

FISCAL YEAR

# 2024

BUDGET REPORT





# Letter from the CEO

Nathaniel P. Ford Sr.



Dear Colleagues and Supporters,

On behalf of the Jacksonville Transportation Authority (JTA), I am pleased to present the approved annual budget for fiscal year 2024.

The total approved operating budget is \$155,604,039 (net of transfers), an increase of \$7,447,451 from fiscal year 2023. The capital budget is \$68,962,629 compared to the fiscal year 2023 budget of \$35,492,999. The budget presented is balanced with revenues fully covering operating and capital requirements for the fiscal year.

The budget serves as a source of information and a statement of priorities for the JTA Board of Directors, management and staff, passengers and other stakeholders. The programs and services funded by this budget help to realize the vision and accomplish the JTA's mission:

**“To enhance Northeast Florida's economy, environment, and quality of life for all by providing safe, reliable, innovative, sustainable, and dignified mobility solutions and facilities.”**

JTA will succeed in fiscal year 2024 by focusing on the initiatives identified in our strategic plan, Mobility Optimization through Vision and Excellence:

- Develop a stronger and more resilient organization prepared to meet any challenges ahead
- Create a more convenient, nimble and responsive transit network
- Build out multi-modal services and infrastructure for a safer and more resilient region
- Improve the customer experience and make the JTA the regional integrator of mobility services
- Establish a seamless transportation network across Northeast Florida
- Further leadership in innovative and clean mobility solutions
- Leverage resources and relationships with partners to strengthen the region

Since its creation as the Jacksonville Expressway Authority in 1955 and transition to the Jacksonville Transportation Authority in 1972, the JTA has been a results-oriented organization that consistently completes priorities and projects on-time. Special thanks to the Finance Department without whom this report could not have been completed, and all JTA staff and partners who assisted in this endeavor.

In community,

  
Nathaniel P. Ford Sr.  
Chief Executive Officer

**RESOLUTION 2023-07**

**RESOLUTION ADOPTING THE JACKSONVILLE  
TRANSPORTATION AUTHORITY'S FISCAL YEAR 2024  
BUS, SKYWAY, CONNEXION, FERRY AND  
ENGINEERING OPERATING BUDGETS AND  
AUTHORIZING SUBMISSION TO THE JACKSONVILLE  
CITY COUNCIL**

**WHEREAS**, the Authority is required by Section 349-041, Florida Statutes to submit an Operating Budget to the City of Jacksonville on or before June 1 each year; and

**WHEREAS**, the Authority is required to submit a budget to the Federal Transit Administration to support the Section 5307 Urbanized Area Formula Grant Program; and

**WHEREAS**, sound business and management practices deem it necessary to plan revenue and expenses for the ensuing year.

**NOW, THEREFORE, BE IT RESOLVED** that the attached schedule comprises the approved Bus, Skyway, Connexion, Ferry and Engineering Operating Budgets for Fiscal Year 2024 for submission to the City Council.

**WE**, the undersigned, being the Chair and Secretary of the Board of Directors of the Jacksonville Transportation Authority, do hereby certify that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Board of Directors of the Jacksonville Transportation Authority held on June 1, 2023.

  
Debbie Buckland, Chair

(SEAL)  
  
Abel Harding, Secretary

**RESOLUTION 2023-08**

**RESOLUTION ADOPTING THE JACKSONVILLE  
TRANSPORTATION AUTHORITY'S FISCAL YEAR 2024  
BUS, SKYWAY, CONNEXION, FERRY AND  
ENGINEERING CAPITAL BUDGETS AND AUTHORIZING  
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Abel Harding, Secretary

# C O N T E N T S

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# Executive Summary

## Budget Summary

Per Florida Statute 349.041: (1) The authority shall prepare and submit annually its requests for such funds as it may require from the city for the ensuing year to the council of the city on or before June 1, setting forth its estimation for related gross revenues and estimated requirements for operations, maintenance expenses, and debt service. A copy of such requests shall be furnished to the Department of Transportation. The council and the mayor of the City of Jacksonville may appropriate such funds as they deem appropriate for the use of the authority, and the use of such funds shall be subject to audit by the Council Auditor of the City of Jacksonville.

