

MOBILITY OPTIMIZATION VISION & EXCELLENCE

PHASE ONE

MOVE

Mobility Optimization Through Vision & Excellence





A LETTER FROM THE CEO



Dear Colleagues,

Our mission at the Jacksonville Transportation Authority (JTA) is to improve Northeast Florida's economy, environment and quality of life by providing safe, reliable, efficient and sustainable multimodal transportation services and facilities. Our Board of Directors empower the nearly 800 JTA employees to inspire and motivate one another, and to pursue innovative strategies to better serve the millions of customers who depend on our services each year. Together, we have made significant progresses on our goals. We were the first agency in the country to completely revamp our entire fixed-route bus network through our Route Optimization Initiative, something our peers have duplicated in the years since. We expanded our services to meet the growing needs of surrounding counties, replaced expensive legacy modes by partnering with the private sector, and embraced our historic role in Jacksonville as a road builder and mobility integrator through the JTAMobilityWorks program.

Now the time has come for us to take a fresh look at the way we do business. Consumer needs are rapidly evolving and the demand for safe and reliable public transportation has never been greater. Just like we did with our Blueprint 2020 Strategic Plan, it is time to navigate a bold future.

Together we will embark on MOVE, our new long-term strategic plan that will guide this agency into the future. MOVE stands for Mobility Optimized through Vision & Excellence, and will be all-encompassing for the JTA in the years ahead. Through MOVE, we will take a hard look at the services we provide, the technology our employees

and customers use and the opportunities to integrate new modes. The MOVE plan will be the vehicle we use to further investigate our role as a regional mobility integrator as our entire Northeast Florida region continues to prosper beyond the boundaries of Duval County. We will look for new ways to enhance and refine our fixed-route and BRT bus networks and we will continue to enhance the travel experience for all through a new slate of JTAMobilityWorks projects and capital programs.

This past year has shown the true resiliency of the JTA as we faced the most difficult public health emergency of our lives. The bravery, professionalism and innovation displayed over the past year has gained national and international acclaim. This challenges showed us that not even a global pandemic can shake the foundation we've laid here. However, we are in no position to rest on our laurels. If we are going to survive and enhance our operations, it will take ingenuity, innovation and most importantly, teamwork.

In the coming months and years, let's once again come together to accomplish this important work. Just as we reached the milestones of our Blueprint 2020 strategic plan, we will exceed our own expectations of what is possible through MOVE.

Thank you for your contributions—in getting us to this point—and as we pursue excellence once again through MOVE.

Sincerely,

Nathaniel P. Ford Sr.
Chief Executive Officer



EXECUTIVE SUMMARY



B004

FIRST COAST
flyer

CNG

BATTERY
DISCHARGE



004

INTRODUCTION

In 2018, the Jacksonville Transportation Authority (JTA) Board approved the Mobility Optimization through Vision and Excellence initiative, or “MOVE.” MOVE was intended to help JTA integrate new transit technologies and mobility alternatives into its business model and become a regional mobility leader. If only leaders had known at that time how important their forward thinking would be to position the Authority for what was to come two years later.

Fast forward to 2020. The nation is experiencing a global pandemic that, at one point, had reduced some agencies’ ridership by as much as 95 percent. At the same time, social unrest and protests have swept through America’s cities in a way not seen since the 1960s. Unprecedented numbers of employees are working from home, restaurants and businesses are shuttered, and socioeconomic disparities are growing more acute. The JTA finds itself at an important crossroads amid this complicated landscape. While the initiative and resilience of the JTA’s leadership and staff have carried the Authority and its employees, customers and clients through these historic disruptions with remarkable success, it is necessary to pause and plan for the longer term. As the Authority embarks upon its strategic plan development process, leadership recognized the need for a roadmap to navigate the impacts of the pandemic, economic crisis and social unrest on the Authority’s overall operations and chart a path forward to an uncertain, post-COVID future. Based on industry trends and the JTA’s unique strengths, the MOVE Plan Phase I makes recommendations that consider critical elements such as sustainability, resiliency, operational turnarounds, equity, and innovation for all functional areas of the Authority.

