JTA Goals:

**Vision:**
Residents and businesses have access to safe and reliable transportation choices to move people and goods efficiently and comfortably throughout our community.

**Mission:**
To improve Northeast Florida’s economy, environment and quality of life by providing safe, reliable and efficient multimodal transportation services and facilities.

**Core:**
The JTA exists solely to serve its customers and the community. We are a market-driven and results-focused organization striving to achieve the highest degree of professional excellence. JTA employees are committed to personal integrity, fiscal responsibility, accountability for their work, a safe work environment, transparency to the public and continuous improvement. While our results derive from exceptional individual efforts, we succeed as a team. We treat each other and our customers with dignity and respect, recognizing and valuing everybody’s unique qualities.

**JTA Goals:**
- **Customer Service**
  - Provide a superior and reliable customer experience.
- **Efficiency and Effectiveness**
  - Deliver effective multimodal transportation services and facilities in an efficient manner.
- **Employee Development**
  - Provide professional development opportunities that enhance knowledge, skills and leadership abilities.
- **Financial Sustainability**
  - Provide long-term financial stability.
- **Mobility**
  - Deliver accessible transportation choices while providing mobility throughout the community.
- **Safety and Security**
  - Ensure safety and security throughout the transportation system and in the Authority work environment.

**2013 milestone:**
Skyway ridership tops one million trips, with an average daily ridership of 3,500, and 90,000 trips during special events.
For more than 40 years, the Jacksonville Transportation Authority (JTA) has maintained and operated Jacksonville’s public transit system. The Authority has also helped build the transportation infrastructure that enabled our city’s development. In recent years, JTA has built on that foundation and has become a regional partner in transportation planning, infrastructure and growth across the seven counties that comprise Northeast Florida.

In 2013, the JTA embraced a visionary strategic planning process to transform transportation on the First Coast. The result was the “Blueprint for Transportation Excellence (BTE),” JTA’s 20-year strategic plan to modernize the Authority’s technology and employ best-in-class solutions to position the organization as a regional leader in multimodal transportation. BTE initiatives will improve the quality of life for Jacksonville citizens and optimize taxpayers’ return on their investment.

It is exciting to serve as chair during this time of strategic growth and advancement of new initiatives that will promote sustainability across all we do as an organization. It is my pleasure to serve with other devoted Board members, a visionary CEO, and a stellar staff.

Donna L. Harper
Chair

The past year has been exciting and productive at the Jacksonville Transportation Authority (JTA). I am thankful to have an opportunity to help make a good transportation authority even better.

It has been a pleasure to serve our Board of Directors and the citizens of Jacksonville. One of the reasons I wanted to come to the JTA was to help lay the foundation needed to expand the Authority’s focus from roads, bridges and transit to a multimodal transportation system with a regional emphasis. During my brief tenure, my executive team and I have immersed ourselves in the fabric of the community to learn all we can about the culture of the organization, where it’s been and where stakeholders want it to go. We have conducted listening sessions with employees, business leaders, customers, the community, and potential riders, to hear their concerns and discuss ways the JTA can address those concerns.

In 2013, my team focused on:

- Positioning the JTA to provide transportation excellence.
- Solidifying fiscal responsibility and stability.
- Implementing safeguards to protect JTA assets.
- Enhancing credibility as a local and regional partner in Northeast Florida.
- Elevating the JTA’s ability to offer transportation solutions to a diverse citizenry.
- Strengthening working relations with key stakeholders.

My mission continues to be to make sure the Authority does what it is supposed to do exceedingly well, which is to build roads, bridges and provide buses while also positioning the JTA to be the regional leader in transportation.

Nathaniel P. Ford Sr.
Chief Executive Officer

“I am proud of the strategic direction the Authority is taking. The JTA Board and staff have completed a visionary planning process which will transform transportation in Northeast Florida. The Blueprint for Transportation Excellence will build upon the growing partnerships we have established with the regional transportation network.”

“This is an exciting time for public transportation not only in Jacksonville, but the entire Northeast Florida region. The initiatives the JTA has launched, coupled with bridge and road improvements that are underway or planned for the future, will stimulate our economy by making it easier and more convenient for people to get to their destinations. With new systems, new routes and a new way of doing business, this truly is a new day for the JTA.”

Donna L. Harper
Chair

Nathaniel P. Ford Sr.
Chief Executive Officer
It’s a new day for regional transportation solutions at the Jacksonville Transportation Authority as we prepare for the future. Initiatives developed as part of our strategic plan, the “Blueprint for Transportation Excellence,” will completely transform the way Northeast Florida moves in the 21st Century. From infrastructure development to transit modes, we’re putting strategies in place to improve our region. Now is the time because transportation is so vital to a thriving economy.

