MINUTES
REGULAR BOARD MEETING
JACKSONVILLE TRANSPORTATION AUTHORITY
WEDNESDAY, SEPTEMBER 23, 2026

The regular Board meeting of the Jacksonville Transportation Authority (JTA) was held on Wednesday, September 23, 2026 at JRTC, 100 LaVilla Center Drive, Jacksonville, Florida 32204.

BOARD MEMBERS
Aundra Wallace, Chair
Patricia Sams, Vice Chair
Max Glober, Secretary
Elaine Brown, Treasurer
Alan Hopkins (virtual)
Madelen Salter
Daniel Vallencourt

JTA EXECUTIVE STAFF
Cleveland Ferguson, Interim CEO
Randall Barnes, SVP / Chief Financial Officer
Jessica Shepler, SVP / Public Affairs
Jeffery Smith, SVP / Chief Operating Officer

BOARD MEMBERS NOT PRESENT

OTHERS PRESENT
Richard Milian, General Counsel
Rory Diamond, Council Liaison
Angela Hamilton, Special Advisor to the ICEO

A. **CALL TO ORDER** – Chair Wallace called the meeting to order at 12:30 p.m. and thanked the Board for attending the meeting and the work session that was held prior to the Board meeting.

He also thanked the Board for the in-depth discussion related to the upcoming board items to be discussed during the respective committees by the committee chairs.

Director Salter led the Pledge of Allegiance.

Mrs. Hamilton provided roll call to confirm a quorum. Director Hopkins appeared virtually and was not allowed to vote.

Chair Wallace shared the Safety Message for the Month of September: "Do the Safe Thing, Even When No One is Watching."

B. **APPROVAL OF MINUTES FROM AUGUST 26, 2026 STRATEGIC BOARD RETREAT AND AUGUST 27, 2026 BOARD MEETING**

MOTION (Brown/Sams) to approve the minutes from August 26, 2026 and August 27, 2026. Motion Approved (6-0).

C. **COMMENTS FROM COUNCIL LIAISON** – Councilman Diamond commended the Board for giving direction at the Board Retreat to the new Interim CEO, and the new Interim CEO for taking the actions necessary and showing leadership. He stated it has been a hard week for JTA. He stated the City of Jacksonville had no questions about JTA's budget and will review changes to Local Option Gas Tax in the upcoming weeks. He stated the city is interested in getting to the

bottom of what happened at JTA, and stated he would support a Board led investigation into the situation. Chair Wallace stated that the Councilman's comments were duly noted, and then he acknowledged Mr. Dennis, Mr. Dare and Mr. Delaney in attendance.

D. AUTHORITY RECOGNITIONS

None presented

E. COMMENTS FROM THE PUBLIC: There were five public comments.

1. Lenny Acevedo: Ms. Acevedo stated she was here to express her opinion about what she saw in the news regarding budgeting and to speak up for JTA and JTM employees. She asked that the Board and CEO consider her idea to have employees work part-time with half the benefits, instead of firing 200 employees. No one is happy about losing their jobs or homes. She also asked that JTA open up a part-time position so that she can come back to work for JTA.

2. John Nooney: Mr. Nooney read the JTA mission and stated he went to an Ethics Commission meeting and asked why the Office of General Counsel is not represented on the Council of Elder Affairs, six CPACs and Disability Council. He also stated he hopes that everyone takes JTA transportation and report back on it. JTA should be adding to the bus systems right now, not detracting from it.

3. Cornell Oliver: Mr. Oliver shared he submitted his complaint to the Governor's office about removal. He stated he wants JTA to work with the city and state legislature to fix this. He stated he would like to see everyone held accountable for all of the recent layoffs.

4. Regina Moment: Ms. Moment stated that the Board chose the wrong person to sit in as Interim CEO, and that the public should be more involved in who is going to lead JTA. She stated she would like the Governor's office to be involved, and she has spoken to City Council as well.

5. Ernest Smith: Mr. Smith stated he is the Chairman of the Urban Core CPAC and Vice Chairman of the King Soutel CRA Advisory Board. He stated issues brought up by previous Board member was not taken seriously. He stated he supports NAVI, however he believes things need to be looked at closer, when did things begin to go wrong, and Board members should be held accountable. He stated it is unfortunate that NAVI and Skyway are shutting down and 200 employees losing their jobs. He asked the Board to review its practices.