The MOVE Plan Phase I focuses on immediate, tactical actions and provides a set of scenarios that help define where the JTA may need to pivot in response to circumstances related to COVID19 recovery, economic recovery, and local conditions over the next 18 months. The Phase I plan also addresses strategies to explore further in the development of the Phase II MOVE Plan, which will be the Authority’s next five-year strategic plan.





Know Your Core

Serve the Northeast Florida community by focusing on core customers, the transit-dependent, and essential workforce who rely on transit, and on whom we all rely.



Build on Your Strengths

Create new opportunities by continuing to lead the industry—using a unique position to translate past success into future innovation.



Collaborate for Success

Help bring the region together by assisting and cooperating with other area agencies, engaging the private sector and sharing a vision of an equitable and sustainable future for Northeast Florida.

PLAN THEMES

The MOVE Plan Phase I recognizes that the JTA must prioritize its core customers, while seizing the opportunity to serve new roles and forge creative partnerships in Northeast Florida that will advance equity, sustainability, and technology innovation. To that end, the Plan is centered around three themes:

- » **Know Your Core**
- » **Build on Your Strengths**
- » **Collaborate for Success**

THE PLAN DEVELOPMENT PROCESS

Industry Trends. The MOVE Plan reflects an assessment of industry trends across urban mobility providers nationwide as well as careful consideration of the trends and circumstances unique to Northeast Florida and the JTA. The Plan incorporates expert input

and examples of innovation from other regions and transit systems in order to inspire a future vision of mobility.

Research and Outreach. To develop an understanding of the effects of the unprecedented global conditions facing the region, Jacksonville and the JTA, the Plan was developed based on a thorough examination of available data and research, outreach to JTA staff and customers, advice from industry experts, and insights from local business trends. Staff and customer outreach included JTA frontline worker focus groups, customer surveys of fixed route, paratransit, and ferry services, and interviews with over 20 JTA managers and executives.

Scenario Planning. To aid in evaluating potential outcomes for the current public health, economic, and social crises, the Plan includes exploratory scenario planning. The scenarios, which are comprised of influential trend drivers that are highly uncertain, address three timeframes of recovery. By reviewing the respective triggers for each scenario and preparing appropriate responses for each one, the Authority can prepare itself for an uncertain future.

DRIVER	RAPID REBOUND  SPRING (MAY) 2021	MODERATE MOMENTUM  WINTER (FEB) 2022	LINGERING LIFESTYLE  LASTING EFFECTS PAST 2022
COVID19 Recovery 	Fast with equitable health outcomes (i.e., Spring 2021)	Moderate with uneven health outcomes (i.e., Winter 2022)	Long-term unpredictability of public safety and health outcomes
Economic Recovery & Political Context 	Faster recovery with government programs softening recession impacts; stable transition post-2020 election	Longer recession with economic sector impacts accentuating current trends; federal policy changes delay grant programs	Longest recession, with structural economic change; more extensive federal policy changes “move the target” for grant programs
Local Conditions 	<ul style="list-style-type: none"> » Downtown resurgence » Community safety perception high » Low-range Work from Home 	<ul style="list-style-type: none"> » Suburban cluster growth » Community safety perception medium » Mid-range Work from Home 	<ul style="list-style-type: none"> » Housing dislocation & Redistribution of poverty » Community safety perception low » High-range Work from Home

SCENARIO PRIORITIES

The scenario analysis identifies priority actions that the JTA would pivot to or accelerate if events indicate that a particular scenario is emerging. Planning ahead for these unique courses of action will save time and increase the Authority's effectiveness as future events unfold.