With new leadership and focused vision, planning began to optimize routes, modernize technology, convert fleets to hybrid and CNG vehicles, and inventory land for future development. Internal and external stakeholders are working together as never before to move transportation forward. At the JTA, the concept of “transportation transformed” is visionary but achievable as we continue to move towards this goal.
The road from vision to successful implementation began with intensive strategic planning. During 2013, JTA devoted considerable time and effort to engage our Board, executive leadership team, staff and community in the planning process, resulting in the “Blueprint for Transportation Excellence.”

This road map will be our guide to reach “transportation transformed.” The comprehensive plan spans 20 years, but includes initiatives that will make an immediate, positive impact on the Northeast Florida region.

### BTE Blueprint 2020 Initiatives include:

1. Route Optimization
2. Real-Time Passenger Information
3. First Coast Flyer (Bus Rapid Transit)
4. OTTO (On-Time Transit Operations Performance)
5. Compressed Natural Gas Bus Fleet Conversion
6. TransPortal (One Call, One Click across a 12-county area)
7. FireFly (Enterprise Resource Planning)
8. Skyway System Planning
9. Transit Oriented Development
10. Jacksonville Regional Transportation Center
11. Corridor Planning*
12. Road Planning*
13. Commuter Rail*
14. Regional Planning and Transit Services*

* These are long-range initiatives that will take five to 20 years to complete; however, much of the planning for them will occur within the next five years.

Key to the success of BTE is strategic initiatives that can be completed within the next five years. These projects have been branded Blueprint 2020 and include the following initiatives, but are not limited to:

- **Route Optimization**: JTA is restructuring the entire bus system for the first time in 30 years to better meet customer demands. Bus stops have been inventoried and ridership patterns studied so that we can complete planning, public involvement and implementation in FY 2014.

- **Real-Time Passenger Information**: JTA selected a vendor to initiate a pilot program to provide approximate bus arrival times at a specific stop. This initiative will help JTA customers maximize their time and better plan their day.

- **First Coast Flyer (BRT)**: JTA completed design of the downtown corridor, continued design of the north corridor and initiated an environmental assessment for the southeast and southwest corridors on this initiative. First Coast Flyer will provide more frequent and reliable service between key destinations.

- **OTTO (On-Time Transit Operations)**: JTA worked diligently to improve on-time performance. The first step was establishing a baseline measurement of on-time performance and forming a cross-functional, internal team to evaluate and monitor route performance. The team identified the top 12 routes to determine the root cause of the performance delays. Operators played a key role in the collaborative effort. With hot spots identified, tweaks were made to the impacted routes and schedules to improve performance. “Minutes Matter” became the campaign to internal and external audiences on the importance of on-time performance and how each audience has a role in making it happen.
• TransPortal: JTA received federal funds to develop a virtual information center to help potential riders in the 12-county region navigate the full spectrum of transportation options — from buses and taxis to car and van pools, volunteer driver programs, road coaches such as Greyhound and Megabus, passenger rail, and social service and not-for-profit agency transportation services. TransPortal is the result of an extensive coordination process that included more than 50 workshops and outreach sessions held throughout the region and state to build partnerships and introduce the concept. With the providers and agencies on board, JTA is moving to implement this important project. In the end, all regional transportation providers will become more efficient and the duplication of efforts will be greatly reduced. In August 2013, a component of this initiative, the Regional Scheduling Project, won the “Innovator of the Year Award” from the Florida Commission for the Transportation Disadvantaged. The projected start date for TransPortal is the fall of 2014.

• Compressed Natural Gas (CNG) Bus Fleet Conversion: JTA strategized on the conversion of diesel-powered buses in favor of compressed natural gas and hybrid vehicles. This project will be executed beginning in 2014.

• Firefly (Enterprise Resource Planning): Planning began to secure and implement a new computer software system that will centralize JTA’s data in one location and allow different departments to share information with each other — in turn streamlining processes and making the Authority more efficient.

• Skyway System Planning: JTA has issued an RFP to study the current system and make recommendations going forward for refurbishing the infrastructure, which is mid-point in its lifecycle.

• Transit-Oriented Development: JTA continues to plan for developments that will utilize property on or near transit stations.

“We don’t think about how to change the current system. The question we ask is what is the optimum system? What is the best way to make something work?”

Brad Thoburn, Vice President, Long Range Planning & System Development

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**BUILDING ON COMMUNITY FEEDBACK**

**Community Surveys**

As part of our strategic planning process, we incorporated several forms of community feedback. Throughout 2013, JTA conducted three surveys. They included two customer satisfaction surveys utilizing a random sampling of each of our fixed-route and paratransit customer populations. The third was a telephone-based attitudinal survey of 400 current and potential customers.

