JTA Goals:

CUSTOMER SERVICE
Provide a superior and reliable customer experience.

EFFICIENCY & 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 & SECURITY
Ensure safety and security throughout the transportation system and in the Authority work environment.

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.”
As my term as chair of the Jacksonville Transportation Authority's Board of Directors comes to an end, it gives me great pride to reflect on all we accomplished and say “well done.”

In the 13 years I have served on the Board, 2014 was by far the most exciting, action packed time I have ever experienced. We supported our mission and vision to provide safe, reliable transportation options that will help improve Northeast Florida’s economy, environment and quality of life by implementing many of the Blueprint 2020 initiatives. For example, we launched:

- FireFly, a new, Oracle based, Enterprise Resource - Planning system;
- OTTO, an On-Time Transit Operations initiative to improve bus arrival and departure times,
- Real Time Passenger Information (RTPI), to enable customers to track when the next bus will arrive at their stop and,
- TransPortal, an online, one-stop Transportation Resource Center that provides information about available transportation options.

In the coming year, many other game-changing, transformative initiatives will come on line that will enhance public transportation as we know it. The Authority is truly on its way to making our system the best option for 21st Century commuters.

As we continue our journey, we want to hear from you – our customers, employees, stakeholders and members of the greater Jacksonville community – to obtain feedback on how the Authority is doing. We are here to serve you, and your involvement is very important to us now and in the future.

Sincerely,

Donna L. Harper
Chair
In 2014, the Executive Leadership Team charted, mapped and navigated a course for the Jacksonville Transportation Authority's future direction. Our strategy will position the Authority to be one of the best organizations of any size or scope in the United States.

If 2013 was a year of analysis, assessment and development, this year was marked by executing plans to secure funding to support our infrastructure of roads and bridges, remain fiscally responsible, strengthen relations with stakeholders, make the JTA sustainable and enhance the customers’ public transit experience.

In the following pages, you will read about the many outstanding initiatives the Authority has either planned or implemented to make a good system great. Perhaps, chief among them is the Route Optimization Initiative (ROI) that has been more than one year in the making. The initiative will totally change the way we do business for the first time in decades. We created the ROI motto New System, New Routes, New Way, to let the world and our local stakeholders know that it is a new day at the JTA.

In addition to the ROI, the initiatives on the horizon for FY2015 include:
• Bringing our First Coast Flyer (Bus Rapid Transit) system on line
• Constructing a Compressed Natural Gas (CNG) fueling facility for the Authority and the public
• Putting finishing touches on our Campus Master Plan
• Funding and constructing road projects and mobility corridors with proceeds from the Local Option Gas Tax extension and
• Promoting Transit Oriented Development

Under a new standard of excellence our stakeholders, regional partners and customers have a new confidence in our vision for the future of transportation in Northeast Florida. If you have not experienced the JTA way, now is the time to take full advantage of our services. I am confident you will enjoy your ride.

Sincerely,

Nathaniel P. Ford Sr.
Chief Executive Officer

“Under a new standard of excellence our stakeholders, regional partners and customers have a new confidence in our vision for the future of transportation in Northeast Florida.”
Staying on course with the JTA’s vision and mission required meticulous planning in fiscal year 2014. Step-by-step action plans were developed to implement Blueprint 2020 initiatives. The Authority also held a CNG forum, solicited proposals to build the JTA’s CNG fueling station, developed plans to overhaul the entire system with the Route Optimization Initiative, and made plans to relocate the Authority’s administrative offices.
The JTA charted a new course to provide Northeast Florida with a world-class transportation operation. In fiscal year 2014, we analyzed internal/external services and functions then developed solutions to enhance them. This positioned JTA for the implementation of initiatives during FY2015.

Charting the Course

After a comprehensive analysis of where the JTA was and where it needed to be, the Executive Leadership Team (ELT) identified strategic initiatives in a long-range, 20-year plan branded the Blueprint for Transportation Excellence (BTE). The BTE set the course for the JTA to employ industry best practices to modernize its technology, improve service performance, build ridership, meet customer demands, drive economic vitality in Northeast Florida and establish building blocks for future expansion.