RAPID REBOUND

- » Focus on *return of customers*
- » Initiate *Vaccine Distribution* support
- » Re-engage *people with mobility options* and accelerate strategies to attract them
- » Optimize *existing BRT operations* and access
- » Focus on *downtown opportunities*
 - ✓ *“Tactical urbanism” to test downtown mobility pilots*
 - ✓ *Facilitate curb management*



MODERATE MOMENTUM

- » Focus on *improving cost efficiencies*
- » Expand *support for essential workers* (i.e., guaranteed rides home)
- » Prioritize service to *suburban employment hubs*
- » Optimize short-term *stimulus funding* programs



LINGERING LIFESTYLE

- » Address needs of *vulnerable populations*
- » Address *financial stress* through external staff utilization through the Jacksonville Transportation Innovation Corp. (JTI) and improved efficiencies
- » With regional partners, pursue *stimulus funding* for capital infrastructure projects
- » Prioritize *private and innovative partnerships* to sustain services & programs



INDUSTRY TRENDS

Several key industry trends inspire and shape the MOVE Plan's strategic directions.



TRANSIT AND MOBILITY MANAGEMENT

Transit agency leaders increasingly see their agencies as “mobility managers” overseeing the full array of passengers’ travel modes. The overriding goal is to minimize single-passenger automobile trips, whether customers choose a bus, bike, scooter, or shuttle service. This shifting mindset has inspired agencies in cities like Austin and Kansas City to assume management of shared micromobility systems. The JTA should partner with localities or initiate managing microtransit solutions to improve first/last-mile access.

THE CORE FUNCTION OF TRANSIT

During COVID it has become clear that transit service is a necessity. After all, residents cannot buy groceries at a supermarket or obtain health care at a hospital if critical workers lacking access to a car are unable to reach their jobs. If we all depend on robust transit, ridership becomes a less viable metric for transit’s success. Instead, “access”—the share of people who can easily reach frequent, reliable service—better captures transit’s role in a community. Thus, the JTA should establish new performance measures to guide transit planning and investments.

New transit partnerships become possible when employers and elected officials recognize the necessity of robust transit service. Businesses can support guaranteed ride home programs and commuter benefit initiatives. Employers could financially support pilot projects such as microtransit that can test demand for new or expanded fixed route service. The JTA should explore these partnership opportunities to strengthen community support and engage new customers.



