

**MINUTES OF THE  
JACKSONVILLE TRANSPORTATION AUTHORITY  
BOARD STRATEGIC PLANNING RETREAT  
WEDNESDAY, AUGUST 25, 2021 AND THURSDAY, AUGUST 26, 2021**

The Jacksonville Transportation Authority Board of Directors Strategic Planning Retreat was held on Wednesday, August 25, 2021 and Thursday, August 26, 2021 in the Board Room of the Jacksonville Regional Transportation Center located at 100 LaVilla Center Drive, Jacksonville, Florida 32204.

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

**JTA STAFF PRESENT:** Nathaniel P. Ford, Sr., Cleveland Ferguson, Greg Hayes, Jacquie Gibbs, Bernard Schmidt, Greer Gillis and Katie Smith.

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

**WELCOME:** The Retreat was called to order by Chair Jolly at 8:08 a.m.

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

Mr. Ford then provided the Board with a COVID update as it relates to positive cases and contact tracing.

**TRANSIT OPERATIONS: SERVICES & SCHEDULING UPDATE**

**Union Negotiations:** Mr. Ferguson presented the status of the contract negotiations with the Amalgamated Transit Union (ATU). He shared the schedule for the negotiations and important items that will need a lot of discussion between management and the ATU representatives.

**Operator Attrition:** Staff shared an in-depth look at the current concerns with Operator Attrition and some of the causes and effects, including how COVID has impacted our Operations team. The Board and staff discussed the sign-on bonuses currently offered, as well as employee referral.

**Proposed Service Changes:** The Operations and Customer Service team provided an overview

of the proposed service changes that will go in to effect on September 27, 2021. They provided background on the requirements for service changes and the details that are researched and reviewed to determine what changes should be implemented. Staff then provided the list of routes effected and the routes that will be discontinued and how the public was notified.

The Board and staff discussed the walkability around the areas where service changes were happening and what the impacts were to the customers, particularly the senior riders. The Board continued discussion on outreach, those that are transit dependent and their impacts with the changes. The Board also inquired about steps being taken to draw new riders and how partnering with local businesses and agencies may be helpful. Staff responded with the outreach they plan to do.

Staff also announced that the last phase of the Bus Rapid Transit First Coast Flyer (FCF) will launch on September 27, 2021. The FCF Orange Line will run from the JRTC to the Orange Park Mall and provide new opportunities for customers in that area of the community.

**PUBLIC COMMENT:** The Chair called for Public Comment. There were no requests by the public to comment.

**CUSTOMER SERVICE FEEDBAK ON OPERATIONS:** Mrs. Gibbs provided the Board with an overview of the Customer Service Survey for Fixed Route and Connexion Services. She explained the key performance indicators and highlighted the areas where customers were satisfied and the areas needing improvement.

Mrs.. Gibbs then provided a comparison of survey results from 2019, 2020 and 2021. This comparison shows improvements over 2019. The main concern for both services is On-Time Performance (OTP). Staff feels that limited capacity on buses through most of 2021 impacted OTP, as some steps required a second bus to arrive to meet the reduced capacity numbers.

**AUTOMATION AND INNNOVATION: BSIC/U<sup>2</sup>C UPDATE:** Mr. Schmidt shared the breakdown of the Ultimate Urban Circulator (U<sup>2</sup>C) Program and each phase of the program. He provided updates on Phase 1, Bay Street Innovation Corridor (BSIC) related to the contracts that

are being negotiated, per the Board's approval of the contract award, as well as the adjustments to the East and West loop of the corridor.

The Board and staff discussed what, if any impacts that development by the Jaguars Organization could have on the BSIC plans.

Mr. Schmidt then provided an update on Phase 2 as it relates to the conversion of the Skyway. He shared conversion cost comparison for retrofit and replacement as well as the procurement steps and timeline for each piece of the conversion. Mr. Schmidt also provided synergies related to BSIC and Emerald Trail.

Phase 3 of the U2C program is the test and learn portion. Mr. Schmidt provided an update on the test and learn track at Armsdale as it relates to the vehicles and Phases 1 and 2 of the program. He also shared information on partnerships, events and the Duval County Public School STEM visit.

Mr. Schmidt concluded with sharing details about the Automation and Innovation Division Retreat.

**ETHICS TRAINING:** Carla Miller with the City's Office of Ethics and Compliance provided the Board with its annual ethics training. The Board and staff recognized Mrs. Miller on her retirement.

**ENTERPRISE RISK MANAGEMENT REVIEW:** Mr. Ferguson introduced members of the Administration Division to provide updates on their areas.

**Safety and Security:** Staff provided the Board an overview of the process for weekly driver's license checks of all JTA staff and shared the flowchart on reporting the findings up the chain of command to ensure checks and balances.

**Internal Audit:** JTA's internal auditor, Monique Thompson provided updates on status of internal and external audits, as well as Enterprise Risk Management, Policies and Procedures and oversight.

The staff and board discussed the audits and the findings of each audit. Staff is correcting the findings. As well as weekly meetings to review NAVEX, Public Records, HR concerns and investigation or EEO/ADA concerns.

**FINANCE: FINANCIAL REPORT AND 5 YEAR OUTLOOK:** Mr. Hayes introduced Richard Pengelly from PFM, JTA's Investment Consulting firm to provide an overview of the Third Quarter Investment Report.

The Board inquired, and discussion occurred related to projection details, investment return, assumptions, and services.

