

**MINUTES OF THE  
JACKSONVILLE TRANSPORTATION AUTHORITY  
BOARD STRATEGIC PLANNING RETREAT  
THURSDAY, AUGUST 25, 2022 AND FRIDAY, AUGUST 26, 2022**

The Jacksonville Transportation Authority Board of Directors Strategic Planning Retreat was held on Thursday, August 25, 2022 and Friday, August 26, 2022 at One Ocean Resort located in Atlantic Beach, Florida 32233.

**BOARD MEMBERS PRESENT:** Arezou Jolly, Debbie Buckland, Ray Driver, Abel Harding and Aundra Wallace.

**JTA STAFF PRESENT:** Nathaniel P. Ford, Sr., Cleveland Ferguson, Greg Hayes, Rosa Beckett, Bernard Schmidt, Charles D. Frazier, Greer Gillis and Katie Smith.

**OTHERS PRESENT:** Richard Milian, General Counsel

**WELCOME:** The Retreat was called to order by Chair Jolly at 8:12 a.m.

Mr. Ferguson provided the safety message to begin the retreat.

Mr. Ford then provided the Board with an overview of the JTA initiatives and shared a video.

**TRANSIT OPERATIONS UPDATE**

**I. CURRENT STATE OF AFFAIRS**

**a. Ridership Statistics:** Mr. Frazier provided an overview of ridership for Fixed Route, Connexion, Connexion Plus, ReadIRide, and the Ferry. All modes have shown an increase in ridership over the last several months. He also introduced members of his team.

**b. Employee Recruitment & Retention Successes:** Ms. Beckett provided details on recruitment and retention and how the JTA compares to other agencies across the country. She shared some of the activities the Human Resources department have participated in to recruit and retain for Fixed Route, Connexion and Alternative Services. She also shared that the team is looking at where the focus needs to increase, such as, immigrants, childcare options, etc.

**c. Service Delivery & Near-term Ridership Initiative:** Mr. Frazier provided the Board with information on the last service enhancement in June of 2022. He also

provided details on the next service enhancement scheduled for October of 2022.

Mr. Frazier also shared information on the continuance of the free fares for students that will go to the Board for approval after the conclusion of the retreat.

The Board and staff discussed Title VI analysis that was completed in July 2022 and any disparity impact.

**II. WHAT'S ON THE HORIZON:** Mr. Frazier shared what is ahead for the JTA, particularly how the MOVE2027 Plan will improve processes and efficiencies, with specific detail on the launch of the UMA app that will coincide with the October service enhancement. Mr. Ford added that staff is beginning to look at phase 3 of the "Plan, Pay, Travel" option for JTA customers.

**III. WHAT'S BEFORE THE BOARD: INCREASING EFFICIENCIES:**

**a. UZURV** – Mr. Frazier stated that the UZURV contract for Connexion Plus will be presented to the Board at the conclusion of the retreat. He provided details of staff's recommendation.

**b. AFSCME Agreement** – Mr. Frazier stated that the Collective Bargaining Agreement for the AFSCM Union will be presented to the Board at the conclusion of the retreat. He provided details of staff's recommendation.

**c. Upcoming Board Action**

**i. Connexion Vehicle Purchase** – Mr. Frazier provided the status on the purchase of vehicles for the Paratransit Services, Connexion and that staff's recommendation will come to the Board at the meeting in October 2022.

**ii. Paratransit and Mobility Services RFP** - Mr. Frazier provided the status on the Paratransit and Mobility Services RFP that has been out on street. He shared details on the companies that have responded and provided the Board with list of companies and information on the cone of silence. He added that staff's recommendation will come to the Board at the meeting in February 2023.

**PUBLIC COMMENT:** Chair Jolly called for Public Comment, there were no requests to speak.

**SYSTEM DEVELOPMENT UPDATE**

Ms. Gillis introduced her division leadership.

**I. What we've done: Capital Programs:** Ms. Gillis provided the Board with an overview of the MobilityWorks Program that is down to the last projects. She explained that the

program came out to the LOGT.

The Board and Staff had discussion about the success of the TURBO Roundabout.

There was also discussion about how the new bus wash works, as it reclaims water.

Staff then provided an overview and update on the DBE program.

**II. Where are we going: Providing Seamless Mobility Solutions:** Ms. Gillis then shared information on the MobilityWorks II Update that was established with the extension and expansion by the City, “The Jobs4Jax” initiative. She also shared the economic development study and the positive impact to the area.

The Board and staff discussed how the funding would come through, as well as planning for possible rail in the future.

Ms. Gillis provided information on how the community is being notified of the progress by the City and JTA via a webpage specifically for Jobs4Jax. She added that staff also reports out quarterly to City leaders. There was discussion around how to monitor how many people are accessing that website.

There was also discussion on the DBE requirement and if the area could handle it with so many projects from different entities at the same time. Staff is working closely with the City to identify DBEs and LSBEs.

Mr. Milian provided details on the status of the MOU with the City and Groundwork Jacksonville for the Emerald Trail project. The Board and staff discussed how the trail will be maintained and who would be responsible for that cost. The Board asked that clear direction on the maintenance needs to be a part of the MOU.

**CAPITALIZE JAX UPDATE:** Ms. Gillis provided an overview of Capitalize JAX and the agencies involved. She also provided a break down on the number of projects and cost to complete the projects. The group meets quarterly and procurement schedule is in place to ensure all entities can complete their projects while competing for the same companies.