The JTA conducts fixed-route and paratransit surveys to gauge the customer experience on our system. Customers were polled during peak times at the 10 bus hubs with the highest ridership for the past year. Paratransit surveys were conducted in person and via the U.S. mail with customers, caregivers, family members and social workers, including representatives from adult day care centers, medical and dialysis centers, a senior center as well as an organization that provides services to individuals who have suffered brain injuries.

Based on survey findings, along with a comparative analysis of past years’ survey results, the following were JTA’s top-rated performance measures as reported on the fixed-route and paratransit surveys:

- Safety while riding in the vehicle
- Vehicle cleanliness
- Operator courtesy and friendliness

While the overall satisfaction rating for fixed-route and paratransit were 80% and 87% respectively, the following were the key areas targeted for improvement in FY 2013/14:

- On-time performance
- Customer concern/complaint handling
- Bus stop cleanliness
- Cleanliness of Rosa Parks (transit hub) bathrooms

The primary purpose of the JTA Service-Wide Attitudinal Survey was to lay the foundation for development of an extensive community outreach program. This survey gave the Authority important insight into our diverse community at all major demographic and geographical levels.

**Citizens Advisory Groups (CAGs)**

Based on research findings, JTA established Citizens Advisory Groups (CAGs). The intention is for these groups to serve as sounding boards so that the JTA hears from those who are affected by routes and projects, including customers, area businesses and others in the community.

Results from the 2013 JTA Service-Wide Attitudinal Survey were segmented by geographical area. This was designed to provide CAGs the opportunity to express concerns by specific areas and audiences as they meet and work with JTA throughout Jacksonville.

CAGs were planned for six districts:

- District 1: Downtown
- District 2: Arlington/Beaches
- District 3: Southeast
- District 4: Southwest
- District 5: Northwest
- District 6: North
Sustainability is important to the long-term health and viability of the JTA. From the services delivered to the resources required to deliver those services, we recognize our obligation to be good stewards of the finances and the responsibilities entrusted to us.

Working with a team of industry professionals, we have put a laser-like focus on four key areas of importance to the JTA, namely: service delivery, communication (internal and external), accountability and financial management. Using these areas as our guiding principles in all aspects of business and management, the JTA has accomplished much this past year.

New Organizational Structure and Leadership Culture

The JTA is better positioned to provide transportation excellence because of a new organizational structure and leadership culture. After careful assessment, the JTA underwent a restructuring to facilitate quicker decision-making and clearer lines of responsibility and accountability.

The JTA flattened the organization and strengthened middle-tier management. Silo’s were eliminated and a line of clear accountability was implemented to place functions and responsibilities in the proper place. For example, we positioned planners and engineers together on projects to ensure plans can be implemented, and when implemented, they mirror the plans.

Regular one-on-one sessions with each manager and the CEO, monthly management meetings and an enhanced training program for operations supervisors were put in place. As a result, the JTA has a highly-skilled and diverse leadership team with improved internal communications.

Enhanced Reputation for Responsibility and Stewardship

The JTA enhanced its reputation as a fiscally responsible steward of public funds. The Executive Leadership Team (ELT) had the directive to identify every feasible opportunity to save the Authority money, maximize efficiency and stabilize costs.

Some of the results included:
- An aggressive fuel hedging strategy that saves approximately $400,000 annually
- A paratransit contract for fiscal year 2014 saving $1 million
- A flat 2014 budget
- Discussions related to extending the local option gas tax scheduled to sunset in 2016

Measures to Ensure Compliance

The JTA made significant strides to protect its human capital and fixed assets while ensuring compliance with local, state, and federal rules and regulations.

Discovering the JTA did not have an audit committee, an internal audit function was created to monitor the JTA’s compliance with laws at all levels of government. To that end, the JTA established a Board Audit Committee and designated an internal auditor to review JTA finances.

Regional Transportation Improvements

During the year, the JTA collaborated with our regional partners to fuel economic growth in Northeast Florida by planning and implementing transportation improvements throughout the region.

SUSTAINABLE

JTA ADDED MORE THAN $138 MILLION TO THE LOCAL ECONOMY

Source: “The Economic Effects of JTA Public Transit and Road Infrastructure,” UNF Center for Economic and GIS research, August 2012.
As a transportation leader, JTA's staff served as key members to the Regional Transportation Commission. The Commission was the result of a bill passed by the legislature to explore the feasibility of regional transportation governance.

The JTA conducted negotiations with Greyhound to relocate its facilities. This was the first step in the development of a regional transportation center.