Recognizing that some initiatives were ready-to-go or already substantially planned, the JTA launched Blueprint 2020, a subset of the BTE that can be implemented within the next five years. Of the 11 initiatives identified, the JTA successfully launched many of them before the end of fiscal year 2014 including:

- FireFly (an Oracle based, Enterprise Resources Planning system)
- OTTO (On Time Transit Operations)
- Real Time Passenger Information (RTPI) pilot
- TransPortal (a one stop transportation resource center)
- Extension of the local option gas tax

The JTA made significant progress on the following Blueprint 2020 initiatives:

- Route Optimization Initiative (ROI)
- First Coast Flyer (Bus Rapid Transit)
- Compressed Natural Gas (CNG)
- Fixed Guideway and Regional Transit
- Campus Master Plan
Implementing Blueprint 2020 initiatives instantly elevated the JTA’s reputation as an Authority poised to become a game changer in public transportation. The enhancements improved service for regular customers and gave occasional riders an incentive to take transit more often.
Transforming Transportation

One of the chief concerns the Authority heard repeatedly from customers and the community was that buses did not run on time. To improve service reliability immediately, we launched On-Time Transit Operations (OTTO) so buses arrived as scheduled. The first step was to establish a consistent measure and baseline for service. The baseline indicated only 64 percent of our buses were operating on time. After identifying 12 of the lowest performing routes, the JTA assigned route managers to ride buses and assess the routes to determine what factors were causing the delays. Within months, the collaborative efforts increased on-time performance to a high of 76 percent, reduced customer complaints and increased the reliability of fixed-route service.

But the improvements were just the first step for a system that needed a total makeover. For the first time in 30 years, JTA thoroughly assessed its current transit service and what it discovered raised concerns. After conducting a Peer Comparison Survey to determine service effectiveness, the JTA discovered that riders per revenue hour on the system was lower than its peers. The existing system had been tweaked and adjusted for so many years it no longer adequately met the commuting demands of 21st century employees, students and the general public. It also lacked service standards. Routes were circuitous and had too many stops, causing long travel times. Service was infrequent with inconsistent headways which complicated transfers within the network. Limited service on evenings and weekends failed to address the needs of today’s workforce. The executive leadership wasted no time in charting a new course.

Working in tandem, the JTA’s Transit Operations and Long-Range Planning and System Development divisions began designing the Route Optimization Initiative to improve the public transit experience.

Routes were planned to be more direct, frequent and reliable. Expanded late night and weekend services were incorporated into the plan and Real Time Passenger Information technology was piloted to let customers know when the next bus is coming so they can better plan their time. By August 2014, after the JTA Board of Directors gave its approval to proceed full speed ahead, the JTA readied itself to implement the ROI by December 1, 2014. To ensure a smooth transition on the proposed changes and to help customers navigate the new and improved system, the JTA launched an unprecedented public outreach campaign before and during implementation and branded the ROI motto: New System. New Routes. New Way.
Transit Services

For years, JTA has been navigating the design of bus rapid transit (BRT), a premium, limited stop service that will move customers quickly and rapidly throughout the community during peak travel times. The JTA branded the BRT system the First Coast Flyer™ (FCF).

The FCF system is made up of five distinct projects: the Downtown project, which will connect the four corridors of the North, Southeast, East and Southwest. When completed, it will be the largest BRT system in the Southeast covering a distance of 57 miles.

During FY2014, the Downtown and North corridors of First Coast Flyer entered the final design phase and plans were advanced to bring the Southeast, East and Southwest corridors to fruition. Service is expected to begin on the Downtown and North corridors in December 2015 while the total $134.1 million system is scheduled for completion by the end of 2016, pending funding. The JTA Skyway continues to be a meaningful arm of the transit network, with the 2.5 mile elevated monorail moving an estimated 4,339 customers per day.

