

**MINUTES OF THE  
JACKSONVILLE TRANSPORTATION AUTHORITY  
BOARD WORK SESSION  
DECEMBER 10, 2020**

The JTA Board of Directors held a Work Session on December 10, 2020. Board of Directors and Staff attended virtually via WebEx.

**BOARD ATTENDEES:** Kevin Holzendorf, Arezou Jolly, Debbie Buckland, and Ray Driver.

**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, and Ken Middleton.

**OTHER ATTENDEES:** Richard Milian, General Counsel, Larry Parks, FDOT and Ivan Rodriguez.

**I. WELCOME:** Chairman Holzendorf called the work session to order at 11:30 a.m. and welcomed Board Members, JTA Staff and guests.

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

**MOVE PLAN OVERVIEW:** Ms. Gillis provided the Board an overview of the Mobility Optimized through Vision and Excellence (MOVE) Plan – Phase I. The charge of Phase I plan was to incorporate contingences related to COVID-19 and economic recovery. This was through scenario planning and identifying the direction of the Authority based on regional and industry trends. She also provided the direction for the upcoming Strategic Plan Update and how the use of past activities, such as pop-up engagements, allowed for access to top organizational leadership to ensure that the plan includes out of the box thinking and the newest ideas for the future of the Authority.

Ms. Gillis stated the MOVE Plan Phase I Report focuses on immediate actions and provides scenarios that will help define where JTA will may need to pivot in response to circumstances related to COVID-19 recovery, Economic Recovery and local conditions over the next 18 months. The plan also address strategies to further explore the development of Phase II of the MOVE Plan, which will be the Authority’s next five-year Strategic Plan.

Ms. Gillis stated the MOVE Plan was developed based on a thorough examination of available data and research. This included outreach to JTA staff and customers, advice and insight from industry experts, insight from local business leaders. Staff and customer outreach included JTA Frontline workers Focus Groups, Customer Surveys for Fixed Route, Paratransit and Ferry Service and interviews with over 20 JTA Managers and Executives. This was led by a Project Leadership Team of members from the JTA Senior Leadership Team.

Ms. Gillis stated several key Industry Trends inspired and shaped the MOVE Plan strategic direction. Transit and Mobility Management see themselves as leaders for mobility integration. Second, expanding transit is a public good and serves the function to support the economy as we

support the essential workers. Third, the use of data and innovation to provide real-time information as a measure to build confidence in public transportation.

Ms. Gillis stated the plan included an exploratory scenario planning. The scenarios addressed three timeframes of recovery and they are 6-months, 15-months and beyond the 15-month timeframe. Ms. Gillis stated the team also looked at triggers to help prepare for the appropriate responses that would need to happen by JTA. The three levels of recovery are COVID-19, Economic Recovery & Political Context and Local Conditions over the three timeframes: Rapid Rebound, Moderate Momentum and Lingering Lifestyle. Based on the scenario priorities the team findings with Rapid Rebound were for a vaccine to become available within the six month timeframe, focus on return of customers, initiate vaccine distribution support, engage people with mobility options and accelerate strategies to attract them, focus on downtown opportunities, test downtown mobility pilots and facilitate curb management. Findings for Moderate Momentum were to improve cost efficiencies, expand support for essential workers, prioritize service to suburban employment hubs and optimize short-term stimulus funding programs. The Lingering Lifestyle would address needs of vulnerable populations, address financial stress through external staff utilization through JTI and improved efficiencies with regional partners, pursue stimulus funding for capital infrastructure projects and prioritize private and innovative partnerships to sustain services and programs.

Ms. Gillis presented the MOVE Plan Recommendations to the Board. The recommendations focus on three key themes Know Your Core, Build on Your Strengths and Collaborate for Success. Ms. Gillis explained the three key themes and the Roadmaps to the Board. Director Jolly stated when there are Suburban Mobility Hubs people will need to be able to get around and this meets the needs they have. Ms. Gillis stated staff wanted to make sure there is a focus of service around Suburban Mobility to meet the need. Ms. Gillis explained JTA has an opportunity to serve an important function in vaccine distribution to promote equitable distribution of the vaccine. Director Jolly stated she was excited about the vaccine portion because the Authority could be a significant partner to ensure vaccines are accessible to neighborhoods and riders who may have transportation challenges. She asked if there would be vaccine centers at the JRTC or dedicated rides. Ms. Gillis stated the option for JTA is there. She stated that ultimately Mr. Ford would make that determination, as the MOVE Plan only provides recommendations. Ms. Gillis explained Foster Organizational Resiliency aspect in the Move Plan.

