

Tampa-Hillsborough County Expressway Authority  
Minutes of the February 27, 2023, Board Meeting  
1104 E. Twiggs Street  
Tampa, FL 33602

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The Tampa-Hillsborough County Expressway Authority held a public meeting at 1:30 p.m. on February 27, 2023, at THEA Headquarters, 1104 E. Twiggs Street in Tampa Florida. The following were present:

**BOARD:**

Mr. Vincent Cassidy, Chairman  
Mr. Bennett Barrow, Vice Chairman  
Mr. John Weatherford, Secretary  
Commissioner Donna Cameron Cepeda, Member  
Mayor Jane Castor, Member

**STAFF:**

Greg Slater	Emma Antolinez
Amy Lettelleir	Judith Villegas
Sue Chrzan	Frederick Pekala
Brian Pickard	Felipe Velasco
Bob Frey	Lisa Pessina
Charlene Ponce	Elizabeth Gray
Chaketa Mister	Shannon Bush
Gary Holland	Julie Aure

**OTHER:**

Jim Drapp, HNTB	Stephanie McQueen, HDR
Tim Garrett, HNTB	All Steward, HNTB
Sally Dee, Playbook	Stan Wern, Gannett Fleming
Sarah Lesch, Playbook	Frank Leto, Raymond James
Hope Scarpinato, PFM	Jonathan Tursky, TransCore
Scarlett Sharpe, WSP	Len Becker, HNTB
Mike Morgan, Ajax Paving	Snehal Ambare, CDM Smith
David Hubbard, Wey Engineering	Elizabeth Putnam, D Squared
Matthew Sansbury, RBC	Dan D'Antonio, D Squared
Kamila Khasanova, Playbook	

## **Call to Order and Pledge of Allegiance**

Chairman Cassidy called the meeting to order at 1:30 pm, followed by the Pledge of Allegiance.

## **Public Input/Public Presentations**

No public input or presentations.

The order of the agenda was shifted to take the informational items first to ensure a quorum was present for the action items.

## **Team Reports**

### **A. Planning & Innovation – *Bob Frey, Director of Planning & Innovation***

Mr. Frey presented the “Building Blocks of THEA Systems -Safety, Mobility, and Efficiency”. He discussed the end of the CV Pilot, innovation, and where we go from here. As part of the discussion, he presented the foundational paradigms, THEA’s investments in innovation, and how we build a roadway that “talks to us”. He pointed to several current initiatives underway, such as the ITS Master Plan, the I-4 FRAME collaboration with FDOT, THEA’s partnership with the University of Arizona, and other examples of collaborations that will help THEA develop a “near real-time decision-support system.” Mr. Frey emphasized that sometimes projects or grants that may appear to be “stand-alone” play a role in the mature system in the future. Not only are innovations tied together with our existing technology, but it is interdisciplinary and involves all departments, Planning, Operations, Toll Operations, Communications, and IT.

Mr. Slater pointed out that of the three CV Pilot sites, THEA is the only agency that did what we said we would do.

Chairman Cassidy asked how many grants THEA is pursuing. Mr. Frey noted there are two, both through FDOT. The Chairman asked how much the first grant is for. Mr. Frey responded that it is for \$2 million.

Mr. Weatherford mentioned his recent experience in Korea where workout stations and positive, optimistic messaging have been installed, similar to what they do in San Francisco, and thought it would be worthwhile to look into doing something like that here.

Mr. Frey noted that THEA has been working with Tampa General Hospital to do something along those lines – “Body/Mind/Mobility” concept – along the Greenway and other THEA locations.

### **B. Operations & Engineering – *Brian Pickard, P.E., Director of Operations & Engineering***

Mr. Pickard provided an update on the East Selmon Slip Ramp Contract. He reported the present contract amount is \$24,552,287 with 78% of the contract earned. The percent of contract time is at 69% and the current contract end date is September 2023.

**C. Communications – Sue Chrzan, Director of Public Affairs**

Ms. Chrzan provided the board with an update on the USF-SE Bridgebuilding Competition that THEA sponsors each year. Students had the opportunity to work together and learn the value of teamwork, planning, and creativity with hands-on experience. Five schools participated in the competition, bringing 20 student teams. The winners of the competition received school trophies and are invited as THEA's guests to the 2023 FAV Summit.

She also mentioned that THEA hosted the South Tampa Chamber last week, and Mr. Slater talked to the group about the future growth of our community and how THEA addresses the emerging transportation needs in the region with our ongoing and future projects, like the South Selmon Capacity Project.