F. INTERIM CHIEF EXECUTIVE OFFICER'S REPORT: Mr. Ferguson stated he wanted to begin not with numbers, but with our people because everything else in his report

depends on them. Every day, our operators, mechanics, and frontline staff come to work ready to carry out our mission to enhance Northeast Florida's economy, environment, and quality of life through our transportation services and facilities. Their training prepares them for work. It cannot prepare them for everything they may encounter while doing it. Recently, one of our operators witnessed a shooting in service and later learned that the victim did not survive. She tried to return to work and our COO stepped in to make sure that she takes the time she needs before coming back to work. This week, a pedestrian in crisis ran to the street and fell in front of one of our buses. Fortunately, the pedestrian was not hit. Our operator and responding team handled that moment professionally. But no one walks away with an experience like that unchanged.

He shared these events carefully because this Board should understand what our workforce carries. Training equips our people to do the job. A culture of support helps them endure what no one could have anticipated. We are making sure affected employees have access to counseling and employee assistance resources, and that supervisors recognize when a colleague may need help. That commitment to our people is part of how we run this authority. The August report reflects the staff focus through the Better Together campaign with the Service Delivery Committee on what our people and customers are experiencing. Customer perception of safety and security stands at 83%, below our 86% target with the sharpest decline at our bus stops. Operators account for more than four out of every five workers' compensation claims. Our partnership with JSO continues with officers riding the system every day. Bus marshals and security vehicle patrols remain in service, and we will continue seeking opportunities to increase visible presence where our customers wait. Nothing about our financial position changes our safety standards. Safety and security remain our first responsibility.

This board has not waited for our financial position to resolve itself. In July, when our cash position required it, you authorized a line of credit that allowed us to continue paying employees and vendors. On August 27th, when you appointed me interim CEO, you gave a clear directive. Work with our new CFO to develop a plan the authority can execute to stabilize its finances. And what I'm reporting today is that plan is being carried out. Stabilization means four things in this order:

First, safety. That expectation is unconditional.

Second, reliable service. Our customers judge us by whether the bus, the ferry, the van show up. Through this transition, on-time performance and vehicle availability remain critical measures.

Third, living within our means and retiring the debt we took on to get here. New spending commitments, hiring, and non-essential travel are being reviewed at the executive level. Financial discipline cannot be temporary. It must be part of how we operate every day.

Fourth, finishing what we start. We will implement the decisions we have made, protect the assets this community has invested in, while we determine their future, and bring this period of change to a close. Our employees deserve predictability. Our customers deserve consistency. And our partners deserve confidence that JTA will do what it says it will do.

FY24 was the last year we saw surpluses supported by robust sales tax revenues. In FY26, sales tax collections came in below projections for a second fiscal year, while operating costs remained elevated and expenses exceeded the approved budget. We could not carry that forward. This board adopted an FY27 budget of 139 million, down from 178 from the cost base in FY26, a gap of approximately 39 million. We have also drawn down 25 million of our line of credit to meet carryover obligations to vendors and businesses across this region. Together, that represents approximately 64 million that we must address.

And here's how we're doing it. We've begun eliminating or reducing professional services contracts and implemented planning service changes expected to save approximately 24.9 million by fiscal year end. And as you know, we've begun a reduction in force expected to yield another 21.9 million in additional savings with approximately 3 million in one-time separation costs. These are substantial reductions, and they require us to say farewell to colleagues and friends. To date, 33 people have been separated from our administrative ranks, along with 10 full-time and 16 part-time operators. Our average operator headcount moved from 363 in July to 354 in August.

He stated he wanted to be equally clear about what comes next. This process is not finished. It will continue through November 1st, and we will bring service delivery in line with available resources. We will continue meeting our obligations to employees and labor partners, including working through the applicable processes for represented physicians and honoring protections required by federal law. These decisions carry a real human cost. He stated recognizes the weight of them, and takes responsibility for carrying them out in a way that is disciplined, fair, and respectful of the people affected.

Some of those leaving the JTA helped build the services this community depends on today. Their contribution does not disappear when their employment ends. We thank them for their service and we'll treat them with the respect that they have earned. For those who continue to work with us, he stated he wanted to be clear about what a leaner JTA must mean. Our finance team has rebuilt our cash forecasting under real pressure. Human Resources has guided

colleagues through separations with dignity. Operations and maintenance have kept buses on the road and on time. Customer experience has absorbed paratransit concern handling from our contractor. They have done this with skill and a sense of duty that he does not take for granted.