**RULE 002 – PROCUREMENT RULE:** Mr. Ferguson shared the JTA Procurement Rule 002 and the need to amend the rule. Details on the changes will further align the Rule 002 with state and federal guidance. He shared that the Rule 002 amendments would be presented to the Board at the meeting taking place at the conclusion of the retreat.

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

**FINANCE UPDATE:** Mr. Hayes introduced his finance team and consultants (PFM) that oversee the Authority’s Investment Portfolio.

**I. Investment/Market Update:** The PFM team provided a deep dive in to the quarterly investment performance of the JTA.

**II. Transit Asset Management Plan Update:** The finance team provided the background on the Transit Asset Management Plan (TAMP). A close look at the requirements for TAMP and how it aligns was shared with the Board. There was also a State of Good Repair Comparison from 2018 to 2022 provided.

**III. Current Budget:** Mr. Hayes provided the Board with the status of the Fiscal Year 2022 budget, as the Authority is in a good position as the Fiscal Year ends on September 30, 2022. He also provided a look at the first quarter of Fiscal Year 2023.

**IV. Forecast Budget:** Mr. Hayes provided the forecast annual revenues and expenditures for the operating plan, the capital plan and the cash flow statement for the next 5-year period from 2023 to 2027. He stated that staff has examined the flexibility within multiple scenarios and to analyze the financial stability and capacity of the Authority.

**GOVERNMENT AFFAIRS UPDATE:** Mr. Ferguson introduced the Government Affairs team (staff and consultants). They provided a Federal, State local legislative update and outlook. There were in-depth discussions about 2023 appropriations Bipartisan Infrastructure and the 2022 Midterm elections.

**a. IJA Grant Strategy:** Ivan Rodriguez provided an overview of IJA Grant Strategy and opportunities for the JTA. The Board and staff discussed the options and best direction.

**RECESS:** Chair Jolly recessed the Retreat at 5:00 pm.

**RECONVENE:** Chair Jolly reconvened the Retreat at 8:03 am on August 26, 2022

## **ECONOMIC DEVELOPMENT**

### **I. CURRENT STATE OF AFFAIRS**

**a. Transit Supportive Urbanism:** Mr. Ferguson provided a breakdown of JTA Real

property assets and the Board and Policy work on acquiring and disposing of real property. He then shared how the JTA is educating the community on the importance of Transit Supportive Urbanism (TSU).

Staff and the Board discussed the TSU opportunities that are available for the JTA.

Mr. Milian provided an update on the Kings Avenue Redevelopment Lease and the requests by the tenant. The Board and Mr. Milian discussed at length the options and the best direction, as this matter has been ongoing for years. The Board asked that it be revisited at the next work session.

b. **Parking Management Services:** Mr. Ferguson provided an overview of the parking services provided by Elite Parking for the Kings Avenue Garage. Progress is being made to acquire new tenants for the garage. He added that the Kings Avenue Surface Lot “Pay by Phone” went live on August 22, 2022.

## **II. WHAT’S ON THE HORIZON**

a. **TSU Policy Development:** Mr. Ferguson discussed Ordinance 2022-526, which incorporates JTA’s transit-oriented development provisions to the City of Jacksonville’s Comprehensive Plan. The legislation is in the final stages of City Council deliberation and is expected to be enacted by the end of September.

b. **Johnson Lot Update:** Mr. Ferguson stated that the JTA has been shortlisted on the old Duval County Public School administrative building and the relocation of the administrative offices to a new space.

## **III. WHAT IS BEFORE THE BOARD**

a. **Rule 007 Discussion – Advertising Rule:** Mr. Ferguson shared the JTA Advertising Rule 007 and the need to amend the rule. Details on the changes were shared with the Board as well as the potential revenue that could be generated. Staff will present the amendments for Board approval at a future Board meeting.

**PUBLIC COMMENT:** Chair Jolly called for Public Comment, there were no requests to speak.

**TRANSITIONED TO MOVE2027: FY22 GOALS AND OBJECTIVES:** Mr. Ferguson shared an overview and a snapshot of the initiatives and success of the Authority through FY22. He outlined how the Board Committees integrate in the Authority’s goals, as well as Chair Jolly’s priorities for the year.

a. **MOVE2027 KPIs:** The team provided the Board with Key Performance Metrics for

MOVE2027. They highlighted the initiatives, Key Performance Indicators Development, Quantitative and Qualitative Measures, and starting the Fiscal Year 2023 Initiatives.

- b. FY23 Goals and Objectives Recommendations:** Mr. Ferguson then provided a look at the FY23 Key Metrics. The Board members provided input on their vision for success in FY23. Mr. Ford acknowledged the Board’s input and stated that staff will incorporate this direction and bring the FY23 Goals and Objectives to the Board in September for their approval.

**ROUNDTABLE – ALTA DRIVE EMINENT DOMAIN:** Mr. Milian provided an update on the pending Alta Drive Eminent Domain parcels. He stated that there would be an action at the Board Meeting at the conclusion of the retreat for the Board to consider. He then provided details on the parcels to be approved and what remains to proceed with the Alta project.

**YEAR IN REVIEW VIDEO:** Staff shared the Year and Review video to the Board.

**CEO DISCUSSION – ANNUAL EVALUATION PROCESS:** Mr. Milian provided an overview of the process for the annual CEO evaluation and that the Board would receive the information to complete at the beginning of November 2022.

There being no further business, the Retreat adjourned at 2:16 p.m.

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Arezou Jolly, Chair

SEAL

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G. Ray Driver, Jr. Secretary