The table below shows the major expenditures by fund, split between operations and capital:

	BUS		CONNEXION		SKYWAY		FERRY		GENERAL FUND		Transfers Out	Total Budget
	Operations	Capital	Operations	Capital	Operations	Capital	Operations	Capital	Operations	Capital		
Approved FY2023	\$135,978,801	\$15,479,282	\$21,606,141	\$1,716,000	\$9,141,136	\$1,265,014	\$3,219,594	\$4,199,250	\$3,478,106	\$12,833,453	-\$25,267,190	\$183,649,587
Proposed FY2024	\$141,691,808	\$49,937,188	\$23,736,869	\$3,225,922	\$9,421,703	\$2,580,881	\$3,587,703	\$315,000	\$4,663,538	\$12,903,638	-\$27,497,582	\$224,566,668
Dollar Increase/ (Decrease)	\$5,713,007	\$34,457,906	\$2,130,728	\$1,509,922	\$280,567	\$1,315,867	\$368,109	-\$3,884,250	\$1,185,432	\$70,185	-\$2,230,392	\$40,917,081
Percentage Increase/ (Decrease)	4.20%	222.61%	9.86%	87.99%	3.07%	104.02%	11.43%	-92.50%	34.08%	0.55%	8.83%	22.28%

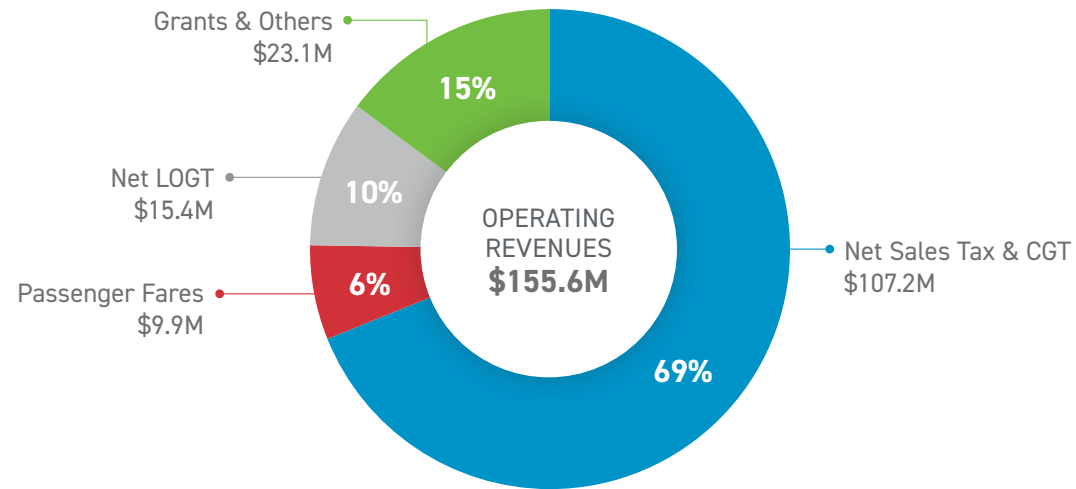
## Financial Highlights

In fiscal year 2024 (FY24), the Jacksonville Transportation Authority (JTA) is in the second year of our five-year strategic plan, MOVE2027 – Mobility Optimization through Vision and Excellence. The budget has been developed to support initiatives included in the plan.

### FY24 OPERATING BUDGET - REVENUES

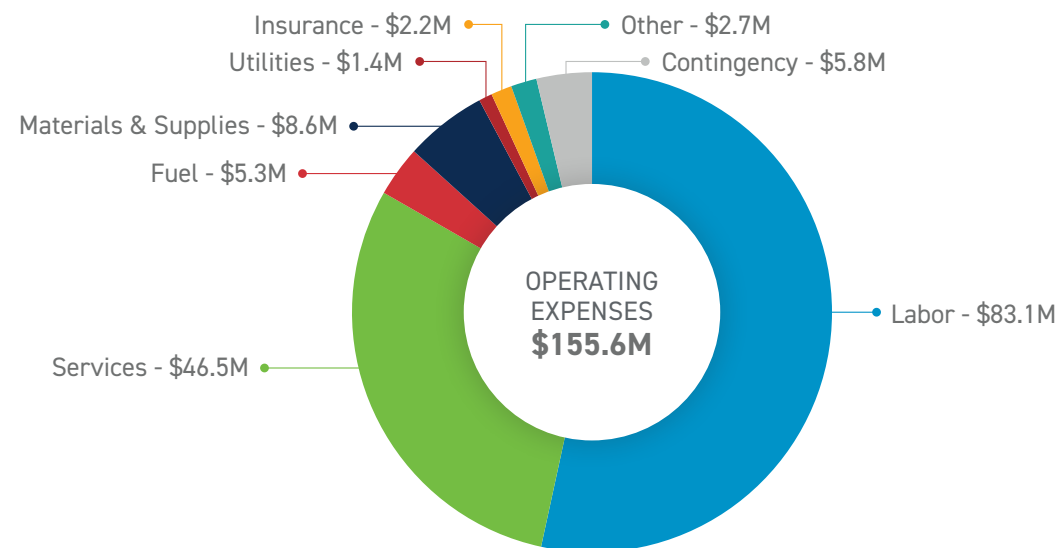
- The operating budget is increasing by \$7.4 million, or 5.0%, to \$155.6 million.
- Sales tax revenues, the single largest funding source for operations, is projected to increase by \$12.3 million (14.0%) to \$100.1 million, as compared to the fiscal year 2023 (FY23) budget.
- A sales tax debt-service prepayment of \$7 million is included in the FY24 budget. The funding source for this transfer is a portion of the projected operating surplus in FY23.
- Passenger fares are expected to increase with continual growth in ridership, and a full year of service from the St. Johns River Ferry. The Ferry was out of service for three months in FY23 due to a federally mandated biennial maintenance haul out.
- Local option gas taxes are budgeted to decrease by \$0.5 million, or 3.2% compared to FY23. This very conservative estimate is in keeping with historic trends.