But a leaner organization simply cannot mean asking fewer people to carry the same amount of work. Where responsibilities continue, managers are identifying who takes them on and what comes off of that person's plate in exchange. Our commitment is to give employees clearer priorities, better alignment, stronger accountability, and the ability to focus on the work that matters most. We must become more focused, not merely smaller.

Today, this board is asked to approve a one-time funding measure accessing LOGT2 proceeds in partnership with the City of Jacksonville to close these remaining gaps. The city council is considering companion legislation that will allow the JTA to apply up to $30 million of those proceeds toward paying down the line of credit authorized in July. These are dollars JTA has collected under our agreement with the city since 2021. We are grateful to the mayor and council for their willingness to allow these resources to address the authority's most urgent financial need first. We will be present throughout the council process, including the Finance Audit and Oversight Committee on September 24th, and before the full council in October. If approved, every dollar will go toward retiring that obligation. And we will continue reporting our financial health to this organization to this board every two weeks.

The path back to stability must be measurable. You should be able to see whether we are doing what we said we would do. He stated he had shared publicly over the last week, our plan for passenger service on the Skyway is to conclude on November 1st, and Navi will operate through December 31st. On January 1, a Navi operator is expected to lose the credential that permits driverless operation, and we are planning around that date rather than hoping it moves. The Skyway is currently operating with one available train with headway performance at 92% against a 98% target. I want to be clear about what these decisions are and are not. We are pausing service. We are not abandoning assets. JTA staff will continue to maintain the Skyway guideway, stations, and vehicles. We are working closely with our federal partners so that this pause can serve as an evaluation period, and so we protect the federal investment in these assets.

The Autonomous Innovation Center remains open. We will make it available to private operators nationwide as a potential source of non-farebox revenue. Innovation remains part of JTA's future. Our responsibility now is to pursue it in a way that better aligns innovation, operations, policy, and sustainable funding. Being willing to adjust course is not a retreat from

innovation; it is a it is reasonable leadership.

Since the August return of our regular fare, we have seen no meaningful change in ridership. Fixed route ridership in August was nearly 14% higher than August of last year. Power transit service and fares remain unchanged, and our obligations to customers with disabilities remain exactly where they were. Through the changes, he described today, our customers should expect us to be clear about what is changing, and about what is not, and focused every day on delivering the service we have committed to provide, between now and November 1st, so that the board, our employees, customers, and the public know what comes next.

We expect through October, departing colleagues to receive separation and outplacement support, managers meeting with teams about change responsibilities, and our discussions with federal regulators continue. October 1, FY27 begins. Contract and expenditure reductions take effect and the St. Johns River Ferry hours adjust. During October, customers will receive direct communication about November service changes. And on November 2nd, route restructuring is implemented. We will keep the board and public informed through the required federal analysis and public meetings. Internally, he stated he will continue communicating directly with employees through November 1st and we will continue to hold employee forums so that no one has to learn about their organization from the news or from rumor. He will continue to be present with our employees through this transition, communicating what he knows, saying when he does not yet have an answer, and holding our leadership team accountable for the commitments we make. Our employees should expect that from me.

Last evening, as was said, we attended the city council meeting where the city's budget was adopted. We thank the mayor and council for their continued partnership and we look forward to presenting an update on our LOGT projects alongside with our request on September 24th. We also attended last night's Clay County Commission meeting, our partners there have decided to scale back their service delivery. And we respect that decision and we're working with them to ensure affected customers understand the changes and options available to them in that county. The partnership will continue to matter as we stabilize JTA. We will continue working with local, state, federal, public, and private partners to stretch resources further and deliver better outcomes for the people we serve.

It is worth plainly saying how we arrived here. This authority catalyzed the redevelopment of the historic La Villa neighborhood with this facility, the Jacksonville Regional Transportation

Center at La Villa and the inner city bus terminal across the street. Delivered its Rd. programs two years early; Matched record grant awards; launched the first fixed route autonomous service under existing federal law in this nation; and built the largest bus rapid transit network in the Southeast.

Those accomplishments are real. So are the financial obligations that came with them.

Our responsibility now is to align what we operate with what we can sustainably support and make sure future commitments carry with them a sustainable plan for operations. The direction is set. Our responsibility now is to carry these decisions through carefully, communicate clearly, measure our progress, and begin building the stronger organization that comes next.

He does not expect everything to feel settled immediately. But uncertainty does not have to mean a lack of direction. The Board gave us direction. We are following it. Our employees know what we are asking of them. Our leadership team knows what he expects of them. And we will report back to you on what we have done and what we have achieved and what remains.

