continue to work from home. In 2021, a higher percentage of employees will continue to work from home. Whether this is our ridership or not, she does not know. Her concern is how it affects the Authority going into 2021 if more companies decide to have their employees to work from home. Mr. Ford stated this was one of the concerns with the design of the system going forward. Is it a design that will continue to struggle to identify chose riders. Choice riders are working and living all over the community. There are the about 16,000 essential workers that we carry every day.

Chairman Holzendorf asked about the things that are important for the JTA to continue to do. He asked Mr. Ford if he could give the Board some oversight about that and how the projects are being facilitated. What are the keys things that are being affected and not affected by COVID-19. Are we continuing to be aggressive in our approach at the JTA. Mr. Ford stated that the JTA will continue to make investment in some of the projects that are already in the pipeline and ready to go because we have funding for them. In addition to the transportation infrastructure. Mr. Ford stated we also recognized from an economic development and economic vitality standpoint for Jacksonville it is important that these jobs go forward because they create economic vitality, create jobs and most importantly they are needed infrastructure projects. He stated going forward, we need to be very clear on what are our initiatives related to the ridership needs and community needs. There will be limited resources, sales tax revenues, gas tax revenues and passenger fares.

Director Buckland stated she hopes to land together on place of being aggressive with innovation and forward looking. She believes JTA is in a position to do that from a point of public trust in the organization. Director Buckland stated we should consider demographic changes.

Director Driver stated the efficiency of getting from spot A to spot B on a recurring basis has improved because there is not as much traffic or delays and accidents which could cause delays. As we look at route optimization and learn what the future looks like we need to give attention to the areas that have had growth with new neighborhoods and suburban offices. Mr. Ford stated the staff is looking at the total system and a route optimization Phase II would need to look like.

Mr. Ford opened the discussion on what mobility and related needs will shape JTA's future. The discussion also included a look at ridership and the impacts of COVID-10. He also shared that JTA had a very productive meeting with Uber. Staff is will research if there is some type of service from Uber that ties into the Authority's customer base.

Director Parks stated that the pandemic has affected the gas tax and that the FDOT will take a major hit in the next year or two. He added that a lot of the funding will be cut across the board in a lot of the different programs.

Director Jolly asked if APTA has put together a mid-year assessment of mobility related challenges as a result of the pandemic. Mr. Ford stated there has been a great deal of work done by APTA and the information can be shared with the Board. Mr. Ford stated this is the reason why the pop-up Town Hall meetings for JTA staff were conducted and experts were brought in to speak. We seem to be doing good during the pandemic but how do we come out of the pandemic a better and

more effective organization. Chairman Holzendorf stated APTA is coming up with scenarios around post COVID-19 and will be by transit size.

Mr. Ford asked what is next for JTA. He stated we should think about what the JTA of the future looks like. Being a mobility integrator goes beyond what we are doing with the Skyway, Fixed Routes service, St. Johns River Ferry, and Bus Rapid Transit. Mobility integrator goes much further such as bikes, pedestrian access, street management, responsibility of the City and FDOT. There is an opportunity for the JTA to more global.

Chairman Holzendorf stated he looks at JTA as the next integrator of transportation. Director Jolly stated a higher focus of analytics decide on how best to be the mobile integrator in different areas of town. Director Buckland stated a perfect picture was used to capture the information.

**FINANCE RECOMMENDATIONS UPDATE:** Mr. Hayes provided the Financial Recommendations to the Board. He stated the current balance on the four remaining bonds secured by sales taxes is \$402 million. This will drop on October 1, 2020 to about \$386 million. Mr. Hayes stated the 2012A bond can be refinanced. It has about \$150 million outstanding. Mr. Hayes worked with the City's Treasury Office and their Financial Advisor, PFM and looked at two different scenarios. The first option is Uniformed Savings and the second option is Modified Fill. Mr. Hayes showed a chart of Uniformed Savings, which is a reduction in debt service an equal amount every year until the expiration of the bond in 2031. The Modified Fill option is flattened debt service across all the years. This option would reduce the interest from 4.9 percent to 1.66 percent. The true savings would be \$24 million.

Mr. Hayes stated he met with Finance Committee Chair, Director Buckland on September 3 to brief her on the opportunity and steps moving forward. He stated they proceeded with the Modified Fill option. The City's Treasury Office is managing the refinance. Mr. Hayes stated the expected close date is October 29, 2020. He stated the benefits of this will not begin to show until 2028.