- Interest income has been forecast by JTA's investment advisor, PFM Asset Management, to increase by \$1.7 million due to increased rates.
- Non-transportation revenue is budgeted to grow by \$1.3 million resulting from increased advertising on buses and higher transit oriented development income.
- These favorable variances more than offset a decrease of \$5.5 million from preventative maintenance grants. This revenue has been shifted to the capital budget.



### FY24 OPERATING BUDGET - EXPENSES

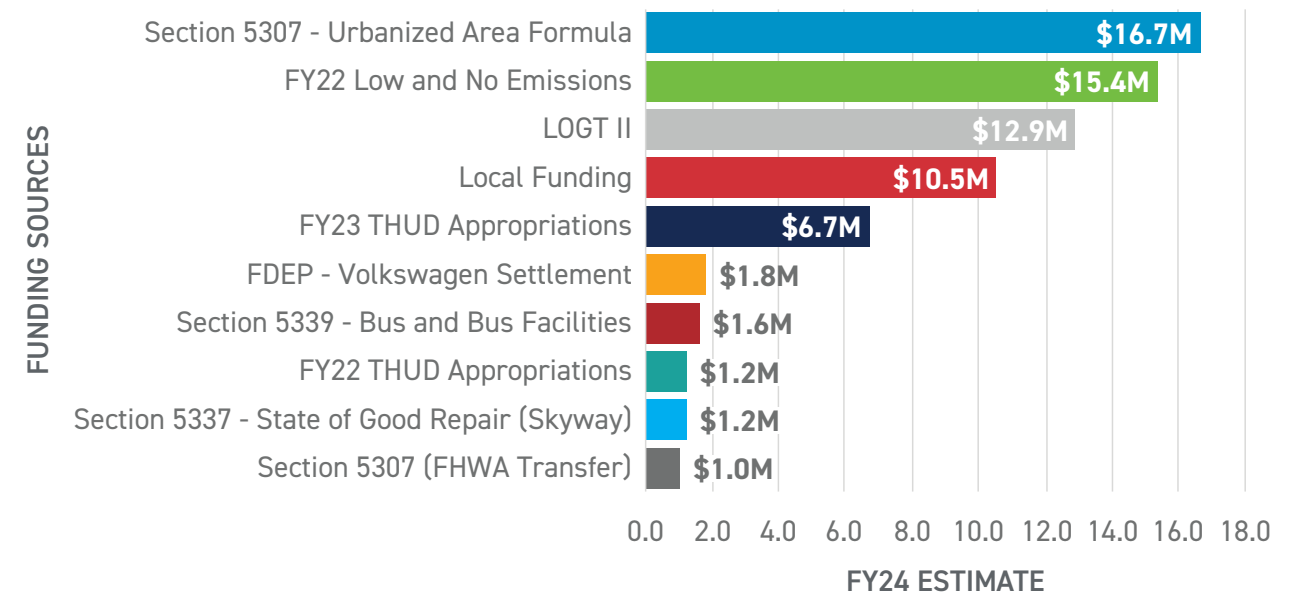
- Labor costs are up \$5.9 million, 7.6%, compared to the FY23 forecast. This is driven by a combination of inflationary wage pressures, higher benefit rates and increased ERISA-required pension contributions.
- Services expenses are projected to increase by \$3.2 million (5.2%) due to increased investment in safety and security, as well as multiple one-time costs associated with MOVE2027 initiatives.
- Fuel expenses are budgeted to be flat, as JTA's fuel hedging program provides budget certainty.
- Insurance costs are increasing commensurate with Florida property insurance rates.
- A contingency of \$5.8 million has been included to balance revenues and expenses at \$155.6 million.