Despite the end of the Better Jacksonville Funding Plan, JTA completed the following construction projects throughout the region:

- **Arlington Expressway Service Road Project:** This project included the extension of a service road to connect with University Boulevard as well as transit improvements, such as installation of a sidewalk and transit shelter.

- **Black Creek Park-N-Ride:** This completed facility in Clay County will provide 50 parking spaces and an area for loading and unloading local and express buses.

- **Soutel Drive:** Transit shelter and roadway improvements were completed along Soutel Drive between Sibbald Road and Archery Avenue in the northwest section of Jacksonville. This project was undertaken to enhance the JTA's transit service operations within that area of Duval County.

**Focus on Public Transit Solutions**

The JTA focused on offering public transportation options to new markets, including millennials and choice riders.

Actions implemented include:

- Adding hybrid buses to the fleet
- Developing and implementing an enhanced safety program
- Introducing bikes on the Skyway
- Piloting a real-time passenger information system

**Strengthened Relationships with Key Stakeholders**

The JTA's working relationships with key stakeholders were strengthened significantly. Executive leadership has enhanced the JTA's image in the community by demonstrating that we care about customers' concerns and are committed to improving public transportation.

Staff made listening, engaging and communicating with stakeholders and customers a top priority to demonstrate that the JTA is accessible and cares about improvement. There has not been one meeting or one opportunity to speak with the public that we have turned down.

The JTA formed a strong collegiate partnership; supported national transportation organizations; hosted the state of Florida Bus Roadeo and the National Conference of Minority Transportation Officials; enhanced our working relationships with elected officials; and kept the general public informed about our activities through the monthly television program “Making Moves.”

**New Level of Transparency**

As we continue to work to improve JTA's current services and bring to life the bold initiatives that comprise the "Blueprint for Transportation Excellence," we are doing it with a commitment to a new level of transparency. Some examples include:

- Posting Board meeting agendas and minutes on the website
- Speaking honestly about the things occurring within JTA
- Distributing “Nat's Notes” internally to keep the team abreast of board action
- Holding regular town hall meetings to keep all employees informed
- Improving relationships with the media
- Utilizing social media as an information outlet.
JTA’s employees, leadership, Board and the Authority as a whole strive to make a positive impact on Northeast Florida, not only in the realm of transportation, but as citizens of a vibrant community.

Our employees, at all levels, are active on community boards and in our JTA Community Outreach Club.

Employee Community Outreach

The Authority actively engages citizens throughout Northeast Florida and frequently goes out into the community to discuss issues. We also encourage local groups to invite us to “their place.” From staffing tables at transit hubs, to Citizens Advisory Groups and social media, we are looking for opportunities to get the word out about what JTA is doing in the community. A substantive community engagement plan that is action-oriented and designed to be implemented as a team has been developed and is underway.

The “Employee Community Service Survey” was conducted in 2013 and was used to identify employees’ preferred focus areas for serving within the community. From there the JTA Community Outreach Club was established with the goal of involving all employees in our community. Representatives from both of our bargaining units, the Amalgamated Transit Union, International Association of Machinists and Aerospace Workers, along with administrative employees, formed an 11-member Board to lead volunteer initiatives.

Management giving to United Way and Community Health Charities increased with 90 percent of managers and executives pledging their support during the campaign.

ELT and Senior Management Community Involvement

JTA’s executive leadership team and senior management are engaged in community leadership across a variety of organizations. We believe that it is important to build a stronger and more vibrant community by forging and growing strategic partnerships with an abundance of entities, and expanding our relationships with the larger community in general. JTA has purposefully pursued opportunities to connect with the community and for the community to connect with us in order to build trust and develop new leadership.

Beyond holding leadership positions throughout Northeast Florida, members of our team participate in:

• Community events and functions relevant to our mission
• Educational programs and clubs
• Community advisory groups
• Focus groups
• Hosting guests and VIP visits to the organization
• Articles for publication
• Industry awards and accolades
Executive Leadership

Team Involvement

Nathaniel P. Ford Sr.
CEO
• Chamber of Commerce, Trustee
• United Way, Board of Directors
• Visit Jacksonville, Board of Directors
• Leadership Jacksonville 2014
• Conference of Minority Transportation Officials
• American Public Transportation Association

Brad Thoburn
VP, Long Range Planning and System Development
• Board of Directors, Health Planning Council of Northeast Florida
• Board of Directors, Regional Community Institute
• Conference of Minority Transportation Officials
• North Florida Transportation Planning Organization
• Northeast Florida Regional Transportation Commission
• Transportation for Tomorrow Mentor