Ms. Gillis stated the Move Plan Summary provides recommendations for the JTA to move forward to be able to pivot given how the economy and COVID-19 pandemic leads itself and helps us to position ourselves as a leader, not only in public transportation but also innovation and mobility integration over the next 18 months with peers in the transit industry.

Chairman Holzendorf stated you can anticipate and prepare as much as you can. As we have seen in this last year having a plan is very critical because you have to be able to react but keep the plan flexible enough to pivot when you need to. Director Buckland stated she is not surprised JTA has a plan and it that it accommodates all outcome.

Chairman Holzendorf stated APTA is talking with the Administration in Washington, DC about the importance of Transportation Workers being considered as part of the first wave for the vaccine. He stated as Chair of the Transit Board Committee, he has put together an ad hoc Committee. The Committee will look at what they can articulate to elected officials on how

important it is for Transportation Workers to be part of the first wave for the vaccine. Director Jolly stated that she applauds the initiative. She asked what if Transportation employees do not want to take the vaccine, is this being considered by the ad hoc committee. Chairman Holzendorf stated they want to keep it voluntary and want to make sure to focus on the education side. Mr. Ford stated he received a recent update from the Chief Security Safety Officer who has been participating in national and local calls regarding vaccination distribution. He stated it is his understanding employers cannot require employees to take the vaccine because it is an emergency approval and because it has not gone through the full FDA protocol for approval. This may carry over to the later part of next year before there is full FDA approval of a vaccine. Mr. Ford stated the Authority will do everything it can to educate employees and encourage them to take the vaccine. He stated JTA has started discussions with hospitals, medical facilities, the Emergency Operation Center for the City of Jacksonville and the Department of Health regarding JTA's assets and resources; and how it can be deployed to help citizens that have do not have transportation. Mr. Ford stated we have begun to identify what transportation services we have already that touch these medical facilities that will be providing vaccines. He stated there is a JTA Task Force that has already completed GIS mapping and identified transportation deficits. Mr. Ford stated we will overlay existing services and what could be added on top of that to ensure every citizen in our community has access to the vaccine, if they chose to use JTA services. Director Jolly stated this was a great analysis and another example of where JTA can make an impact on the community. Director Buckland asked Mr. Ford about classification 1a and 1b. Mr. Ford stated his understanding is Transportation Workers would be in the 1b classification. Chairman Holzendorf stated to Mr. Ford, please let the Board know how they can help as a team to support the initiative. Director Buckland asked if there was a communication plan for the community. Ms. Gillis stated the final MOVE Plan will be posted on the JTA website and move into 5-year Strategic Plan. She stated there are no thoughts for an Outreach Plan at this time. However, when speaking with Mr. Ford and Public Affairs an appropriate Outreach Plan can be determined. Director Buckland stated she thinks it would be a good idea to explore community partners to get the message out to the community. Mr. Ford stated the team will make sure there is a robust public outreach/strategy.

**INFRASTRUCTURE TASK FORCE UPDATE:** Ms. Gillis gave an overview of the JTA Infrastructure Task Force recommendations. She stated the purpose of the Infrastructure Program is to enhance the procurement of capital programs to economically strengthen businesses and communities as we construct projects. Ms. Gillis stated in August 2020, JTA held five Contractor Roundtable Workshops with prime and small contractors/consultants in the areas of Construction, Engineering, Inspection and Design. She gave an overview of the feedback received from the workshops.

Director Jolly asked if there is a resource for the recommendations. Ms. Gillis stated the pilot program will allow the taskforce to create what works and then the Executive Team can vet and approve it.