### FY24 CAPITAL BUDGET - SOURCES

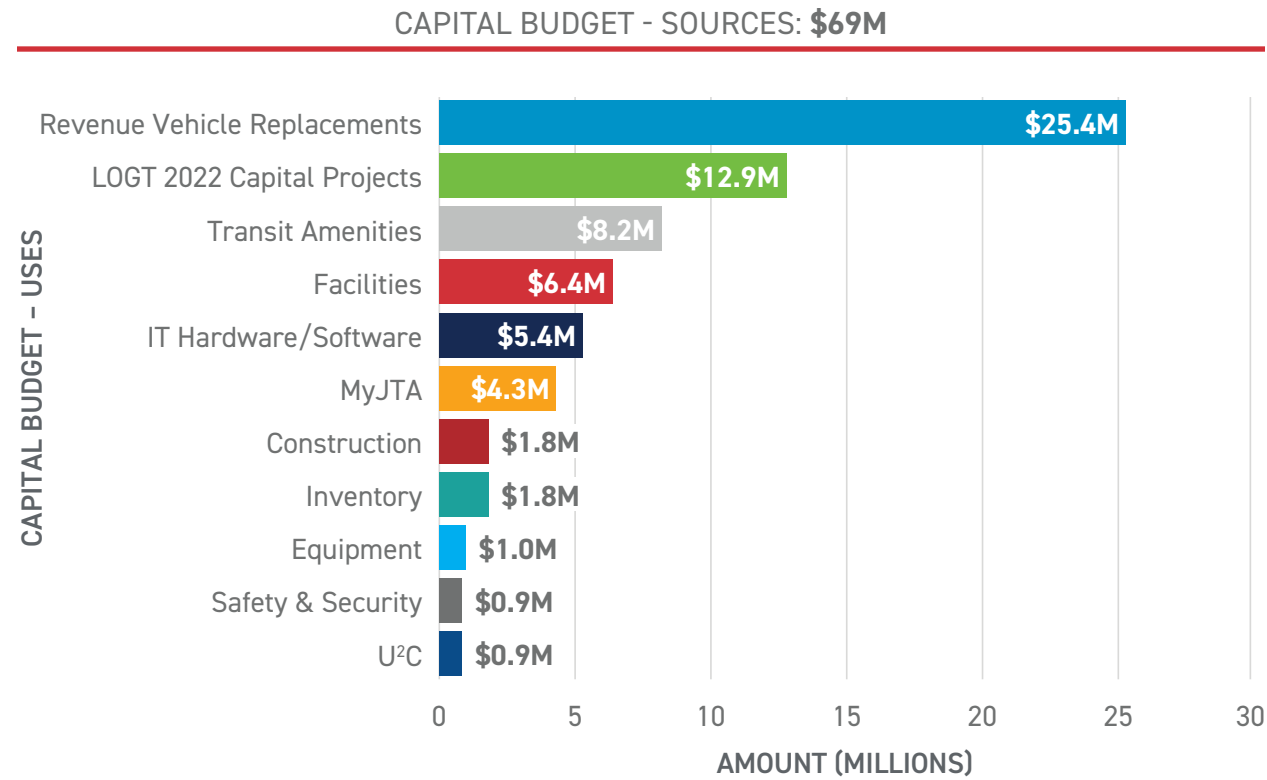
- Formula funds total \$20.5 million and include four FTA grants:
  - Section 5307 Urbanized Area - \$16.7 million
  - Section 5339 Bus & Bus Facilities - \$1.6 million
  - Section 5337 Skyway State of Good Repair - \$1.2 million
  - Section 5307 Federal Highway Transfer - \$1.0 million
- Discretionary grants awarded in 2022, but not included in the FY23 budget due to timing:
  - Low and No Emissions - \$15.4 million
  - Florida Department of Environmental Protection (Volkswagen settlement) - \$1.8 million
  - Transportation, Housing and Urban Development - \$1.2 million
- Discretionary grants awarded in FY23:
  - Transportation, Housing and Urban Development - \$6.7 million
- Local Option Gas Tax II (per May, 2021 Jacksonville City Council legislation) - \$12.9 million
- Local funding (primarily grant match for discretionary awards) - \$10.5 million

### CAPITAL BUDGET - SOURCES: \$69M



## FY24 CAPITAL BUDGET - USES

Largest single use of funds is in revenue vehicle replacements, specifically twenty-one compressed natural gas (CNG) buses, six battery-electric buses and twenty-two paratransit vehicles.