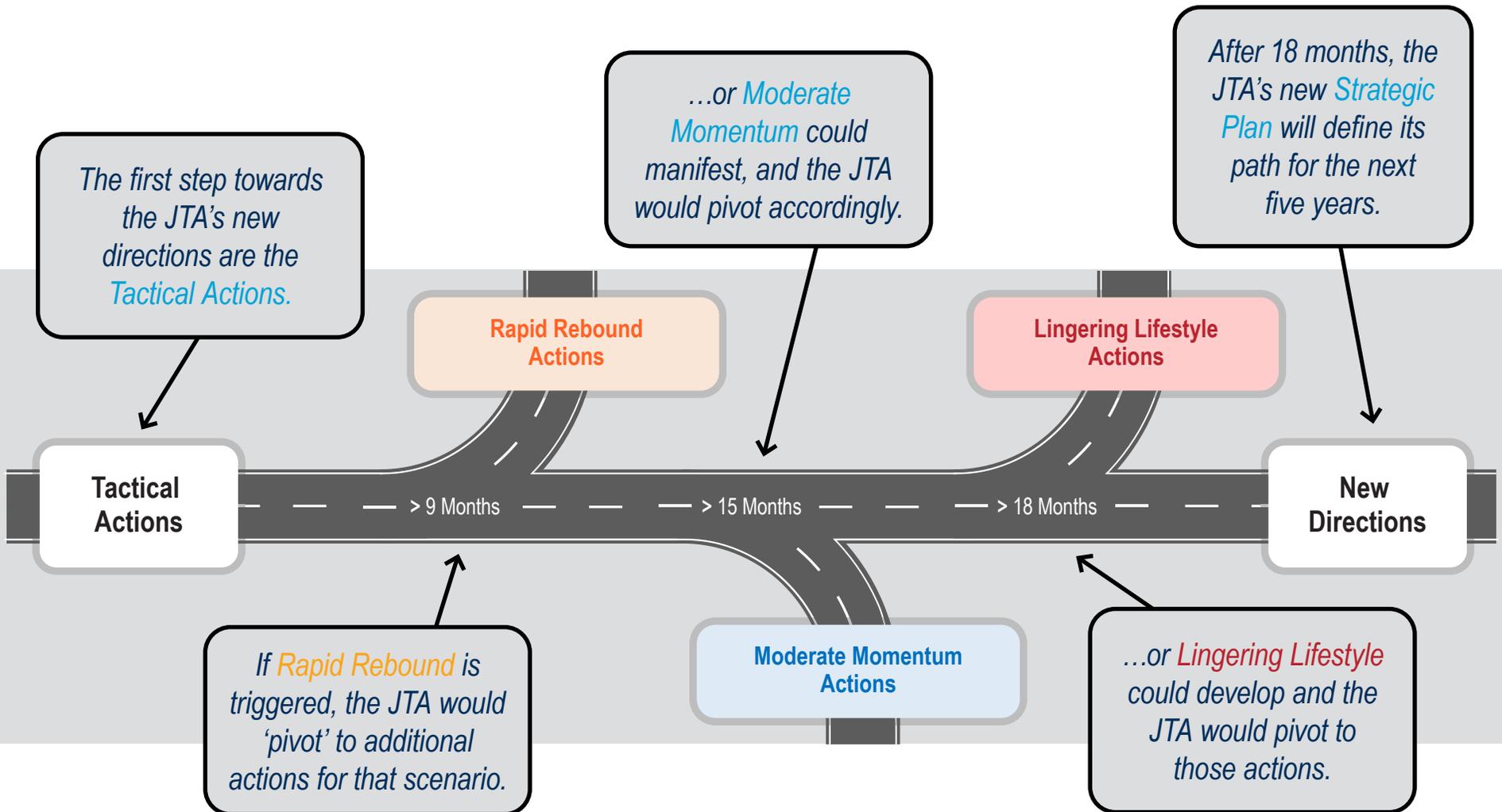
REAL-TIME INFORMATION

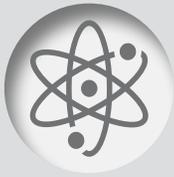
Accurate information about transit vehicles—when they will arrive, how crowded they are, and how to transfer from one vehicle to another—can build confidence in the transit system and make it more likely that people choose to ride. Notably, a growing number of private companies like Transit, Citymapper, and TransitScreen can amplify the vehicle information that transit agencies collect themselves. To capitalize on these potential partnerships, the JTA should share vehicle information through the GTFS-Realtime standard that hundreds of agencies worldwide have adopted.

THE ROADMAP

The Roadmap is a tactical 18-month plan of recommendations, including pivots appropriate to the scenario triggers and timeframes. The Roadmap identifies strategic new directions for the JTA and tactical actions that are the first steps towards these new directions. Tactical actions should begin immediately and move forward regardless of scenario. The Roadmap is organized around the three themes of **Know Your Core**, **Build on Your Strengths**, and **Collaborate for Success**.

The Roadmap pages that follow include the New Directions for the JTA and the Tactical Actions that are the immediate first steps. The graphics highlight the scenario “pivot” actions that should occur if scenario triggers signal the timeframe of COVID19 and economic recovery.