Lisa Darnall
VP, Transit Operations
• American Public Transportation Association (Standards Committee and International Bus Roadeo)
• Conference of Minority Transportation Officials
• Florida Operations Committee (FDOT and CUTR)
• Jacksonville Transportation Advisory Committee (JTAC)
• Local Coordinating Board (Transportation Disadvantaged)
• Mayor’s Council on Disability
• Women Transportation Seminars (WTS)

Henry Li
VP, Finance and Administrative/CFO
• American Public Transportation Association
• Conference of Minority Transportation Officials
• Government Finance Officers Association
• Jacksonville Chinese Association
• Society of Certified Public Accountants

Jacquie Gibbs
VP, External Affairs
• Chamber of Commerce, Trustee
• Conference of Minority Transportation Officials
• Jacksonville Women’s Network Board of Directors/Secretary
• Links, Inc.
• Women Transportation Seminars (WTS)

Mike Sloan
VP, Compliance and Risk Management
• Conference of Minority Transportation Officials
• North Florida Land Trust
• Northeast Florida Safety Council, Board of Directors
2013

Board of Directors

**Donna L. Harper**
Chair

Donna L. Harper, former president of First Coast Systems and current CEO/owner of Systems Logics Company, is currently serving as the chair of the Jacksonville Transportation Authority. She was reappointed to the JTA Board by Governor Scott on June 22, 2011 and her term is scheduled to conclude in 2014. Harper has been a board member for 12 years, serving as treasurer, secretary, chair and as JTA’s representative to the North Florida Transportation Planning Organization (TPO).

Her accomplished leadership skills are a great asset in her role. She chaired a committee of seven distinguished business leaders in Jacksonville to review and make recommendations to improve transportation for the Duval County School System. Harper was also appointed by the president of the City Council to be a member of a task force to review the City of Jacksonville’s budget to identify revenues for building roads. During her current tenure as chair, Harper has overseen the implementation of the Authority’s “Blueprint for Transportation Excellence.”

Harper has been the recipient of the 2000 Georgia Southern University College of Business Hall of Fame; 1999 Sam Walton Business Leader Award; 1999 SBA Florida Small Business Person of the Year; 1999 Times-Union Eve Award for Employment; and the 1998 Women Business Owners of North Florida Women Business Owner of the Year.

She is a long-term community volunteer and advocate, focusing much of her civic energies on improving the lives of women and children at risk. Harper has served as Trustee for United Way of Northeast Florida. She has also served as Trustee and Foundation Board member for the University of North Florida (UNF), her alma mater. Harper is the recipient of two outstanding UNF awards: the Prime F. Osborn III Distinguished Business Leader Award and 2000 Alumni of the Year. Harper has been elected to serve on three bank boards: The Jacksonville Bank; BBVA Compass Bank; and BB&T. She was also a member of Leadership Jacksonville (2000) and Leadership Florida (2001).

**Scott L. McCaleb**
Vice Chair

Scott L. McCaleb of Jacksonville Beach is the president of Vulcan Land, Inc. (previously Vulcan Materials Company). McCaleb has been a member of the University of North Florida Foundation Board since 2011 and he is on the board of the Jacksonville Chamber of Commerce. From 2007 to 2008, he served on the Strategic Aggregate Review Task Force. He is a trustee of Gator Bowl Sports. He is the founding President and Honorary member of the Rotary Club of Deerwood.

McCaleb received a bachelor’s degree in finance and real estate from Florida State University. He succeeded Michael R. Cavendish and was appointed to the JTA board by Governor Rick Scott for a term beginning February 10, 2012, and ending May 31, 2015.

**Isaiah Rumlin**
Secretary

Isaiah Rumlin was appointed to the board by Mayor Alvin Brown in August 2012. This is his second term on the board, having previously served from 1987 to 1991.

Rumlin is the managing member of the Rumlin Insurance Agency, the oldest minority-owned property and casualty agency in Duval County. In addition to operating his business, he currently serves as president of the NAACP Jacksonville branch.

Rumlin earned a bachelor’s degree from Florida A&M University.

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Greg Evans  
Board Treasurer and FDOT District Two Secretary

Greg Evans was appointed to be the Florida Department of Transportation District II Secretary effective February 6, 2012. Evans is responsible for the day-to-day administrative, planning, production and operations activities for District II, which encompasses 18 counties, covers nearly 12,000 square miles in North Central Florida and maintains 8,200 lane miles of roadway and more than 1,200 bridges. The area is also served by two deep-water ports and three major rail lines.

Evans has more than 20 years of experience in the management and operations of public infrastructure. He graduated from the Southern Institute of Technology with a Bachelor of Science degree in Civil Engineering Technology.

