

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

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

BOARD:

Mr. Vincent Cassidy, Chairman
Mr. John Weatherford, Secretary
Commissioner Donna Cameron Cepeda, Member
FDOT District Secretary David Gwynn, Member

STAFF:

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

OTHER:

David Miller, PFM Financial Advisors	John Generalli, Wells Fargo
Nathan West, Jacobs Engineering	Jonathan Tursky, Transcore
Jim Drapp, HNTB	Christina Matthews, WSP
Tim Garrett, HNTB	Joseph Stanton, Nelson Mullins
Sally Dee, Playbook	Phil Eshelman, Stantec
James VanSteenburg, HDR	Steve Williams, Infotect
Jansel Sexto, HDR	Suzette Taylor, TEAMFL
David Hubbard, Wey Engineering	Jessica Fizer, TEAMFL
Toni Nhlapo, Wey Engineering	Len Becker, HNTB
Bob Hamm, CDM Smith	Rick Patterson, Raymond James
Snehal Ambare, CDM Smith	Doug Draper, Bank of America
Al Stewart, HNTB	Nathaniel Johnson, Bank of America
Matthew Sansbury, RBC	Elizabeth Putnam, D2I

I. Call to Order and Pledge of Allegiance

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

II. Public Input/Public Presentations

No public input or presentations.

III. Consent Agenda

A. Approval of the Minutes from the February 27, 2023, Board of Directors Meeting

Chairman Cassidy requested a motion for approval. Mr. Weatherford moved approval, seconded by Secretary Gwynn

The motion passed unanimously.

IV. Discussion/Action Items

A. Executive Director – Vince Cassidy, Chairman – Greg Slater, Executive Director

1. THEA Strategic Blueprint

Before Mr. Slater presented the 2023 Strategic Blueprint for THEA, he thanked the Chairman for his ten years of service on the THEA Board and presented him with a plaque. Mr. Slater then reviewed the Mission, Vision and Values of the plan and noted that they remain the same. He also reviewed the many accomplishments from the 2015 Strategic Blueprint, noting that this work has set us up for the future.

Moving on to the new Strategic Blueprint, Mr. Slater reviewed the four goals of the new Strategic Blueprint – Serve, Invest, Transform, and Excel. We “Serve and Invest to Transform and Excel.”

Serve – we want to deliver a best-in-class experience for customers in all aspects of THEA business.

Invest – diversify/amplify THEA’s ability to proactively address growth in the Tampa Bay Area.

Transform – create the next-generation transportation agency and system for the Tampa Bay Area.

Excel –use data to deliver excellence in all aspects of business.

Mr. Slater noted the things we will see with this plan, some of which include:

- A reimagined customer experience
- Optimized stakeholder communication
- Strategic partnerships
- Servant leadership
- Diversified and expanded transportation investments
- Optimized financial capacity
- Regional collaborations
- A reimagined infrastructure
- Data-driven approach to guide investment decisions & priorities
- Modernized internal business operations
- KPIs for each business unit

Mr. Slater noted that this is a 15-year plan, but we will be assessing and adjusting throughout and envision bringing updates to the board every couple of years. At the end of the plan, you will see a modern, efficient organization and system that is driven by data and technology; an organization that is open and transparent, held to the highest standard of ethics; engaged, collaborative and community focused; and an organization that will work as a team and support each other as we deliver this plan. You will also see a system that has been rebuilt, with additional capacity to manage the traffic needs of tomorrow, and a community focus with that iconic look and feel of the West Extension throughout the system that is fully integrated with next generation ITS and customer-focused features.

He requested that the Board approve the 2023 Strategic Blueprint.

Chairman Cassidy requested a motion for approval. Mr. Weatherford moved approval, seconded by Secretary Gwynn.

The Chairman discussed how all the great companies reinvent themselves and do not settle for what is working and he commended the THEA team for recognizing the importance of reinventing ourselves. The organization has done a great job of adding talent and delivering. He expressed his excitement about the execution of the Blueprint.

Mr. Weatherford agreed and continues to be impressed with THEA Leadership.

The motion passed unanimously.

2. Real Estate Advisory Services

Mr. Slater presented the Selection Committee's rankings for the Real Estate Advisory Services to evaluate alternative uses of THEA-owned property in downtown Tampa. He requested that the Board approve the number-one ranked firm, Ernst & Young Infrastructure Advisors, Inc., to provide Real Estate Advisory Services, and direct the Executive Director to negotiate with Ernst and Young. If negotiations are unsuccessful, staff will negotiate with the number two-ranked firm, HR&A Advisors. The contract is subject to review and approval of General Counsel.