Chairman Cassidy asked how much conversation was there on the South Selmon Capacity Project.

Ms. Chrzan reported there was a lot of conversation and questions, but it was positive and supportive of the project.

Ms. Chrzan reported that THEA sponsored the 10<sup>th</sup> Annual Tampa Bay Business Journal's *Mentoring Monday* event, which provides participants with the opportunity to choose from mentors who are some of Tampa Bay's most influential women in the business community, representing a variety of industries from all over our region, for one-on-one coaching sessions and group table discussions.

Mr. Slater asked Ms. Chrzan to update the board on some of the conversations THEA is having in the community out in South Tampa. Ms. Chrzan noted that THEA is working with Plant High School to talk to them about the underpasses near Euclid. We're also engaging with Spanish Town Creek near Willow Avenue, which includes Dobyville, as well as conversations with individuals to answer various questions, such as the amount of traffic on the expressway.

Finally, she pointed out that the Annual Report is complete, and copies have been placed on the dais for each board member.

**Consent Agenda**

**Approval of the Minutes from the January 23, 2023, Board of Directors Meeting**

***Chairman Cassidy requested a motion for approval. Mr. Barrett moved approval, seconded by Mr. Weatherford.***

***The motion passed unanimously.***

**Discussion/Action Items**

**Executive Director – Vince Cassidy, Chairman – Greg Slater, Executive Director**

**1. Real Estate Advisory Services Shortlist**

Mr. Slater presented the shortlist for Real Estate Advisory Services recommended by the Evaluation Committee. The committee ranked the top three (3) of seven (7) firms responding to THEA’s RFP.

Firm Name
Ernst & Young Infrastructure Advisors, Inc.
HR&A Advisors, Inc.
Lambert Advisory, LLC

He requested the board approve the shortlist of firms for Real Estate Advisory Services and direct staff to move forward with interviews of those firms.

*Chairman Cassidy requested a motion to approve. Mr. Barrow moved approval, seconded by Mr. Weatherford.*

*The motion passed unanimously.*

**Operations & Engineering – Bennett Barrow, Committee Chair**

**1. Cyber Security Assessment – Shari Callahan, IT Manager**

Ms. Callahan presented a request to procure a consultant to evaluate THEA’s Administrative and Operations Network including THEA websites and perform a review of our National Institute of Standards and Technology (NIST) procedures and policies relative to Cyber Security. This will include a full penetration test of THEA’s networks, resulting in recommendations and remediation to improve THEA’s cyber security posture. She noted that sixteen firms submitted proposals and the Evaluation Committee reviewed and ranked the proposals as follows:

Firm	Ranking
Crowe LLP	1
Stealth ISS Group	2
Moss Adams LLP	3

She requested that the Board approve the Evaluation Committee’s rankings for the Cyber Security Assessment Services and authorize and direct staff to negotiate and execute a contract with the number one ranked firm for THEA Cyber Security

Assessment Services. If negotiations are unsuccessful, staff will negotiate with the number two ranked firm. The contract is subject to review and approval of THEA General Counsel.

***Chairman Cassidy requested a motion to approve. Mr. Barrow moved approval, seconded by Mr. Weatherford.***

Mr. Barrow asked how frequently the cyber security assessments will be conducted moving forward. Ms. Callahan noted they will be conducted every two years.

***The motion passed unanimously.***

**1. West Toll Plaza Roof Replacement** *Brian Pickard, P.E., Director of Operations & Engineering*

The roof of the West Toll Plaza has not been replaced since it was built in 1974. The purpose of this action is to procure all the labor, materials, equipment, and incidentals necessary to replace that roof. Funding will come from the capital budget.

Firm	Amount
TectaAmerica	\$66,000
Cardinal Roofing	\$82,620
Precision Roofing	\$97,216

He requested that the Board approve the selection of the lowest bid from TectaAmerica in the amount of \$66,000 for the replacement of the roof at the West Toll Plaza Building, and direct staff to negotiate and execute a contract with the lowest responsible bid firm. If negotiations are unsuccessful, staff will negotiate with the next lowest bid firm. The contract is subject to review and approval of THEA General Counsel.

***Chairman Cassidy requested a motion to approve. Mr. Barrow moved approval, seconded by Mr. Weatherford.***

Mr. Barrow asked about the condition of the rest of the building. Mr. Pickard noted that other than some electrical work that will need to be done, the building itself is in good shape.