Evans joined the JTA Board in 2012 as an Ex-Officio Member representing the Florida Department of Transportation, District II.

Edward E. Burr  
Immediate Past Chair

Ed Burr is president and chief executive officer of GreenPointe Holdings, LLC, a diversified holding company that brings together the necessary disciplines to create sustainable, high-value homes and communities throughout the Southeastern United States. Prior to founding GreenPointe Holdings in 2008, he founded the LandMar Group, LLC in 1987, after several years of working as a CPA with Coopers & Lybrand.

Throughout his career, Burr has been actively involved in business, civic and community organizations. A longtime advocate for bettering the lives of children, he is the founder of the Monique Burr Foundation for Children, a foundation dedicated to providing bullying and child abuse prevention education. Burr is a former Chairman of the Jacksonville Regional Chamber of Commerce and currently serves on the Chamber Board of Directors as Chairman of Government Affairs. He was named Developer of the Year by his peers in 2002.

He was appointed to the Florida State University Board of Trustees in April 2011. He is also a Member of The Florida Council of 100. Burr is actively involved in the Urban Land Institute, the National Association of Home Builders and the Northeast Florida Builders Association.

Burr accepted a gubernatorial appointment to the Jacksonville Transportation Authority in 2011 by Governor Scott; his term ends on May 31, 2015. He was Chairman of the Board in 2012 and 2013.

Kevin Holzendorf  
Board Member

A lifelong resident of Jacksonville, Kevin J. Holzendorf is an Account Manager at CISCO Systems, Inc. Holzendorf has spent his professional career in both the private and public sectors working in the accounting, financial services and technology industries.

He holds a bachelor’s degree in Accounting and a master’s degree in Public Administration from the University of North Florida. Holzendorf is active in the community serving as a Big Brother for the Big Brother/Big Sister program. He is also on the boards of the Jacksonville Cultural Council, Wolfson Children’s Hospital Development Council, and the YMCA. He is Chair of the UNCF Leadership Council.

Holzendorf was appointed to the JTA Board by Mayor Alvin Brown in August 2013.

Ava L. Parker  
Board Member

Attorney Ava L. Parker was appointed to the JTA Board of Directors by Mayor John Peyton in May 2006, to fill the unexpired term of Attorney Cynthia Austin. Parker was reappointed in 2011 by the Mayor and her term is set to expire May 31, 2015.

She is a partner in the law firm Lawrence & Parker, PA, and the president of Linking Solutions, Inc. Parker brings years of government experience to the Board, having previously worked for both the Public Service Commission and the Florida Department of Transportation. Ms. Parker currently serves as the Chief Operating Officer of Florida Polytechnic University in Lakeland, Florida.

See www.jtafla.com for current board members.
2013 FINANCIAL HIGHLIGHTS

Source: “The Economic Effects of JTA Public Transit and Road Infrastructure,” UNF Center for Economic and GIS Research, August 2012.

JTA SUPPORTED MORE THAN 3,000 JOBS ANNUALLY

STATEMENT OF NET POSITION
SEPTEMBER 30, 2013

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<td>Net pension obligation</td>
<td>$352,933</td>
<td>$659,933</td>
</tr>
<tr>
<td></td>
<td>OPEB obligation</td>
<td>$350,000</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Custodial projects—due to other governments</td>
<td>$122,229,834</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Total Liabilities</td>
<td>$124,336,126</td>
<td>$11,023,114</td>
</tr>
</tbody>
</table>

| Net Position | Invested in capital assets | $13,586,851 | $166,222,072 | $179,808,923 |
| Unrestricted (deficit) | $105,358,340 | $12,001,227 | $117,359,567 |
| | Total Net Position | $118,945,191 | $188,223,299 | $307,168,490 |
## GOVERNMENTAL FUNDS
### STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCES
### FISCAL YEAR ENDED SEPTEMBER 30, 2013