Chairman Cassidy requested a motion for approval. Mr. Weatherford moved approval, seconded by Secretary Gwynn.

The motion passed unanimously.

B. Operations & Engineering – Bennett Barrow, Committee Chair – Brian Pickard, P.E., Director of Operations & Engineering

1. South Selmon Capacity Project Stipend Revision – Brian Pickard, P.E., Director of Operations & Engineering

Mr. Pickard presented a request to increase the design stipend for the South Selmon Capacity Project from \$500,000 to \$530,000 due to the increased scope on the east end of the project. The stipend will be awarded to the number 2 and number 3 teams identified in the final selection. Funding will come from the capital budget.

Chairman Cassidy requested a motion for approval. Mr. Weatherford moved approval, seconded by Secretary Gwynn.

Chairman Cassidy noted his realization that the additional work that is requiring these teams to go back to revisit what they are working on justifies the additional cost.

The motion passed unanimously.

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

1. Traffic and Revenue Forecast Update – Presentation – Jeff Seward; Phil Eshelman, Stantec

Mr. Seward introduced Mr. Phil Eshelman with Stantec to present the Traffic and Revenue Forecast Update. Mr. Eshelman provided an update on the following:

- FY2023 T&R Growth
 - FY2022 to FY2023 was a strong year of growth.
 - Transactions and unaudited toll revenue were above the previous year.
 - Anticipate continued growth through the remainder of the fiscal year.
- FY2023 T&R Forecast Performance
 - Expressed confidence that the FY2023 forecast will be exceeded.
 - THEA has a strong footing for FY2024.
- Changing Trip Profiles on the Expressway
 - Estimate the trip purpose profile will become more diverse, producing a more diverse and resilient revenue stream.

Chairman Cassidy asked how the mobile phone data was acquired. Mr. Eshelman noted it is from a third-party vendor. Mr. Slater added that the data is anonymized completely – privacy is of the utmost importance. Mr. Eshelman explained that the data is for THEA’s roadway only, and THEA does not retain any of the data.

- FY2024 Revenue Sufficiency Certificate Tables

Mr. Eshelman reviewed the Sufficiency Certificate tests required and reported:

- Normalized FY2023 T&R
- Continued growth into FY2024, though tempered from FY2023 actual growth.
- Base Toll Policy of toll escalation at 2.5%

Chairman Cassidy asked about stressing the system and what the revenue would need to be to maintain the 1.3. Mr. Eshelman noted THEA could withstand another pandemic-like stressor.

Mr. Weatherford noted that he asked the same question last year and suggested that the answer to this question become part of the annual presentation.

2. **Revenue Sufficiency Resolution 670** – *Jeff Seward; Phil Eshelman, Stantec*

Mr. Seward presented Resolution No. 670 – Revenue Sufficiency Resolution. He reported that THEA has received the Revenue Sufficiency Certificate prepared by Stantec, who has determined that net system revenues and gross system revenues will be sufficient to comply with the provisions of the Master

Bond Resolution for the fiscal year ending June 30, 2024. He requested Board approval of Resolution No. 670 making a positive determination about the sufficiency of revenues.

Chairman Cassidy requested a motion for approval. Mr. Weatherford moved approval, seconded by Secretary Gwynn.

The motion passed unanimously.

3. Potential Refunding of THEA’s Taxable Refunding Revenue Bonds, Series 2020B – Jeff Seward; Amy Lettelleir; David Miller, PFM

Mr. Seward introduced David Miller with PFM to update the Board on the potential refunding of THEA’s Taxable Refunding Revenue Bonds, Series 2020B. Mr. Miller summarized the opportunity, noting that the issuer offers to buy back outstanding bonds from investors at a premium to market value, funded with refunding bond proceeds.

He reviewed the AAA Municipal Yields as a % of US Treasuries and the U.S. Tax-Exempt Municipal Credit Spreads to AAA.

Mr. Miller explained that the strategy would be to retire taxable debt by purchasing it back from investors in the secondary market and to fund the purchase of bonds with new bond proceeds from tax-exempt issuance. He reviewed the benefits and considerations of taxable-to-tax-exempt refunding.