**SMALL BUSINESS ENTERPRISE PROGRAM:** Mr. Middleton gave an overview of the Small Business Enterprise (SBE) Program to the Board. He stated the purpose of the program is to stimulate the economic growth of small businesses. The program will increase participation of local small businesses on non-federally funded projects. The Diversified Business Equity (DBE) program helps to create a sheltered market for micro businesses to compete against similar size businesses.

Director Jolly asked about an example of a type of project that would fall within the Micro SBE. Ms. Gillis stated Janitorial Services, Printing Supplies, and Cost Estimating Services. Mr. Middleton stated it is anticipated to increase the amount in a formal request, sometime in January or second quarter of FY21. It may go up from \$35,000 and that would also increase the number of contracts. Director Jolly asked if this was a sufficient level of communication and outreach. She asked if there was any anticipation with the local news. Mr. Middleton stated he is working closely with David Cawton, Communications Director utilizing Social Media, Radio and Print Media. Director Buckland stated she wants to ensure we are leveraging our partners. She advised coordinating with Jax Chamber. She added that the B2G website looks great. Director Buckland asked how many small businesses would fall under the Micro Small Business Enterprise. Mr. Middleton stated about 800 firms. Mr. Ford stated he wanted to make a clarification that there may be a duplication of firms present in the School Board, City and JTA B2G Program. Mr. Middleton stated they do have a good working relationship with the Jax Chamber and Dr. Carlton Robinson. He stated staff will work with Jax Chamber to get the information to other Chambers in Clay, Nassau, Baker and St. Johns Counties.

**JTI OVERVIEW:** Mr. Ferguson provided the Board with an update on the Jax Transit Innovation (JTI) Corp. He stated the Board participated in the Amazon Locker Unveiling. That is an example of Innovation by generating non-fare box revenue on behalf of the taxpayers. It also provides an amenity to our customers. We are the only transit agency on the east coast that offers the Amazon lockers as a part of its Bus Rapid Transit Line. Back in November, the Executive Leadership Team presented to the Escambia Transit Authority (ECTA). Mr. Ferguson stated leadership walked them through JTA's best practices. He stated the JTA and Chatham Area Transit in Savannah have established what is sure to be a long-term relationship. JTA has assisted Chatham Area Transit with financial compliance, FTA compliance, audit compliance, risk and other management issues. Mr. Ferguson stated the ECTA was referred to JTA by the Florida Public Transportation Association (FPTA) as the best in class transit agency. JTA hosted ECAT at no charge. He stated JTA is charging the Chatham Area Transit for staff time for their engagement and Chatham has paid their invoices, which are recorded by the Finance Division under JTI.

Mr. Ferguson stated JTA is researching licensing for JTI intellectual property. JTA has been engaged with FDOT, particularly their maintenance area, as well as the Florida Transportation Commission (FTC). He stated JTA has been helping to develop metrics around training and their overall assessment evaluation on what defines success as a transit agency. Mr. Ferguson stated in 2016 JTA was the Outstanding Transit Agency of the Year, but according to the FTC we are in the middle of the pack. This year we are the FPTA Transportation System of the Year, and again the metrics do not match. Mr. Ferguson stated what we have been doing for the last eight months is working with the Executive Director of the FTC to understand the measurement of KPIs. He stated we have developed a close relationship with Executive Director Yoda. In the past week, he wrote a very nice note to our Business Intelligence (BI) Team, particularly Jason Montgomery, Director of BI. Mr. Ferguson stated he hopes JTA will be able to help FTC to completely build their metric for the transportation industry, particularly public transportation. Mr. Hayes has been the Authority's representative at FTC's Annual Meetings for the last several years and has received exceptional reviews, standing above other presenters on behalf of any other transit agency. Director Jolly stated she is happy to know that the Authority is taking the steps to protect the Intellectual Property and identify whether or not there are revenue or commercialization opportunities. She asked, what if an innovation was traced back to grant money would there be royalty obligations. Mr. Ferguson stated

it has been discussed for a long time and this is why we exercise flexibility of what we charge and who we interact with. Director Buckland asked if there is a list of the 29 patents. Mr. Ferguson stated the majority of the copyrights are based on the Case Studies. Director Jolly stated that she wants to make sure that when we speak about Intellectual Property that we speak about the range of categories.