<table>
<thead>
<tr>
<th>Fund</th>
<th>General Fund</th>
<th>Special Revenue Fund</th>
<th>Total Government Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales taxes</td>
<td>$70,803,588</td>
<td>-</td>
<td>$70,803,588</td>
</tr>
<tr>
<td>City of Jacksonville</td>
<td>-</td>
<td>$2,159,461</td>
<td>$2,159,461</td>
</tr>
<tr>
<td>Investment earnings</td>
<td>$95,509</td>
<td>$16,338</td>
<td>$111,847</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$105,843</td>
<td>-</td>
<td>$105,843</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$70,958,940</td>
<td>$4,548,292</td>
<td>$75,507,232</td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General government</td>
<td>$1,348,427</td>
<td>-</td>
<td>$1,348,427</td>
</tr>
<tr>
<td>Highway planning</td>
<td>$41,243</td>
<td>-</td>
<td>$41,243</td>
</tr>
<tr>
<td>Transportation and infrastructure projects</td>
<td>$0</td>
<td>$3,343,093</td>
<td>$3,343,093</td>
</tr>
<tr>
<td>Intergovernmental, on behalf of payments:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Jacksonville</td>
<td>$68,067,938</td>
<td>-</td>
<td>$68,067,938</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td>$69,457,608</td>
<td>$3,343,093</td>
<td>$72,800,701</td>
</tr>
<tr>
<td><strong>NET CHANGE IN FUND BALANCES</strong></td>
<td>$1,501,332</td>
<td>$4,548,292</td>
<td>$5,049,624</td>
</tr>
<tr>
<td><strong>FUND BALANCES, BEGINNING OF YEAR</strong></td>
<td>$104,525,019</td>
<td>$5,048,986</td>
<td>$109,574,005</td>
</tr>
<tr>
<td><strong>FUND BALANCES, END OF YEAR</strong></td>
<td>$106,026,351</td>
<td>$6,254,285</td>
<td>$112,280,636</td>
</tr>
</tbody>
</table>

## GOVERNMENTAL FUNDS
### BALANCE SHEET
### SEPTEMBER 30, 2013

<table>
<thead>
<tr>
<th>Fund</th>
<th>General Fund</th>
<th>Special Revenue Fund</th>
<th>Total Government Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$51,882,121</td>
<td>-</td>
<td>$51,882,121</td>
</tr>
<tr>
<td>Investments</td>
<td>$30,215,275</td>
<td>-</td>
<td>$30,215,275</td>
</tr>
<tr>
<td>Due from other funds</td>
<td>$7,388,633</td>
<td>-</td>
<td>$7,388,633</td>
</tr>
<tr>
<td>Due from other governments</td>
<td>$17,498,559</td>
<td>$2,318,409</td>
<td>$19,816,968</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$26,558</td>
<td>-</td>
<td>$26,558</td>
</tr>
<tr>
<td>Restricted assets</td>
<td>-</td>
<td>$8,488,000</td>
<td>$8,488,000</td>
</tr>
<tr>
<td>Due from other governments</td>
<td>-</td>
<td>$11,316,536</td>
<td>$11,316,536</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$106,811,146</td>
<td>$22,123,545</td>
<td>$128,934,691</td>
</tr>
<tr>
<td><strong>LIABILITIES AND FUND BALANCES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$570,703</td>
<td>$104,985</td>
<td>$675,688</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>$170,189</td>
<td>-</td>
<td>$170,189</td>
</tr>
<tr>
<td>Due to other funds</td>
<td>$35,963</td>
<td>$1,629,020</td>
<td>$1,664,983</td>
</tr>
<tr>
<td>Due to other governments</td>
<td>-</td>
<td>$551,978</td>
<td>$551,978</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>-</td>
<td>$13,583,377</td>
<td>$13,583,377</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$784,795</td>
<td>$15,869,360</td>
<td>$16,654,155</td>
</tr>
<tr>
<td>Fund Balances:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spendable:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted</td>
<td>-</td>
<td>$6,254,185</td>
<td>$6,254,185</td>
</tr>
<tr>
<td>Assigned</td>
<td>$84,100,000</td>
<td>-</td>
<td>$84,100,000</td>
</tr>
<tr>
<td>Unassigned</td>
<td>$2,926,351</td>
<td>-</td>
<td>$2,926,351</td>
</tr>
<tr>
<td><strong>TOTAL FUND BALANCES</strong></td>
<td>$106,026,351</td>
<td>$6,254,185</td>
<td>$112,280,536</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND FUND BALANCES</strong></td>
<td>$106,811,146</td>
<td>$22,123,545</td>
<td>$128,934,691</td>
</tr>
</tbody>
</table>
## STATEMENT OF REVENUE, EXPENSES AND CHANGES IN FUND NET POSITION