KNOW YOUR CORE

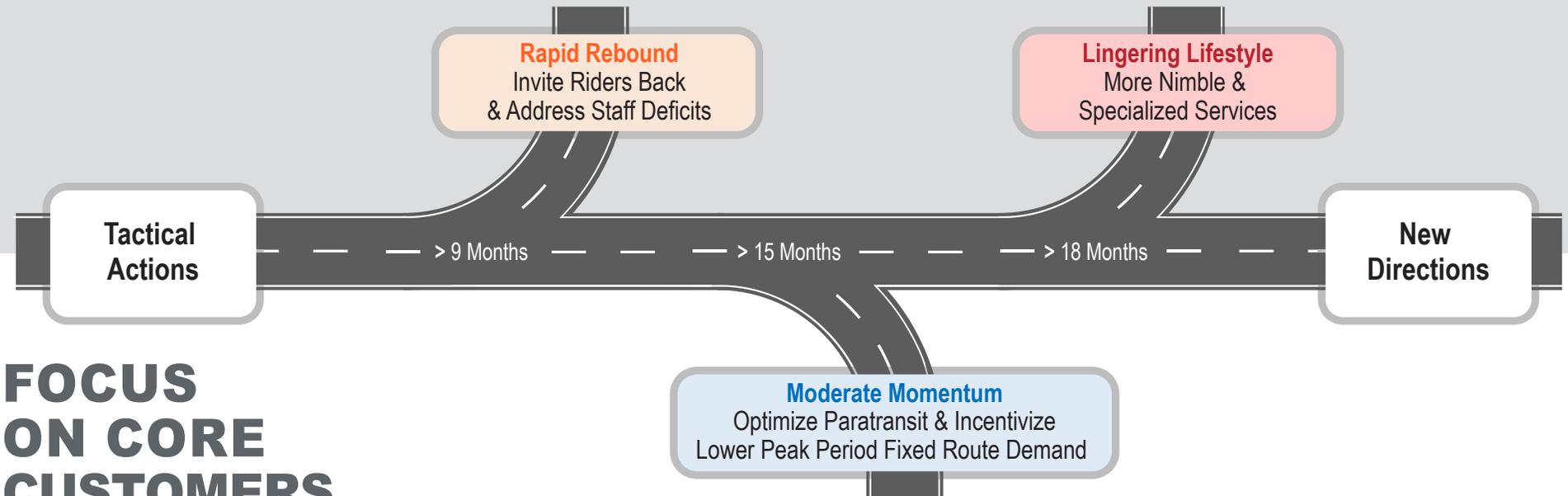
Address core customer needs equitably with re-imagined services

NEW DIRECTIONS

- » Re-imagine transit services to focus on today's core customers and their essential mobility needs
- » Revisit core metrics to better reflect the role of transit as a public good, including the overall access that transit provides to jobs and critical services for those with restricted mobility choices, including timely access that provides a competitive alternative for as many people as possible

TACTICAL ACTIONS

- » Begin new Route Re-imagination Study
- » Address customer safety through continued cleaning practices and vehicle air purification upgrades
- » Design pilots to develop proofs of concept in new mobility solutions, including more nimble suburban jobs access, and access to health care and education
- » Enhance real-time customer information to improve trip planning and perceptions of on-time performance upgrades