One of only five people movers in the United States, the Skyway celebrated its 25th anniversary on June 3, 2014. The Authority hired a consultant to assess and make recommendations regarding the future of Skyway operations. The study will be completed in Fall 2015.

The Authority launched the Riverside-Avondale Night Trolley in 2014 with a great reception from the public. Trolleys run the first weekend of each month and totaled more than 3,000 trips during the first three weekends of operation. The night service, which runs from 6 p.m. until 2 a.m., operates between the Shoppes of Avondale, King/Park, the Brewery district and Five Points so Jacksonville residents can enjoy a hassle free evening at restaurants, concerts and other nightlife and entertainment.

Meanwhile, the Stadium Shuttle launched its 20th season transporting enthusiastic Jacksonville Jaguars’ fans to and from EverBank Field safely and on time. For the first time, local sports radio station 1010XL signed on as the media sponsor for the Stadium Shuttle and provided promotional opportunities during their programming.
Implementing the Plan

Safety First
Pedestrian safety is a concern everywhere. The JTA worked to make our streets safer by initiating a safe driving campaign that focused on pedestrian education. We worked with the North Florida TPO and the City of Jacksonville Bike and Pedestrian Coordinator to develop a strategic plan to reduce bike and pedestrian accidents and fatalities with improved infrastructure and public education.

The Authority also emphasized bus operator training to underscore the importance of avoiding accidents and collisions before they happen. Already, the campaign has helped to raise awareness and reduce the rate of preventable and non-preventable accidents by five percent each.

Staying Fiscally Responsible
The JTA worked with local elected leaders to secure City Council passage of legislation that extended the six-cent Local Option Gas Tax (LOGT) for 20 additional years. The City Council identified 27 projects including 13 roadway improvements and 14 mobility corridors to be funded from bonds secured by this tax. The Authority branded the initiative JTAMobilityWorks and moved forward to enter the bond market.

The JTA enhanced its fiscal acumen by implementing an Oracle-based, enterprise resource planning system that enabled the Authority to centralize data in one location so various departments can share information with each other. The new system streamlines the business processes of the JTA and makes the organization more accountable and efficient while providing enhanced financial reporting capabilities.

The program, branded FireFly, was incorporated into the Authority’s daily routine in less than one year and has helped the JTA assess organizational risks and improve processes and accountability. Implementation at this speed is rare as most businesses require three to five years to get the system up and running.

FireFly has already received accolades. The initiative won the BizTech Innovation Award from the Jacksonville Business Journal in September.
Document Management

The JTA implemented an Authority-wide document management strategy in 2014 to reduce the organization’s inventory of stored documents and create a searchable, electronic document library. By the end of the fiscal year, more than 10,000 boxes of hard copy records had been eliminated, some of which were more than 30 years old, representing a 50 percent reduction in onsite stored records. The document management strategy was done in compliance with state record keeping laws.

Investing in Future Sustainability

The JTA is committed to improving the Northeast Florida economy, the environment and quality of life both now and in the future. That is why we look at every project and initiative with an eye on sustainability.

Growth management

To address the growing concerns of limited space while preparing for future expansion, the JTA developed a Campus Master Plan that will transform the Myrtle Avenue location into a state-of-the-art Operations Campus and align it with the development of the Jacksonville Regional Transportation Center (JRTC).

Connexion (paratransit) administration, scheduling, dispatch and eligibility testing, will join fixed route and community shuttle operations on the Myrtle Campus.

The JRTC, when constructed, will serve the entire region and will house JTA’s permanent administrative offices, JTA transit services, Greyhound, Red Coach, Megabus and AMTRAK. Until then, JTA administration will temporarily be housed in the 121 Atlantic Place building downtown.