***The motion passed unanimously.***

**Toll Operations – Bennett Barrow, Committee Chair – Gary Holland, Toll Systems Manager**

**1. Task Order – THEA Roadside Toll Collection System (RTCS)**

Mr. Slater introduced the Toll Operations team and explained that these next two items are the first step in replacing its roadside tolling infrastructure and our

operational back-office. When complete, these both will function as a system with less hardware and more capabilities. Over the last few years, we have replaced the storage array, lane controller, image servers, servers at headquarters for the operational back office in the roadside system, switches and routers, and we're replacing the cameras.

Mr. Holland presented the task order request to develop a scope of work and technical requirements for a new Roadside Toll Collection System (RTCS). He pointed out that the current system has reached the end of its lifecycle and maintenance costs continue to increase. He requested Board approval for THEA staff to execute a task order with HNTB, as the primary consultant for the development of the scope and technical requirements and Gannett Fleming for peer review and technical support for the RTCS scope and technical requirements, in an amount not to exceed \$500,000.

***Chairman Cassidy requested a motion to approve. Mr. Weatherford moved approval, seconded by Mr. Barrow.***

***The motion passed unanimously.***

## **2. Task Order – THEA Operational Back Office System (OBOS)**

Next, Mr. Holland presented a task order for the development of the scope of work and technical requirements for the replacement of THEA's Operational Back Office System (OBOS), which is also in need of a lifecycle replacement. The OBOS is the system of record for all THEA transactions. The scalability and flexibility of the current system are limited.

He requested Board approval for THEA staff to execute task orders with Gannett Fleming, as the primary consultant for the development of the scope and technical requirements, RS&H for technical support in the development of the scope and technical requirements, and HNTB for peer review and oversight of the OBOS scope and technical requirements development in an amount not to exceed \$750,000.

***Chairman Cassidy requested a motion to approve. Mr. Weatherford moved approval, seconded by Mr. Barrow.***

The Chairman asked once the scope and technical requirements are completed, what THEA anticipates spending to implement this.

Mr. Slater responded that it would cost between \$30M and \$50M for a full replacement. We want to build in some redundancy and implement it in a very systematic and strategic way.

Mr. Barrow thanked Mr. Holland for taking the time to update him on why we need this system.

***The motion passed unanimously.***

**Budget and Finance – Commissioner Cepeda, Committee Chair – Jeff Seward,**  
*Director of Finance*

**1. FY 2023 Operating Budget Amendment**

Mr. Seward first provided an update on THEA’s finances. He noted that THEA is showing an under collection in toll revenue, which is almost entirely attributable to the Hurricane Ian toll suspension. THEA is looking at an overall impact of about \$6M in revenue reduction for FY23 (from the budgeted number). Mr. Seward reported that THEA is now reaching some key traffic milestones which will equate to eventual revenue, and he expressed confidence that THEA will make up the difference during the remainder of the year. He also noted that, overall, expenses are under pacing what we anticipated for this point of the fiscal year.

Mr. Seward discussed the FY2023 Operating Budget Amendment, beginning with the \$600K line-item request for roadway maintenance. The Board previously approved task orders for these expenditures, knowing that staff would come back and amend the budget. He explained that reserve and contingency funds were used to pay for the task items and that the budget amendment will simply true up the budget.

Chairman Cassidy asked for more details on the \$600K. Mr. Pickard explained that \$330K was for the aesthetic lighting. The remaining was for things like maintenance of traffic (MOT) for camera cleaning, irrigation repairs, and the Selmon West aesthetic light maintenance and repairs.

Mr. Weatherford asked for clarification on what was approved versus the \$600K. Mr. Pickard explained this is not new money, the Board previously approved the \$600K.

The Chairman asked about the South Selmon and whether the costs are associated with THEA retaining ownership. Mr. Slater noted that the maintenance contract with Ferrovial did not include the mileage associated with the West Extension, so this is adding that mileage.

Mr. Seward further explained increases, such as water and electricity. Mr. Weatherford asked if in the future the Board could have previous numbers for comparison.

Mr. Seward provided an overview of the specific funding request, such as the maintenance of the current OBOS and the image review. In total, these items result in a budget amendment in the amount of \$1,465,000, a 6.09% increase.

Mr. Seward added that THEA looks at our debt service ratios as one of our key financial indicators. He reported that THEA ended FY2022 at a 2.40 debt service ratio, and anticipates, after this debt service amendment, leaving the year at 2.29 – we were originally looking at 2.34. This leaves the agency well above what our covenants require and well above what our policy states.