FOCUS ON CORE CUSTOMERS



BUILD ON YOUR STRENGTHS

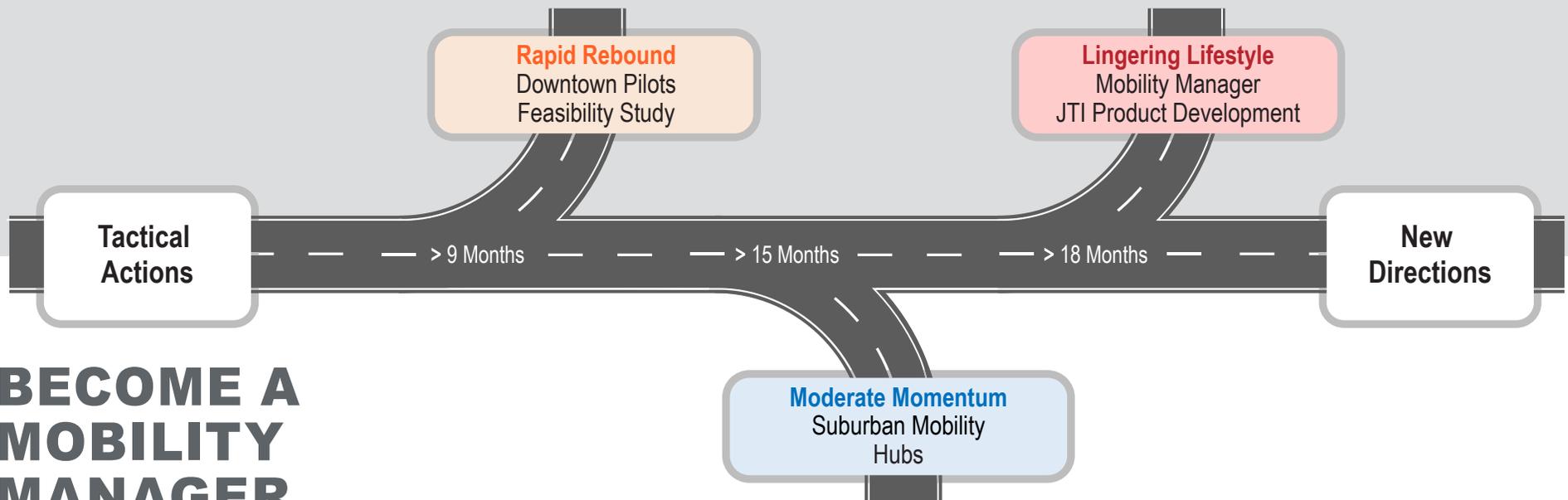
Lead the Region in Mobility Management

NEW DIRECTIONS

- » *Develop a Regional Vision for Mobility Management building on JTA strengths in:*
 - » *Business Intelligence*
 - » *Planning*
 - » *Fare Systems Management*
 - » *Fleet Management*
- » *Evaluate and negotiate the lead and partner roles for JTA to become the go-to mobility provider in Northeast Florida, serving the community and local businesses through equitable, innovative programming*

TACTICAL ACTIONS

- » *Combine core capabilities that already exist within the JTA to establish internal and external goals for a regional vision of mobility integration and management*
- » *Spearhead development of the plan by investing in partnerships with the public and regional entities whose support is necessary to pursue the vision; begin with guaranteed ride home initiatives*
- » *Begin internal preparations for mobility management by identifying departmental champions, establishing accountability metrics, fostering a flexible environment for pilots, and cross-training IT personnel*



BECOME A MOBILITY MANAGER



COLLABORATE FOR SUCCESS

Become a Strong Regional Capital Development Partner & Engage New Partners for Transit Innovation