The JTA is moving forward with plans to switch to a more sustainable and cleaner fueling option. To get the input of those that have changed fuels previously and industry experts, JTA hosted a Compressed Natural Gas Summit to discuss best practices for implementing this option.
Implementing the Plan

The Environment

The Authority took another step to reduce its carbon footprint by promoting internal and external recycling programs. The external, pilot program featured smart, solar-powered waste and recycling stations known as “Big Bellies.” These dual units use solar panels to generate energy from the sun to power a small trash compactor inside the trash receptacle. Once the unit is full, it wirelessly broadcasts real-time data to the JTA maintenance department signaling that the unit is at capacity and needs to be emptied.

The pilot was conducted with four units, two at the Rosa Parks Transit Station and one each at the Regency and Gateway hubs and was an instant success. The internal employee recycling program featured Sustainabird, a JTA symbol to remind employees to think green. Other initiatives included LED office lighting, solar lighting and transit signal priority. LED lights in the office spaces significantly reduced operation costs. Solar lighting at bus stops increased safety. And, transit signal priority allowed buses and emergency vehicles to move more efficiently through traffic.

Reinforcing our Community Commitment

JTA employees are personally committed to the community in which we serve. That focus was never more evident than in FY2014, when the Authority received the Employee Campaign of the Year award from United Way of Northeast Florida for our enthusiastic giving to the annual campaign, which was up 240 percent from the previous year.

The JTA also had strong employee participation in the Community Health Charities campaign, the Heart Walk and the ALS Ice Bucket Challenge. We worked as a team at the Clara White Mission, the Black Expo, Earth Day, One Spark and other community events to give back to this great community.
Implementing the Plan

The fiscal year 2014 was a banner year for the JTA in recognition awards. We made headlines when Making Moves, the Authority’s long-running television program, received a prestigious First Place AdWheel Award from the American Public Transportation Association (APTA) for its informative programming.

The national honor was the second win by Making Moves in four years.

The Authority also received awards for:

• **FireFly**, the enterprise resource program, for IT Dream Team Innovation from the Jacksonville Business Journal;

• **Route Optimization Initiative** (ROI) for Outstanding Public Study from the First Coast Chapter of the Florida Planning and Zoning Association; and

• **Black History Month bus wrap** (1st Place); **ROI video** (2nd Place) and **On-Time Transit Operations (OTTO) campaign** (3rd Place) from the Florida Public Transportation Association.
Linking to Regional Connectivity

Residents in Baldwin and Clay County have a reason to leave the driving to the JTA. In FY2014, the Authority opened the new Black Creek Park-n-Ride in Clay County on County Road 220 so residents can park their vehicles and take an express bus into Jacksonville.

Residents in the small community of Baldwin will have the same opportunity when JTA completes a Park-n-Ride lot on a parcel of land owned by FDOT near US90 and US301. It is scheduled to be completed in fiscal year 2015.

These two facilities along with TransPortal, the Authority’s One Call, One Click Transportation Resource Center, underscore that the JTA is navigating regionally in its efforts to remove county boundaries when developing transportation solutions for residents.

TransPortal was launched September 23, 2014 at a regional Mobility Summit. It includes all modes of ground transportation available in 13 northeast Florida counties.

The JTA’s Disadvantaged Business Enterprise (DBE) program has long been heralded as one of the best programs of its kind in Northeast Florida. JTA regularly holds workshops and networking events to link prime contractors with subcontractors including DBEs and to alert them to potential business opportunities with the JTA and other local entities. In FY2014, the Authority set a DBE participation goal of 16 percent, however, actual DBE participation topped 22 percent for the year.

The JTA added a new aspect to its DBE program in FY2014 by requiring DBE participation for professional contracts (insurance vendors, etc.) and for public-private partnerships such as the one the organization formed with Clean Energy for the CNG initiative. Prior to now, DBE requirements were not incorporated in these types of contracts.
Moving into 2015 we will stay on course with implementation of Blueprint 2020 initiatives while we simultaneously map new strategies to enhance our region’s growth and development. Our mission as we chart our future direction is to continue to find ways to make public transportation the option of choice for our citizens.
JTA has plotted its course for the future and as we move into FY2015, there is much on the horizon.