Mr. Hayes stated the six percent Local Option Gas Tax was extend from 2016 to 2036. The Interlocal Agreement was executed in 2014 and the extension took effect in 2016. The JTA MobilityWorks Program was then created. For the first time, JTA issued bonds in the amount of \$155 million to allow the program to immediately proceed. The bonds were issued to fully fund the projects. Some of the projects have been completed. The final three projects Alta Drive, San Pablo and Parramore Road are set to commence construction in the coming months. The total cost of the program has increased to over \$100 million. Nearly all the budgets were old, designs were incomplete or outdated, standard cost were excluded from the original budget, for example contingences or mitigations. A number of the construction easements had expired and had to be reacquired and construction cost increased. In some cases, stakeholder added additional scope. After the series 2015 bonds were issued, some additional funds were added such as the fair share agreement with the City that added \$8 million and JEA is paying for the additional scope on the program where they have interest in some of the projects. Interest has also been earned on the investment proceeds of the bonds in the amount of \$4.5 million to date. The JTA Board approved Program Management Funds to be added to the program in the amount of \$2 million in 2016. Even with these additional funds there is still a significant shortfall of over \$40 million. The Board

approved issuing bonds in the amount of \$42 million to fully fund the MobilityWorks Program. In the Board meeting next week, a Resolution will be presented for Board Action to approve the issue bonds not to exceed \$45 million.

**GOALS AND OBJECTIVE RECAP:** Mr. Ferguson provided a recap of the Fiscal Year Goals and Objectives. He stated that the JRTC transition and move plan was successful. Although there were delays due to the pandemic, the Rosa Parks Transit Station transition plan was successfully executed on May 4, 2020 for modified service. The building has been submitted for a LEED Certification and many plans that supported that have been completed.

Mr. Ferguson stated Automation has been doing wonderful work with U<sup>2</sup>C. An Agile Plan with FSCJ was completed during a signing ceremony at the Cecil Center Campus. Also, the newest vehicle we received from Olli to continue to move this forward. JTA is the first transit agency in the United States to execute a BUILD paper grant agreement.

Mr. Ferguson stated that with partnerships with the City and Federal Regulators, JTA acquired a \$1.2 million Transit Oriented Development (TOD) planning grant but also received another \$1 million to help with the Bus Rapid Transit Green Line. The Golfair Boulevard typology will be moving forward and expected to be executed by the end of this fiscal year as well as Montana Avenue. Mr. Ferguson stated the Go Tuk'n partnership has been launched.

Mr. Ferguson stated the Acosta Bridge Lighting project was completed several months ahead of schedule and debuted during the Memorial Day weekend. JTA continues to receive accolades for this particular project.

Mr. Ferguson stated the Construction and Engineering Department has been focused on ensuring the First Coast Flyer operations continue. Supported by the appropriate construction and development, which includes completing the construction at Riverplace Station.

Mr. Ferguson stated all objectives for the Joint-Use and TOD are complete except for the closing on the final AC Skinner parcel.

He added that the System Development Team is working on completing the final projects with the JTAMobilityWorks program.

Mr. Ferguson also announced that the Public Transportation Agency Safety Plan was adopted three years ahead of schedule. This was in coordination with the FDOT, as the state safety oversight authority. JTA's plan is being used as a model for other agencies.

Mr. Ferguson stated the Authority has complete 112 milestones with 2 more in progress, for an over 98 percent completion rate. This builds a solid foundation for these Program Areas as we prepare to take these Transformative Initiative into Fiscal Year 2021 and the next set of Milestones.

**CEO EVALUATION PROCESS:** Mr. Milian explained the CEO Evaluation Process. Mr. Milian further explained that Mr. Ford is entitled to a bonus of up to 20 percent of his base pay. Under a policy previously adopted by the Board, the Chairman determines any bonus based upon the CEO reviews completed and submitted by each Board Member.

Director Jolly asked Mr. Milian to reach out to Board members not on the call to explain the process.

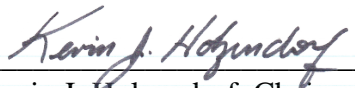
**ROUNDTABLE:** Director Jolly thanked Mr. Ford and staff for their presentations.


**ACTION ITEMS/NEXT STEPS:** Mr. Ferguson stated staff will present all action items at the September Board Meeting.

**ANNOUNCEMENTS/ADJOURN:** Director Jolly stated that Session V of the Retreat Series will be held on September 18, 2020 at 11:00 a.m. The Board Work Session and Board Meeting will be held on September 24, 2020 at 12:00 p.m. and 2:00 p.m.

There being no more discussion, the Retreat Session adjourned at 11:21 a.m.

SEAL

  
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Kevin J. Holzendorf, Chairman

  
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Debbie Buckland, Secretary