**FISCAL YEAR ENDED SEPTEMBER 30, 2013**

### OPERATING REVENUES

<table>
<thead>
<tr>
<th>Description</th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL OPERATING REVENUE</strong></td>
<td>$13,082,307</td>
<td>$195,469</td>
<td>$10,917,875</td>
<td>$24,195,651</td>
</tr>
<tr>
<td><strong>OPERATING REVENUES</strong></td>
<td>$12,730,481</td>
<td>$10,132,089</td>
<td>$170,639</td>
<td>$570,847</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td>$12,730,481</td>
<td>$10,132,089</td>
<td>$170,639</td>
<td>$570,847</td>
</tr>
<tr>
<td><strong>OPERATING LOSS</strong></td>
<td>($69,310,346)</td>
<td>($10,060,921)</td>
<td>($4,222,745)</td>
<td>($83,594,012)</td>
</tr>
<tr>
<td><strong>NONOPERATING REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL NONOPERATING REVENUES</strong></td>
<td>$94,326,431</td>
<td>$78,755,162</td>
<td>$17,946,934</td>
<td>$175,672,393</td>
</tr>
<tr>
<td><strong>TOTAL INCOME (LOSS)</strong></td>
<td>$74,956,115</td>
<td>$68,605,103</td>
<td>($1,476,905)</td>
<td>$142,084,313</td>
</tr>
<tr>
<td><strong>NET POSITION (DEFICIT), END OF YEAR</strong></td>
<td>$107,567,783</td>
<td>$82,676,155</td>
<td>($20,639)</td>
<td>$188,223,299</td>
</tr>
</tbody>
</table>

### NONOPERATING REVENUES

<table>
<thead>
<tr>
<th>Description</th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL NONOPERATING REVENUES</strong></td>
<td>$27,383,870</td>
<td>$6,085,901</td>
<td>$1,946,700</td>
<td>$35,166,479</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$15,942,526</td>
<td>$2,164,908</td>
<td>$4,508,139</td>
<td>$22,615,573</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>$105,567,783</td>
<td>$82,676,155</td>
<td>($20,639)</td>
<td>$188,223,299</td>
</tr>
</tbody>
</table>

## PROPRIETARY FUNDS

### STATEMENT OF NET POSITION

**SEPTEMBER 30, 2013**

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td>$27,383,870</td>
<td>$6,085,901</td>
<td>$1,946,700</td>
<td>$35,166,479</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td>$15,942,526</td>
<td>$2,164,908</td>
<td>$4,508,139</td>
<td>$22,615,573</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>$105,567,783</td>
<td>$82,676,155</td>
<td>($20,639)</td>
<td>$188,223,299</td>
</tr>
</tbody>
</table>

### LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td>$27,383,870</td>
<td>$6,085,901</td>
<td>$1,946,700</td>
<td>$35,166,479</td>
</tr>
<tr>
<td><strong>TOTAL NONCURRENT LIABILITIES</strong></td>
<td>$2,837,808</td>
<td>$210,063</td>
<td>$222,009</td>
<td>$3,269,880</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$15,942,526</td>
<td>$2,164,908</td>
<td>$4,508,139</td>
<td>$22,615,573</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>$105,567,783</td>
<td>$82,676,155</td>
<td>($20,639)</td>
<td>$188,223,299</td>
</tr>
</tbody>
</table>
2013 FIXED-ROUTE
Customer Satisfaction Survey

FARE PAYMENT METHOD

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASH</td>
<td>28.7%</td>
</tr>
<tr>
<td>STAR CARD</td>
<td>71.6%</td>
</tr>
</tbody>
</table>

PERCENTAGE OF CUSTOMERS WHO CALLED THE CUSTOMER SERVICE CENTER ON AT LEAST ONE OCCASION AND ANSWERED "YES" WHEN ASKED:

- Was the Customer Service Rep Courteous? 95%
- Was the Customer Service Rep Knowledgeable? 93%

STAR CARD - PASS USED MOST OFTEN

- YOUTH: 2.7%
- REDUCED FARE PASS: 13.1%
- 1-DAY PASS: 8.3%
- 3-DAY PASS: 2.9%
- 7-DAY PASS: 18.4%
- 31-DAY PASS: 30.1%
- SENIOR PASS: 25.3%

SAFETY WHILE RIDING THE BUS:

- Very Satisfied/Satisfied: 38.5%
- Neutral: 19.1%
- Dissatisfied/Very Dissatisfied: 1.9%

ABILITY TO OBTAIN ROUTE/SCHEDULE INFO:

- Very Satisfied/Satisfied: 40.7%
- Neutral: 23.5%
- Dissatisfied/Very Dissatisfied: 2.9%

DRIVERS DOING A GOOD JOB DRIVING THE BUS:

- Very Satisfied/Satisfied: 36.4%
- Neutral: 16.8%
- Dissatisfied/Very Dissatisfied: 1.8%

HELPFULNESS OF ROSA PARKS STAFF:

- Very Satisfied/Satisfied: 35.5%
- Neutral: 15.5%
- Dissatisfied/Very Dissatisfied: 1.5%

BUS CLEANLINESS:

- Very Satisfied/Satisfied: 39.2%
- Neutral: 14.5%
- Dissatisfied/Very Dissatisfied: 2.5%