The Authority will implement the ROI, and the construction of the Downtown and North Corridors will position the JTA for a December 2015 launch of the First Coast Flyer. The future of JTA’s Skyway will be decided and commuter rail will continue to be studied.

TransPortal will be expanded to include Spanish and English languages and additional transit options throughout the state of Florida.

The relocation of JTA’s administrative services, the consolidation of operations to the Myrtle campus and construction of the CNG fueling infrastructure will be underway. With the temporary relocation downtown, JTA will continue developing our plans for the Jacksonville Regional Transportation Center. Bonding will be completed and funds will become available to begin roadway improvements to enhance mobility in our area.

Meanwhile, the JTA will continue seeking ways to create healthier and sustainable communities with a viable public transportation system that is reliable, convenient and safe for all who ride.
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 Chairman

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 and 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 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.
2014 Board of Directors

Edward E. Burr
Immediate Past Chairman

Edward E. 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. He is the founder of the Monique Burr Foundation for Children, a foundation dedicated to providing bullying and child abuse prevention education. Burr is 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 and 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 was appointed 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.

Greg Evans
Board Treasurer and FDOT District 2 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.
Kevin J. 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 United Negro College Fund 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.
Executive Leadership
Team Involvement

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

Brad Thoburn
VP, Long Range Planning and System Development
- Conference of Minority Transportation Officials
- Health Planning Council of Northeast Florida, Board of Directors
- North Florida Transportation Planning Organization
- Northeast Florida Regional Transportation Commission
- Regional Community Institute, Board of Directors
- 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 Administration/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
• 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
2014 Financial Highlights
### GOVERNMENTAL ACTIVITIES

#### ASSETS

**Current Assets**
- Cash and cash equivalents: $47,860,188
- Investments: $30,225,244
- Internal balances: $10,084,202
- Due from other governments: $21,135,116
- Accounts receivable, net: $2,787
- Inventory: $3,950,119
- Prepaids: $813,565

**Noncurrent assets:**
- Restricted cash and cash equivalents: $8,525,658
- Restricted due from other governments: $11,139,758
- Custodial assets—construction projects: $77,481,155
- Net pension asset: $10,699,061
- Capital assets (net of accumulated depreciation):
  - Land: $13,512,437
  - Construction in progress: $26,574,111
  - Land improvements: $6,071,286
  - Buildings and improvements: $33,138
  - Vehicles: $17,849
  - Furniture and office equipment: $1,205,527
  - Other equipment: $7,959,584

#### LIABILITIES

**Current liabilities:**
- Accounts payable: $811,072
- Accrued expenses: $347,149
- Unearned revenue: $551,978
- Claims payable: $940,460
- Accrued compensated absences: $144,000

**Noncurrent liabilities:**
- Claims payable: $3,309,134
- Accrued compensated absences: $178,409
- Net pension obligation: $551,978
- OPEB obligation: $399,000
- Custodial projects—due to other governments: $97,146,571

### BUSINESS-TYPE ACTIVITIES

#### ASSETS

**Current Assets**
- Cash and cash equivalents: $8,545,770
- Investments: -
- Internal balances: -
- Due from other governments: $20,875,378
- Accounts receivable, net: $3,950,119
- Inventory: $3,950,119
- Prepaids: $813,565

#### LIABILITIES

**Current liabilities:**
- Accounts payable: $20,944,234
- Accrued expenses: $106,875,929
- Unearned revenue: $127,820,163
- Claims payable: $183,118,254
- Accrued compensated absences: $183,118,254
- Net pension obligation: $139,884
- OPEB obligation: $784,012
- Custodial projects—due to other governments: $399,000