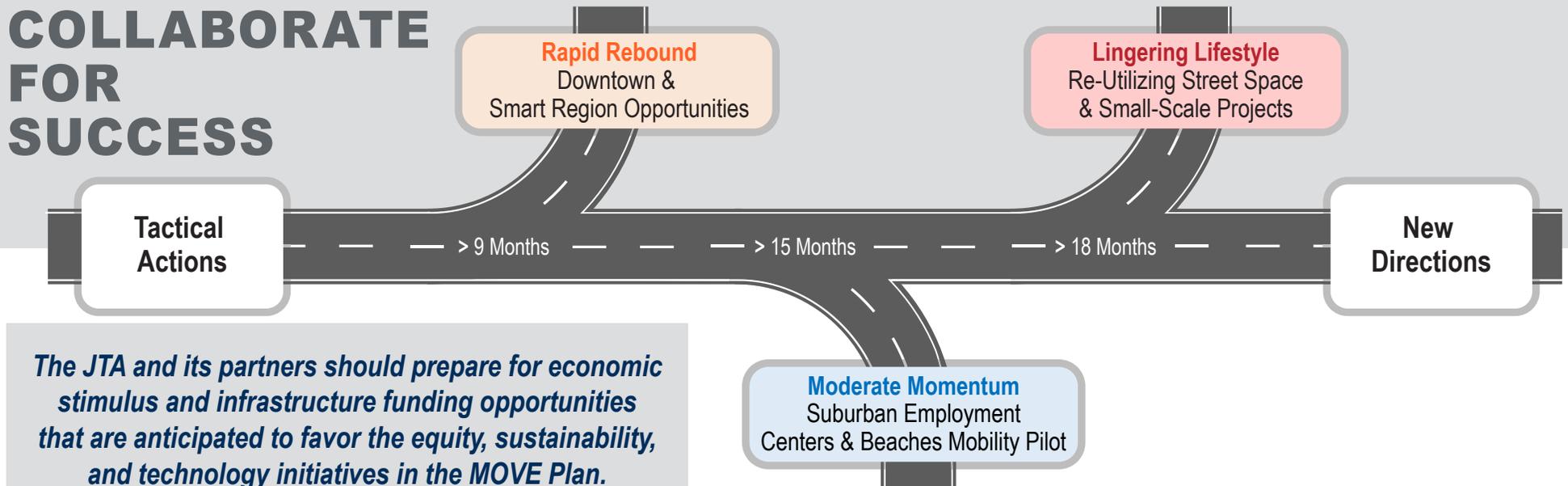
NEW DIRECTIONS

- » **Regional Capital Infrastructure Partner:** Work collaboratively with regional partners to accelerate a variety of capital programs and projects
- » **Smart Regions Coalition Implementer:** Deliver on the mission and objectives of the Smart Regions Plan
- » **Safe, Smart, Sustainable Streets Leader:** Optimize safe access to transit services
- » **Regional Program Manager:** Become a regional center of excellence for program management and project delivery
- » **New Transit Innovations Partner:** Engage in pilots to increase access to and within important regional hubs, while rigorously testing the effectiveness of each one

TACTICAL ACTIONS

- » Collaborate with regional partners on a Vaccine Distribution Initiative
- » Initiate a Regional Capital Infrastructure Summit to facilitate buy-in and share ideas from stakeholders on priorities for developing capital infrastructure. Follow with Capital Improvement Plan project list and Advisory Committees
- » Coordinate transit planning analysis with equity-based infrastructure analysis. Look for small-scale pilots, for example, building on Safe Routes to School
- » Leverage Connected and Automated Vehicle expansion opportunities for supportive infrastructure

COLLABORATE FOR SUCCESS



ORGANIZATIONAL RESILIENCY

The JTA showcases strong leadership across the various levels of the organization that positions the Authority as a commanding force in the transportation industry and the region. The actions recommended in this section would support continued growth and enhancement to the overall effectiveness and resiliency of the organization. These recommendations include:

Review leadership structure for continuous improvement. The MOVE Phase I Plan identifies opportunities for the JTA to serve the northeast Florida region as a leader in equity, sustainability, technology, and innovation through mobility services and infrastructure delivery. With these new roles in mind, it is important that the Authority review its organizational structure to ensure alignment and bridge gaps between existing structure, performance, and reward expectations.

Efforts aimed at reducing duplicative and siloed activities would lead to increased organizational efficiencies that would better leverage JTA resources for greater effectiveness in these new roles.

Prepare future leaders in time of crisis. The pandemic and the resulting economic crisis, coupled with plummeting transit ridership presented an unprecedented challenge to the transit industry that demanded prompt leadership insights, flexibility and adaptability to adjust services.

It also provides a valuable opportunity to prepare the next generation of JTA leaders, from all sections of the workforce, to share lessons learned and to purposefully and continually expose them to practical on-the-job leadership training.

Position authority-wide responsibilities. The MOVE Plan encourages equity and sustainability to be viewed as a critical lens for the recommended actions. This critical lens encourages a 360 degree review of all major activities and needed alignments or adjustments.