Mr. Seward requested the Board to authorize staff to move forward with THEA’s Taxable Refunding Revenue Bonds, 2020B, and to approve the selection of RBC Capital Markets and Raymond James & Associates, Inc., as joint dealer managers for the transaction.

Chairman Cassidy requested a motion for approval. Mr. Weatherford moved approval, seconded by Secretary Gwynn.

The motion passed unanimously.

4. Enterprise Management System (EMS)/Enterprise Resource Management (ERP) Jacobs Engineering Task Order Approval – Jeff Seward

Mr. Seward presented a request to procure the services of a consultant to develop requirements, processes, and RFP-related documents for THEA’s EMS/ERP, which will replace and enhance the current systems supporting the Procure to Pay process. He noted that, as part of THEA’s Strategic Blueprint, multiple projects will be identified in support of the *Invest* goal and its objective to optimize THEA’s organization infrastructure, specifically in the

optimization of organizational processes. This effort will allow a cradle-to-grave review of THEA's entire Procure to Pay process, from vendor solicitation, to contract award, from invoice management to vendor payment.

The requested action is for the Board to authorize the Executive Director to sign a task order with Jacobs Engineering to undertake the development of all related support documents in preparation and completion of an RFP for an EMS/ERP solution in an amount not to exceed \$180,245.

Chairman Cassidy requested a motion for approval. Mr. Weatherford moved approval, seconded by Secretary Gwynn.

Chairman asked for Mr. Seward to explain to the board his prior experience in similar efforts he has undertaken and the importance of timing.

Mr. Seward noted that the ERP projects that he has been involved with were not based on the personnel size of the organization – he has led efforts for organizations with well over 800 employees, multiple collective bargaining units, and an annual budget of about \$75M. They spent \$300,00 - \$400,000 on just getting the requirements documented in preparation for an RFP. THEA on the other hand, has a pending \$300M project on the horizon, we have \$330M of finances that we manage – the amount of this effort is greatly reduced to what his experience has been, and this is money well invested. With a more streamlined staff that THEA has, the utilization of these funds to clearly articulate our business processes is worth the investment, even if no RFP is generated.

The motion passed unanimously.

5. [Synovus Treasury Management Purchasing Card Program](#) – *Jeff Seward; Andy LaFear, Synovus Banking*

Mr. Seward discussed the P-card and APSolutions products from Synovus and how this additional method of paying THEA vendors/contractors with a direct annual cashback benefit will reduce the manual check processes and provide an estimated rebate of \$30,000 - \$50,000 non-toll revenue for the first year, potentially growing to \$70,000 - \$100,000+ per year after.

He requested the Board to authorize the Executive Director to provide Synovus with the necessary documentation to apply for the P-card and APSolutions products for a combined credit limit of \$750,000, and to designate Mr. Jeffrey Seward as the card administrator and authorized signer.

Chairman Cassidy requested a motion for approval. Mr. Weatherford moved approval, seconded by Secretary Gwynn.

Mr. Weatherford asked whether THEA issues RFPs for operating accounts. Ms. Lettelleir reported that, per THEA policy, banking is under the advice of the Finance Department.

The motion passed unanimously.

V. Team Reports

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

Mr. Frey presented a Utilization Analysis for the Selmon Expressway. He reported that currently, the Selmon experiences utilization problems in the peak hours heading into Tampa.

We are also seeing more utilization problems in the pm hours. It is seen in the westbound direction at Plant and eastbound at Willow and Plant. Possible causes include growing travel demand, changes in travel patterns, large employers such as Tampa General and UT, and added student traffic.

Finally, Mr. Frey showed peak traffic timelines at various locations along the Expressway, along with speed profiles. We anticipate the Selmon South and Selmon East projects will alleviate some of these issues.

Chairman Cassidy asked about the slowdowns and how often they are due to crashes. Mr. Slater noted that we don't have a lot of crashes, but when we do have something that disrupts a lane, whether it's a crash or a flat tire, if we're unable to get them off quickly it can back up a lot. He noted that nationally, about 50% of all congestion is related to non-recurring issues, and for every minute of disruption it takes three minutes to recover.

The Chairman asked if any of the slowdowns were related to any of the work being done on the system. Mr. Slater responded that there is some slowdown related to the slip ramp project. Mr. Frey explained that there are some work zone slowdowns, but those are temporary.