### TOTAL NET POSITION

**Net investment in capital assets:**
- $13,563,424
- $169,554,830
- $183,118,254

**Unrestricted (deficit):**
- $106,875,929
- $20,944,234
- $127,820,163

**TOTAL NET POSITION:**
- $120,439,353
- $190,499,064
- $310,938,417

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**STATEMENT OF NET POSITION**

**SEPTEMBER 30, 2014**
### GOVERNMENTAL FUNDS

#### STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCES

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Special Revenue Fund</th>
<th>Total Government Funds</th>
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<tbody>
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<td>$112,280,536</td>
</tr>
<tr>
<td><strong>FUND BALANCES, END OF YEAR</strong></td>
<td>$107,558,433</td>
<td>$6,046,582</td>
<td>$113,605,015</td>
</tr>
</tbody>
</table>

FISCAL YEAR ENDED SEPTEMBER 30, 2014
### Governmental Funds Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th><strong>GENERAL FUND</strong></th>
<th><strong>SPECIAL REVENUE FUND</strong></th>
<th><strong>TOTAL GOVERNMENT FUNDS</strong></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>$47,860,188</td>
<td>-</td>
<td>$47,860,188</td>
</tr>
<tr>
<td>Investments</td>
<td>$30,225,244</td>
<td>-</td>
<td>$30,225,244</td>
</tr>
<tr>
<td>Due from other funds</td>
<td>$14,899,139</td>
<td>$97,734</td>
<td>$14,996,873</td>
</tr>
<tr>
<td>Due from other governments</td>
<td>$18,486,638</td>
<td>$2,648,478</td>
<td>$21,135,116</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>$2,787</td>
<td>-</td>
<td>$2,787</td>
</tr>
<tr>
<td>Restricted assets:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>-</td>
<td>$8,525,658</td>
<td>$8,525,658</td>
</tr>
<tr>
<td>Due from other governments</td>
<td>-</td>
<td>$11,139,758</td>
<td>$11,139,758</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$111,473,996</td>
<td>$22,411,628</td>
<td>$133,885,624</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th><strong>LIABILITIES, DEFERRED INFLOW OF RESOURCES &amp; FUND BALANCES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities:</td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$764,055</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>$347,149</td>
</tr>
<tr>
<td>Due to other funds</td>
<td>$2,804,359</td>
</tr>
<tr>
<td>Due to other governments</td>
<td>-</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$3,915,563</td>
</tr>
</tbody>
</table>

|                      |                                                               |
| Deferred Inflow or Resources |                           |                                                               |
| Unavailable revenue | -                                                            | $13,657,739                  | $13,657,739           |

| Fund Balances:       |                                                               |
| Spendable:           |                                                               |
| Restricted           | -                                                            | $6,046,582                    | $6,046,582           |
| Assigned             | $84,100,000                                                  | -                             | $84,100,000          |
| Unassigned           | $23,458,433                                                  | -                             | $23,458,433          |
| **TOTAL FUND BALANCES** | $107,558,433                                         | $6,046,582                    | $113,605,015         |

|                      |                                                               |
| **TOTAL LIABILITIES, DEFERRED INFLOW OF RESOURCES & FUND BALANCES** |                                                               |
|                      | $111,473,996                                                   | $22,411,628                    | $133,885,624         |
# Statement of Revenue, Expenses & Changes in Fund Net Position

FISCAL YEAR ENDED SEPTEMBER 30, 2014

**Operating Revenues**

<table>
<thead>
<tr>
<th></th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger</td>
<td>$11,785,204</td>
<td>-</td>
<td>$905,347</td>
<td>$12,690,551</td>
</tr>
<tr>
<td>Agency</td>
<td>-</td>
<td>-</td>
<td>$9,992,762</td>
<td>$9,992,762</td>
</tr>
<tr>
<td>Charter</td>
<td>$34,769</td>
<td>-</td>
<td>-</td>
<td>$34,769</td>
</tr>
<tr>
<td>Auxiliary transportation</td>
<td>$596,379</td>
<td>-</td>
<td>-</td>
<td>$596,379</td>
</tr>
<tr>
<td>Non-transportation</td>
<td>$365,538</td>
<td>$195,511</td>
<td>-</td>
<td>$561,049</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>$12,781,890</td>
<td>$195,511</td>
<td>$10,898,109</td>
<td>$23,875,510</td>
</tr>
</tbody>
</table>