Therefore, the oversight of these activities and the related functions of the Authority, such as Audit and Compliance, should be housed in a manner that allows for CEO line of sight and a broad application and review of the progress of the JTA.

Strengthen succession planning. Identify Authority-wide positions that are critical to the performance of existing and proposed new roles and intentionally engage in Succession Planning activities to identify and begin the preparation of the next generation of leaders.

Leave no “operator” behind. The JTA would be a champion of inclusivity and an internal equity agent if it provided additional opportunities to strengthen training and communications with the operators and maintenance workers for the job of the future by implementing the following:

- » *Train the Trainer—Focus training efforts on promising staff who would, in turn, serve as training leaders or coaches for others.*
- » *Provide cost-effective, preloaded tablets with JTA specific applications to facilitate training and communication to enhance the skills of the essential workers.*

Preserve organizational cohesion. The workplace provides an opportunity for people to come together to perform functions for which they are paid, but it does more than that—it also provides a forum for social and other related support that reinforce the overall well-being of the employee. Balancing the needs of working from home and onsite staff will require innovative ways to strengthen team cohesion.

Many essential, onsite employees (operators, maintenance technicians, and utility workers) do not have the same access to technology as other employees, creating organizational equity issues. Sustained efforts should be made to reduce the natural tendency of an “us versus them” mentality.

VACCINE DISTRIBUTION INITIATIVE

The JTA has an opportunity to serve an important function in vaccine distribution, in particular to promote equitable distribution of vaccines by offering both JTA facilities and transportation services to improve community access to vaccination. Ensuring that the JTA front-line workers receive early vaccination is an important first step to address employee safety. The MOVE Plan offers a four-part framework for this regional initiative:

- 1. Facilities.** The Authority’s facilities can be used as locations for vaccine administration in pop-up clinics that will ensure that transit riders are prioritized in the distribution process, including JTA park-and-ride lots.
- 2. Transportation.** The Authority can create tactical plans with existing services to connect customers to vaccination locations.
- 3. Partners.** Build a foundation for long-term partnerships by engaging new regional partners for this initiative, where JTA can help with the community access and/or the supply chain aspects of vaccine distributions.

WHAT’S NEXT?

The way forward is what this plan is about:

- » *Take the first steps provided in the tactical actions*
- » *Watch for the scenario trend triggers and be prepared to pivot*
- » *Join with regional partners, vendors, and JTA employees to pursue the strategic directions of the MOVE Plan, and develop more in-depth strategies for the next five years through the MOVE Plan Phase II*

- 4. Outreach.** Use the JTA’s marketing and public engagement resources to promote participation in vaccination while welcoming existing, past and new customers to ride JTA. Professionally designed and customized marketing by the JTA could play an important role in engaging key populations.

CONCLUSION

The JTA has prepared for inevitable uncertainty in the months ahead. From its prudent actions to preserve fiscal stability during the pandemic to its innovative deployment of autonomous vehicles, the JTA has taken steps to position itself to continue effectively serving residents and visitors to Northeast Florida, regardless of how the current pandemic unfolds. Specifically, the JTA has a plan for pursuing Mobility Optimization through Vision and Excellence—in which its vision for mobility combines the Authority’s capabilities, Northeast Florida’s opportunities, and industry’s best practices. The MOVE Plan Phase I provides the initial roadmap for tactical actions and scenario responses in the framework of strategic new directions for the Authority.

Know Your Core: Create a resilient transit system focused on the core customer and attractive to all riders.

Build on Your Strengths: Build a foundation to lead mobility integration in Northeast Florida.

Collaborate for Success: Capture the synergy of mobility, equity, and sustainability through new partnerships.

Foster Organizational Resiliency: Strengthen the cohesion, equity, and adaptability of the Authority through initiatives to provide for the JTA’s long-term sustainability.

ACKNOWLEDGEMENTS

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