**ROUNDTABLE:** Mr. Ford stated that he requested Mr. Hayes to provide the Board an overview of the November financials. Following Mr. Hayes's overview of the November financials, Mr. Ford stated there were some proactive steps taken by the Executive Leadership Team in March once we saw the impact of the pandemic with regard to our ridership. Everything from requesting staff to reduce expenses and implementing cost savings strategies over this last year. Mr. Hayes stated the Leadership Team undertook a much effort to reduce expenses last year, for FY20 we came in \$6 million under budget. These savings were carried over into FY21.

Director Buckland asked how this impacts the utilization of the CARES Act funding. Mr. Hayes stated the CARES Act funding was broken up into four different categories. Two of the applications were related to payroll. He stated JTA was able to receive those funds immediately. The third application was related to other COVID-19 expenses. Mr. Hayes stated three of the applications have been fully executed and JTA has received all funds. JTA has received more than \$26 million. The final application was primarily related to capital items and about \$14 million of these funds will be on a reimbursement basis. These items will continue to occur over the next year or so.

Mr. Ford stated he thinks it's important that we utilized the CARES Act funding, as this could have an impact on a potential second round of funding. Mr. Rodriguez is receiving daily updates with regard to the discussion of a second round of stimulus fund distribution being considered by Congress. Mr. Rodriguez briefed the Board on the proposed discussions of a second round of stimulus. He stated Congress is allotting \$40 billion for all modes of transportation and are signaling possibly \$15 billion for Public Transportation.

Mr. Ford stated, unfortunately we had to cancel the Board meeting for December 2020 as a quorum could not be secured. He reminded the Board of the decision they made in March 2020, to delegate and authorize certain emergency powers to the CEO. As part of that authority, I agreed to notify the Board when I needed to exercise that authority. Further, Section 349.03, Subsection 3b Florida Statue states that the Authority may delegate to one or more of its agents or employees such powers as it deems necessary to carry out the purposes of this chapter subject to always to the supervision and control of the governing body of the Authority. Because we have a deadline of December 18, 2020 on our Federal Grants, Mr. Ford stated he will be working with the Board Chairman and Board Secretary to secure their signatures to authorize staff to file the following grants for FY21:

- Section 5310 Vehicle Purchases - Clay County
- Section 5310 Bus Stop Construction - Clay County
- Section 5310 Vehicle Purchases - Duval County
- Section 5310 Scheduling Software – TransPortal for Duval County
- Section 5311 Formula Grants for Rural Areas – Baker County
- Section 5311 Formula Grants for Rural Areas – Clay County
- Section 5311 Formula Grant for Rural Areas – Regional Marketing

Mr. Ford stated this will be a total of seven grant applications the Board will be asked to ratify at the January Board Meeting. He will move these grants through the Federal administrative process for a total of \$1,499,859.00.


Mr. Ford stated there are also several Maintenance items that will need to be processed this month. A Tire Lease Services for an amount of \$797,000.00 per year, for a total amount of \$3,985,000.00. The Paratransit Services Agreement renewal will be for the final two-year of the contract with an estimated value of \$19 million, which is an average of \$9.5 million per year. Mr. Ford stated we cannot afford for this agreement to lapse. If it lapses the JTA would have to issue a new procurement and believes the cost will increase substantially in this environment. Mr. Ford stated there is also the haul out contract related to the Ferry and that we recently received a Ferry grant for state of good repair. The contract for the Ferry is \$2,639,959. Work is to commence on January 6, 2021 and we would prefer to move forward with the current contract. Mr. Ford stated these items will be brought back to the Board at the January Board meeting for ratification. He stated ELT is available for any questions the Board may have. Chairman Holzendorf stated all items are within the privy of the CEO and will be brought back before the Board in January. He opened up the floor for other Board Members. Mr. Ford stated the Board will receive a copy of all the information that will be presented to the Board for ratification in January.

There being no more discussion, the Work Session adjourned at 1:48 p.m.

SEAL

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Kevin J. Holzendorf, Chairman



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Debbie Buckland, Secretary