Finally, Mr. Seward noted that the purpose of the budget amendment is to provide \$1,465,000 for unanticipated or unbudgeted operating expenditures for FY 2023. The funding will come from general revenue, and the requested action is for Board approval of the FY2023 Budget Amendment.

*Chairman Cassidy requested a motion to approve. Mr. Weatherford moved approval, seconded by Mr. Barrow.*

*The motion passed unanimously.*

## **2. HNTB Capital Task Order Amendment – South Selmon Capacity Project**

Mr. Seward presented a task order amendment to provide \$250,000 of additional funding for HNTB to provide additional technical support for the South Selmon Capacity project. He pointed out that in January 2022, the Board approved a task order in the amount of \$897,000 for HNTB support of the South Selmon Capacity Project. Based on the need for additional technical support, in support of the procurement process, that task order needs to be amended so HNTB can complete that work.

He requested the Board approve the task order amendment in the amount of \$250,000.

*Chairman Cassidy requested a motion to approve. Mr. Barrow moved approval, seconded by Mr. Weatherford.*

*The motion passed unanimously.*

## **Executive Reports**

### **Executive Director – Greg Slater**

Mr. Slater reported that the State of Florida has changed its rules and requirements pertaining to the selection of auditors. Moving forward, a Board member, as well as a representative from outside the organization will be required to be on the committee.

He mentioned the first toll discounts from the Governor's toll relief program hit customer accounts on February 22. All seems to have gone smoothly behind the scenes – our customers did not need to take any action to receive the discount.

Mr. Slater updated the Board on the status of THEA's strategic blueprint, which he will bring back to the board in March. Following the blueprint are the work plan and budget, which will be built around the strategic goals and will include KPIs.

He reported that THEA has completed its outreach for community features that the community would like to see within the space at Bay to Bay. What we heard is that



not only dog parks, but also flexible community spaces where kids can play soccer, space for farmers markets, and space for pickleball. We will follow up with the community in the coming weeks. He reminded the Board that the area will be used as an important staging space for construction, so we are still a few years away from it being available as community space.

Finally, Mr. Slater reviewed record-setting transactions noting that THEA hit an all-time high of 254,590 transactions on Friday, 2/10/23, then broke that record on Thursday with 254,908, then broke that record on 2/23/23 with 255,089, and broke that record with 260,771 transactions on 2/24/23. We closed out last week at 1,580,116 transactions – the largest usage of the Selmon in its history.

**General Counsel** – *Amy Lettelleir, Esq.*

Ms. Lettelleir updated the Board on conversations with THEA’s financial advisors, who constantly monitor opportunities in the market for THEA evaluating debt service saving structures.

She noted that PFM has identified a transaction that would allow THEA to recognize potentially significant debt service savings - an option that would be very beneficial as THEA begins to plan to repay its FDOT long-term subordinate debt.

It is a Taxable-to-Tax-Exempt Bond Tender Refunding. Ms. Lettelleir explained that 2020A Taxable bondholders would voluntarily tender their bonds and THEA would issue Tax Exempt debt to fund the transactions. Participation levels are unknown, but we will gather as much information as possible to help THEA determine whether to move forward. Unless the market moves away from us we expect to be back in March with draft documentation for Board consideration to authorize staff to move forward with the transactions within the parameters as defined by the Board.

Chairman Cassidy asked if the Board decides to move forward when the rate would be determined. Ms. Lettelleir advised that would occur the same day as the tender. Ms. Scarpinato added that the transaction does have risks, and we would be subject to market movement until we get to pricing.

**B. Chairman** – *Vincent Cassidy*

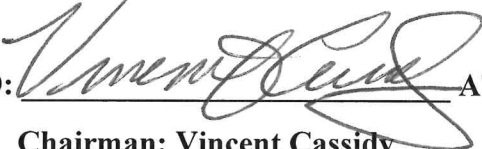
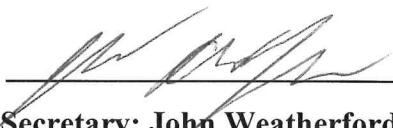
1. Upcoming Meetings

- THEA Committees of the Whole – March 13, 2023 - Cancelled
- THEA Board Meeting – March 27, 2023

**Old Business** – None

**New Business** – None

**Adjournment** – The meeting adjourned at 2:31 pm

APPROVED:  ATTEST:   
Chairman: Vincent Cassidy Secretary: John Weatherford

**DATED THIS 27<sup>th</sup> DAY OF MARCH 2023.**