Stabilization is not an end in itself. It creates the foundation from which we can invest wisely again, strengthen service, develop our people, pursue innovation responsibly, and build an organization with the financial capacity to sustain the commitments it makes. This is what the JTA we are working toward. This agency has been through difficult seasons before. What has carried it through is the commitment of the people who operate, maintain, and support this system every day. He stated he believes in the people doing this work. He has seen how employees across this authority have responded to extraordinary circumstances by focusing on the work in front of them and continuing to serve this community. That is why he is confident about the future. We are moving from decision to execution, from uncertainty towards stability, and ultimately from stabilization toward a stronger and more financially sustainable JTA. We will do that together with clarity about the work, respect for one another, discipline on how we use public resources, and confidence in the mission we continue to serve. Buses on time. Vehicles maintained. Customers informed, employees supported, commitments kept.

Lastly, he stated, the full August KPI report has been provided to the Board

H. CONSENT AGENDA

No Items

I. ADOPTION AGENDA

1. RESOLUTION 2026-15: AUTHORIZATION FOR THE FLORIDA DEPARTMENT OF TRANSPORTATION FY 2027 PUBLIC TRANSIT BLOCK GRANT PROGRAM: Mr. Barnes stated that staff recommends the Board adopt Resolution 2026-15, authorizing the Interim Chief Executive Officer to enter into the FY 2027 Public Transit Block grant agreement with the Florida Department of Transportation for the Jacksonville Transportation Authority's eligible costs associated with providing fixed route bus services. The total project amount for FY 2027 is $10,077,282. The required 50/50 match is provided by the Jacksonville Transportation Authority's Operating Budget.

2. RESOLUTION 2026-16: APPROVAL OF A FIRST AMENDMENT TO THE LOCAL OPTION GAS TAX INTERLOCAL AGREEMENT WITH THE CITY OF JACKSONVILLE: Ms. Shepler stated that staff recommends the Board adopt recommends the Board adopt Resolution 2026-16, approving the First Amendment to our Local Option Gas Tax Interlocal Agreement with the City in the form the City filed on September 22, 2026, and authorizing the Chair and the Chief Executive Officer to execute the Agreement, once reviewed by the Jacksonville City Council through their legislative process.

Mr. Barnes stated the financial impact and receiving the $30 million funds as an advance from the City, which would be an interest-free loan, paid back in ten years. Director Salter asked Mr. Barnes the process for him to notify the Board of the status of this request, and status of the funds. Mr. Barnes stated he would provide updates and reports at all upcoming Board meetings, and initially every two weeks.

3. RESOLUTION 2026-17: DESIGNATION OF THE AUTHORITY'S SHAREHOLDER REPRESENTATIVE FOR JAX TRANSIT MANAGEMENT CORP.: Mr. Milian stated that staff recommends that the Board adopt the attached Board Resolution 2026-17, which appoints Cleveland Ferguson III, Interim Chief Executive Officer, to act for and on behalf of the Authority as sole shareholder of Jax Transit Management Corp., and which reserves certain extraordinary corporate matters to this Board.

4. RESOLUTION 2026-18: DESIGNATION OF THE AUTHORITY'S REPRESENTATIVE FOR JAX TRANSIT INNOVATION INC.: Mr. Milian stated that staff recommends that the Board adopt the attached Board Resolution 2026-18, which appoints Cleveland Ferguson III, Interim Chief Executive Officer, to act for and on behalf of the Authority

with respect to Jax Transit Innovation Inc., confirms the Authority's ownership of its intellectual property, and reserves certain extraordinary corporate matters to this Board.

MOTION (Vallencourt/Brown) to adopt Resolutions 2026-15 for FDOT FY27 Block Grant Program, 2026-16 for the First Amendment to the LOGT Interlocal Agreement with the City of Jacksonville, 2026-17 for the Designation of JTA Shareholder Representative for JTM, and 2026-18 for the Designation of JTA Representative for JTI. Motion Approved (6-0).

J. SAFETY, AUDIT AND COMPLIANCE COMMITTEE

(Hopkins, Committee Chair)

Director Hopkins stated that public safety is paramount to the operations of JTA and transporting citizens around our area. He wanted to give credit to our staff as they've gone through this transition, because they have not lost sight of that importance, as evidenced by our safety record compared to others. He stated he has complete confidence in the team and complete confidence in the people in the building to remain vigilant and to keep our public safe as they ride in our system.