**Operating Revenues**

<table>
<thead>
<tr>
<th></th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor</td>
<td>$27,380,220</td>
<td>$2,016,425</td>
<td>$2,743,732</td>
<td>$32,140,377</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>$14,710,274</td>
<td>$989,236</td>
<td>$1,089,000</td>
<td>$16,788,510</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>$11,148,612</td>
<td>$1,039,490</td>
<td>$2,555,257</td>
<td>$14,743,359</td>
</tr>
<tr>
<td>Services</td>
<td>$17,494,798</td>
<td>$854,618</td>
<td>$7,079,679</td>
<td>$25,429,095</td>
</tr>
<tr>
<td>Casualty and insurance</td>
<td>$1,900,160</td>
<td>$395,719</td>
<td>$71,679</td>
<td>$2,367,558</td>
</tr>
<tr>
<td>Taxes and licenses</td>
<td>$116,729</td>
<td>-</td>
<td>-</td>
<td>$116,729</td>
</tr>
<tr>
<td>Other</td>
<td>$2,603,159</td>
<td>$914,249</td>
<td>$401,691</td>
<td>$3,919,099</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>$11,088,406</td>
<td>$3,905,427</td>
<td>$985,938</td>
<td>$15,979,771</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$86,442,358</td>
<td>$10,115,164</td>
<td>$14,926,976</td>
<td>$111,484,498</td>
</tr>
</tbody>
</table>

**Operating Loss**

<table>
<thead>
<tr>
<th></th>
<th>TOTAL OPERATING EXPENSES</th>
<th>OPERATING LOSS</th>
</tr>
</thead>
<tbody>
<tr>
<td>($73,660,468)</td>
<td>($9,919,266)</td>
<td>($4,028,867)</td>
</tr>
</tbody>
</table>

**Nonoperating Revenues**

- Public funding:
  - United States government | $4,634,415 | $1,000,004 | $728,765 | $6,363,184  |
  - State of Florida         | $4,121,744 | -      | -      | $4,121,744  |
  - City of Jacksonville     | $62,266,970 | -      | $1,181,892 | $63,448,862 |
  - Investment earnings      | $116,729  | $383   | $593   | $115,770   |
| **Total Nonoperating Revenues** | $71,137,923 | $1,000,387 | $1,911,250 | $74,049,560 |

**Income (Loss) Before Capital Contributions and Transfers**

|                  | ($2,522,545) | ($8,919,266) | ($2,117,617) | ($13,559,428) |

**Capital Contributions and Transfers**

- Capital contributions | $11,289,073 | $1,947,368 | $2,598,752 | $15,835,193  |
- Transfers in           | -      | $3,539,250 | $623,689 | $4,162,939  |
- Transfers out          | ($4,162,939) | -      | -      | ($4,162,939) |