Mr. Hayes then provided the Board with a financial overview and a look at the financial analysis approach. He also provided details on funding sources and funding uses.

Mr. Hayes provided information on JTA Financial Reserves and the Reserves Policy the Board put in place years ago. The policy allocates funds to ensure funding is available when needed.

The Board and staff also looked at the Operating and Capital plans as each relates to resources, assumptions and uses. Mr. Hayes detailed the changes in growth rate on funds from tax revenues and JTA's debt service. He concluded his update with a look at the 5-year Operating Plan.

**ECONOMIC DEVELOPMENT: TRANST SUPPORTIVE URBANISM (TSU) AND TRANSIT ORIENTED DEVELOPMENT (TOD) UPDATE:** Mr. Ferguson provided an overview of the TSU/TOD, Real Estate, and the policies that have been put in place for these items. He also provided a snapshot of the resources and technologies that are needed.

Mr. Ferguson then provided detailed information on the scopes for the three Federal Transit Administration TOD Pilot grant program that JTA received for TOD Planning around the U<sup>2</sup>C, the BRT Green Line, and Commuter Rail.

**BOARD EXECUTIVE SESSION:** Chair Jolly stated that she asked the Board to meet to discuss the extension and amendment to Mr. Ford's employment contract. She added that since the Board discussed the matter at the July Work Session, Mr. Milian, General Counsel has

proposed a draft agreement based on all of the Board Members feedback. She turned the floor over to Mr. Milian.

Mr. Milian shared the amended contract and provided highlights of the changes related to length of the contract and the deferred compensation. After discussion among the Board Members and Mr. Milian confirming the next steps for approval, the Board asked Mr. Milian to present this item under old business at the Board Meeting that will take place at the conclusion of the Board Retreat.

**RECESS:** 5:03 pm

**RECONVENE:** Thursday, August 26 at 8:17 am

**MOVE PLAN OVERVIEW:** Mrs. Gillis provided the Board with a detailed report of MOVE Plan Phase I and the next steps to enter into MOVE Plan Phase II. She shared that Phase II is taking the place of the Blueprint for Transportation Excellence and will be JTA's new 5-Year Strategic Plan. She then provided the summary of the areas staff has looked at to implement Phase II and stated that staff will focus on: Know your Core, Build you Strengths, and Collaborate for Success. There was discussion around the directions and tactical actions for the three specified areas.

Mrs. Gillis then introduced the InfraStrategies (Infra) team who was awarded the contract to lead the planning around MOVE Plan Phase II. The Infra team provided information on their steps and how they plan to gather and sort information that will assist with moving the JTA to the future, as well as the branding and program goals.

The Board inquired about demographics as well as integration. Infra team and JTA staff opened dialogue on these topics and answered questions as they arose. The Board also directed the Infra Team and JTA staff to be sure and gather input from the younger generation.

Mrs. Gillis wrapped up her discussion by advising the Board that the Infra Team will be coming back in the next few months to speak with the Board on specific topics and receive input on their vision for the future of JTA.

**JTA MOBILITY WORKS UPDATE:** Mr. Gillis provided an overview of the JTAMobilityWorks (JTAMW) program and introduced Andy Rodgers, AVP Capital Projects to provide details on each project of the program.

Mr. Rodgers shared the history, background and status of the JTAMW Program and provided a breakdown and status update of each project in the program. He stated that there were 31 projects identified in the program and JTA has completed 22 of the projects, 4 projects were held at the request of the City and/or FDOT. The JTA has 5 remaining projects to complete. The timeline shows the 4 of the projects are in construction and the other project is slated to begin construction before the end of 2021.

**LOGT PROGRAM UPDATE:** Mrs. Gillis provided background on Jobs for JAX Program that the City and JTA partnered in to receive approval. This program will be funded by the LOGT expansion and extension approved by City Council in May 2021. She added that there are 72 projects in the program, with JTA overseeing 17 of the projects with an estimated cost of \$489 billion.

Ms. Gillis provided a look at each of the projects and the JTA's approach to manage the program. She also highlighted how JTA will ensure transparency and accountability through the duration of the program.

Ms. Gillis concluded her update by sharing the potential challenges that JTA may face in completing the program list, particularly related to workforce shortages, material shortages and supply chain delays, as well as the expected increase in materials and services.

The Board and staff had an in-depth discussion on how to get ahead of some of the challenges and what steps should to be taken in advance to limit the impact the challenges could have on the overall cost of each project.

**PUBLIC COMMENT:** The Chair called for Public Comment. There were no requests by the public to comment.

**GOVERNMENT AFFAIRS UPDATE:** Mr. Ferguson introduced Lisa Barkovic from Holland and Knight to provide with the Board with the Government Affairs update and the status of matters on the State and Federal level.

**YEAR END REVIEW FY21 AND FY22 GOALS AND OBJECTIVES OUTLOOK:** Mr. Ferguson shared an overview and a snapshot of the initiatives and success of the Authority through FY21. He outlined how the Board Committees integrate in the Authority's goals, as well as Chair Jolly's priorities for the year.

Mr. Ferguson then provided a look at the FY22 Key Metrics. The Board members provided input on their vision for success in FY22. Mr. Ford acknowledged the Board's input and stated that staff will incorporate this direction and bring the FY22 Goals and Objectives to the Board in September for their approval.

There being no further business, the retreat adjourned at 2:36 p.m.

  
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Arezou Jolly, Chair

SEAL

  
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G. Ray Driver, Jr. Secretary