Mr. Ferguson stated that the draft Florida Department of Transportation (FDOT) Office of Inspector General (OIG) report finds that the JTA is fully in compliance with respect to the grants that were audited. Chair Wallace asked that the item be brought back to the November board meeting for review, as it was omitted from the September workshop due to time constraints

K. FINANCE AND ADMINISTRATION COMMITTEE

(Brown, Committee Chair)

Director Brown stated that updated financial information is included in the package for review.

Mr. Barnes stated an overview of the August Operating performance, which was a $36.7 million variance, which is lower than the $39 million variance reported in July, with the primary driver being the receipt of the quarterly sales tax true up in August. He stated next month he will be able to report final numbers through the end of September. Also, the annual surveillance of JTA's outstanding LOGT revenue bonds, resulted in confirmation of our AA stable rating. Additionally, we received notice that Clay County is reevaluating the transportation services provided to its residents, and they have provided JTA with 90 day notice of cancelling their funding agreement with JTA. He stated that Clay County will however continue to work with JTA as its designated Community Transportation Coordinator. Lastly, he stated our current outstanding

balance on the revolving line of credit, is $25 million. As of yesterday, the cash balance is approximately 12 million, representing approximately 28 days of cash outstanding.

Director Vallencourt asked Mr. Barnes what ideas he had to get the JTA to a surplus, and does he feel confident that we will be able to achieve a surplus? He also stated that we need to be able to tell the taxpayers what happened, this is what we are doing to fix it, and this is how it will never happen again. Lastly, he thanked Mr. Barnes for all of his hard work and asked for a solid plan to go forward and told Mr. Barnes he is relying on him to notify the Board if anything changes.

Director Glober thanked Mr. Barnes, Ms. Shepler, and Jason Gabriel for being able to reallocate the LOGT funds. He stated he agrees with Director Vallencourt and there are certain things the Board needs to see, but he thanked the staff for their diligence thus far, and he looks forward to working with them in the future.

L. SERVICE DELIVERY COMMITTEE

(Glober, Committee Chair)

Director Glober stated we are coming off of high record high ridership summer and a low record for safety incidents.

Mr. Smith stated because of our Because of our financial situation, we've had to make adjustments to nine additional routes to be able to adjust for the decrease in our overall staffing levels. He stated Route One will have a 10 minute adjustment all day, from 20 minutes to 30 minutes; Route Three will have a 10 minute adjustment in the AM, PM peak from 20 minutes to 30 minutes; Route 19 will have a 10 minute increase in the AM and the PM. peak from 20 minutes to 30 minutes; Route 14 will go from a 30 minute to 50 minute frequency, reflecting a 20 minute change; and Routes Four, Eight, 12, 13, and 53 will go from 30 minutes to 60 minutes.

Director Brown asked how will the public be notified of the changes. Mr. Smith stated the month of October will be used to notify the public of all changes effective November 2, 2026.

Director Hopkins asked how does this affect the bargaining units and negotiations going forward. Mr. Smith replied that we have worked closely with the unions through this entire process, and we will continue to work with the unions in a collaborative manner to make the process as smooth as possible.

Director Salter asked what is the ridership on the routes are being increased and what are the impacts. Mr. Smith responded that all of the identified routes are underperforming, averaging between 5-10 passengers per trip. He stated we will closely monitor the routes and make real-time adjustments as necessary.

M. LONG RANGE PLANNING AND SYSTEM DEVELOPMENT COMMITTEE

(Sams, Committee Chair)

No action items

N. UNFINISHED BUSINESS

1. APPROVAL TO AMEND MONTANA AVENUE (ARTEA) GROUND LEASE

MOTION (Vallencourt/Brown) to amend Montana Avenue Ground Lease. Motion Approved (6-0).

O. NEW BUSINESS

1. APPROVAL OF THE INTERIM CHIEF EXECUTIVE OFFICER'S EMPLOYMENT LETTER: Mr. Milian stated the Board approves and authorizes the Chair to execute the Interim CEO employment letter dated September 23rd, 2026 with Mr. Cleveland Ferguson. The term has been changed to September 1st, 2026 to March 31st, 2027.

MOTION (Sams/Brown) to approve the Interim Chief Executive Officer's employment letter. Motion Approved (6-0).

There was clarification from Mr. Ferguson that there will be a Board workshop in October and the next Board meeting will be in November. Lastly, Mr. Milian stated he will notify the CEO search firm to post the job, as discussed in the workshop.

There being no further business, the meeting adjourned at 1:47 p.m.

SEAL

Max Glober, Secretary

Aundra C. Wallace

Aundra Wallace, Chair