**Change in Net Position**

|                  | $4,603,589 | ($3,432,648) | $1,104,824 | $2,275,765 |

**Net Assets (Deficit), Beginning of Year**

|                  | $105,567,783 | $82,676,155 | ($20,639) | $188,223,299 |

**Net Position (Deficit), End of Year**

|                  | $110,171,372 | $79,243,507 | $1,084,185 | $190,499,064 |
## ASSETS

<table>
<thead>
<tr>
<th></th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$8,300,473</td>
<td>$112,325</td>
<td>$132,972</td>
<td>$8,545,770</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>$467,461</td>
<td>$12,394</td>
<td>$196,331</td>
<td>$676,186</td>
</tr>
<tr>
<td>Due from other funds</td>
<td>$7,490,804</td>
<td>$4,049,927</td>
<td>$1,166,350</td>
<td>$12,707,081</td>
</tr>
<tr>
<td>Due from other governments</td>
<td>$17,657,958</td>
<td>$1,818,997</td>
<td>$1,398,423</td>
<td>$20,875,378</td>
</tr>
<tr>
<td>Inventories</td>
<td>$2,461,926</td>
<td>$1,479,611</td>
<td>$8,582</td>
<td>$3,950,119</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>$630,561</td>
<td>$148,697</td>
<td>$34,307</td>
<td>$813,565</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>$37,009,183</td>
<td>$7,621,951</td>
<td>$2,936,965</td>
<td>$47,568,099</td>
</tr>
<tr>
<td>Non current assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net pension assets</td>
<td>$10,699,061</td>
<td>-</td>
<td>-</td>
<td>$10,699,061</td>
</tr>
<tr>
<td>Capital assets, net of accumulated depreciation</td>
<td>$87,622,215</td>
<td>$76,399,468</td>
<td>$5,533,147</td>
<td>$169,554,830</td>
</tr>
<tr>
<td><strong>TOTAL NONCURRENT ASSETS</strong></td>
<td>$98,321,276</td>
<td>$76,399,468</td>
<td>$5,533,147</td>
<td>$180,253,891</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$135,330,459</td>
<td>$84,021,419</td>
<td>$8,470,112</td>
<td>$227,821,990</td>
</tr>
</tbody>
</table>

## LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$4,511,284</td>
<td>$698,599</td>
<td>$1,742,041</td>
<td>$6,951,924</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>$1,740,582</td>
<td>$37,601</td>
<td>$68,511</td>
<td>$1,846,694</td>
</tr>
<tr>
<td>Due to other funds</td>
<td>$13,469,782</td>
<td>$3,796,459</td>
<td>$5,525,042</td>
<td>$22,791,283</td>
</tr>
<tr>
<td>Claims payable</td>
<td>$924,503</td>
<td>$15,957</td>
<td>-</td>
<td>$940,460</td>
</tr>
<tr>
<td>Accrued compensated absences</td>
<td>$112,680</td>
<td>$17,137</td>
<td>$10,067</td>
<td>$139,884</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>$20,758,831</td>
<td>$4,565,753</td>
<td>$7,345,661</td>
<td>$32,670,245</td>
</tr>
<tr>
<td>Noncurrent Liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net pension obligation</td>
<td>$784,012</td>
<td>-</td>
<td>-</td>
<td>$784,012</td>
</tr>
<tr>
<td>Claims payable</td>
<td>$3,165,523</td>
<td>$143,611</td>
<td>-</td>
<td>$3,309,134</td>
</tr>
<tr>
<td>Accrued compensated absences</td>
<td>$450,721</td>
<td>$68,548</td>
<td>$40,266</td>
<td>$559,535</td>
</tr>
<tr>
<td><strong>TOTAL NONCURRENT LIABILITIES</strong></td>
<td>$4,400,256</td>
<td>$212,159</td>
<td>$40,266</td>
<td>$4,652,681</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$25,159,087</td>
<td>$4,777,912</td>
<td>$7,385,927</td>
<td>$37,322,926</td>
</tr>
</tbody>
</table>

## NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>BUS</th>
<th>ASE</th>
<th>CTC</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Investment in capital assets</td>
<td>$87,622,215</td>
<td>$76,399,468</td>
<td>$5,533,147</td>
<td>$169,554,830</td>
</tr>
<tr>
<td>Unrestricted (deficit)</td>
<td>$22,549,157</td>
<td>$2,844,039</td>
<td>($4,448,962)</td>
<td>$20,944,234</td>
</tr>
<tr>
<td><strong>TOTAL NET POSITION (DEFICIT)</strong></td>
<td>$110,171,372</td>
<td>$79,243,507</td>
<td>$1,084,185</td>
<td>$190,499,064</td>
</tr>
</tbody>
</table>