Chairman Cassidy asked about solutions other than building more lanes. Mr. Frey discussed several methods of improving the flow of traffic that do not include building new lanes, using managed lanes, and new technology can also help manage traffic flow.

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 76% and the current contract end date is September 2023.

C. Toll Operations – *Gary Holland, Manager*

Mr. Holland presented the Toll Operations Statistics for January 2023, beginning with the average weekday transactions.

He pointed out four points showing various ranges of growth and reviewed total system transactions.

Finally, of the 6.3M transactions processed, 68% were from transponders. For collections of transactions that are 60 days old, THEA processed 29,449 payments in January. He also reported the following:

- In-House Customer Service Resolutions: 124
- Payments Made at Hillsborough County Tax Collector Program: 837

D. Budget & Finance – *Jeff Seward, Director of Finance*

Mr. Seward presented THEA financial information for July 1, 2022 – January 31, 2023. He noted that THEA is just over 58% of the fiscal year and we are under in toll revenue. This is due to the 19 days of suspended tolls due to Hurricane Ian, and THEA expect to make up the difference by the end of the fiscal year. We are 201% Investment Income – this is because we moved funds into the investment portfolio.

E. Communications – *Greg Slater, Executive Director*

Mr. Slater reported to the Board that THEA’s new website is nearing completion and will go live in the coming weeks.

He summarized the Bay to Bay survey results, highlighting the following common themes:

- More green spaces and landscaping
- More parking spaces
- A dog park
- A sidewalk and bike path
- A Pickle Ball court

He reported that THEA will meet with the leadership of Hyde Park Neighborhood Association, Spanishtown Creek Neighborhood Association, and the Hype Park Preservation Association on Tuesday, March 28th at 6:00 pm to go over the

survey results and introduce them to Nicole, who will serve as the neighborhood liaison. We are also meeting with Roosevelt Elementary School on March 30th at 2 pm and with Plant High School on April 3rd at 8:45 am.

VI. Executive Reports

A. Executive Director – *Greg Slater*

1. Contract Renewal & Closeout Report

Mr. Slater reported five contracts up for renewal. All contracts are three-year contracts with two optional 1-year renewals. The first three, Calvin Giordano & Associates; Kisinger Campo & Associates; and KCI Technologies are up for their first one-year renewal. RS&H and Yunex are up for their second one-year renewal.

2. **Director's Report –** Mr. Slater noted that FDOT will be starting a project around the 22nd Street ramps on the east side. This is a heavily traveled route from South County and the Port of Tampa through Ybor City, crossing the Selmon Expressway and State Road 60 to Interstate 4. There is significant truck traffic heading to and from the Port of Tampa. The geometry of 22nd Street at the Expressway is varied and there is also a CSX Railroad crossing within the interchange. FDOT's 22nd Street signal project will add four mast arm signals on 22nd Street which will facilitate traffic entering and exiting the Selmon Expressway. The FDOT project will also add pedestrian signals, crosswalks, and improved pavement markings.

Mr. Slater reported that THEA is working on some organizational shifts starting with IT. We are pulling the IT department out of Operations, and it will become its own unit. Shari Callahan will become a member of the Senior Management Team and she will put a strong focus on cyber security and make sure that the unit is involved in all of our IT – from ITS to AV, to roadside tolling, to servers, desktops, and websites. He pointed out that Ms. Callahan is THEA's longest-serving employee and the person who built our IT systems.

Regarding Team THEA – Mr. Slater congratulated Mr. Jim Drapp, HNTB, on his son's recent graduation from the Tampa Police Academy. He also took a moment to ask everyone to talk to family and friends about driving safely through work zones, as the men and women doing this vital work on our infrastructure for the community deserve a safe place to work.

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

Nothing to report.

C. Chairman – *Vincent Cassidy*

1. Upcoming Meetings

- THEA Committees of the Whole – April 10, 2023 – Cancelled.
- THEA Board Meeting – April 24, 2023

The Chairman announced that the meeting scheduled for May 22, 2023, will be canceled, or rescheduled.

VII. Old Business



No old business.

VIII. New Business

No new business.

IX. Adjournment

With no further business, the meeting adjourned at 2:43 pm.

APPROVED:  ATTEST: 
Chairman: Vincent Cassidy Vice Chairman: Bennett Barrow

DATED THIS 24th DAY OF APRIL 2023.