## Long Term Debt

The JTA's long-term debt consists of two revenue bonds issued against local option gas tax revenues. Additionally, the JTA is responsible for debt service on bonds issued by the City of Jacksonville against sales tax revenues. Debt instruments outstanding as of 3/31/23:

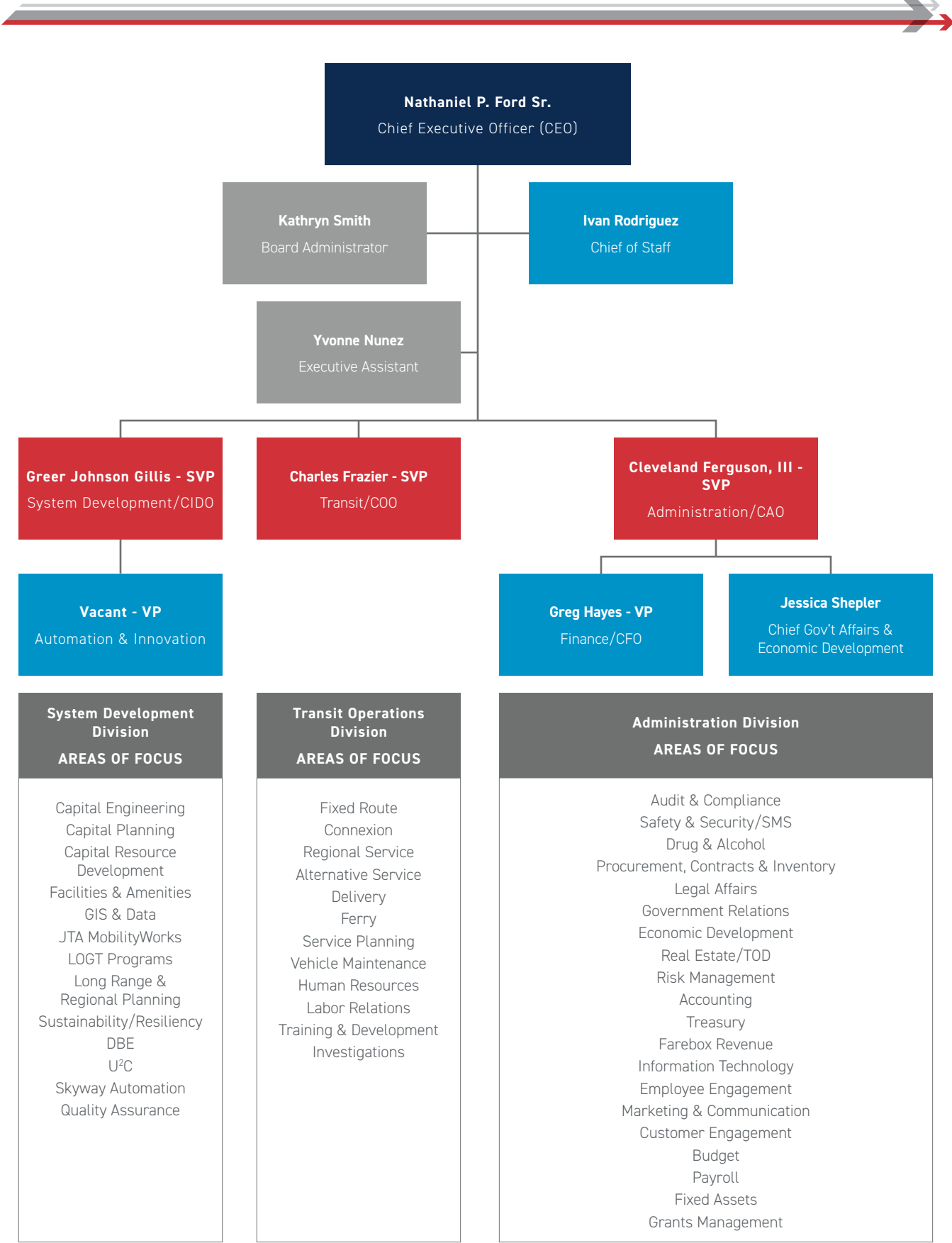
### LONG TERM DEBT

	Original Balance	Current Balance	Maturity Date
<b>SALES TAX BONDS</b>			
2015	\$197,295,000	\$180,525,000	2037
2018	53,180,000	18,960,000	2025
2020	155,040,000	144,515,000	2031
<b>LOGT BONDS</b>			
2015	97,485,000	77,270,000	2036
2020	35,360,000	33,720,000	2036
<b>Total Bonds</b>	<b>\$538,360,000</b>	<b>\$454,990,000</b>	

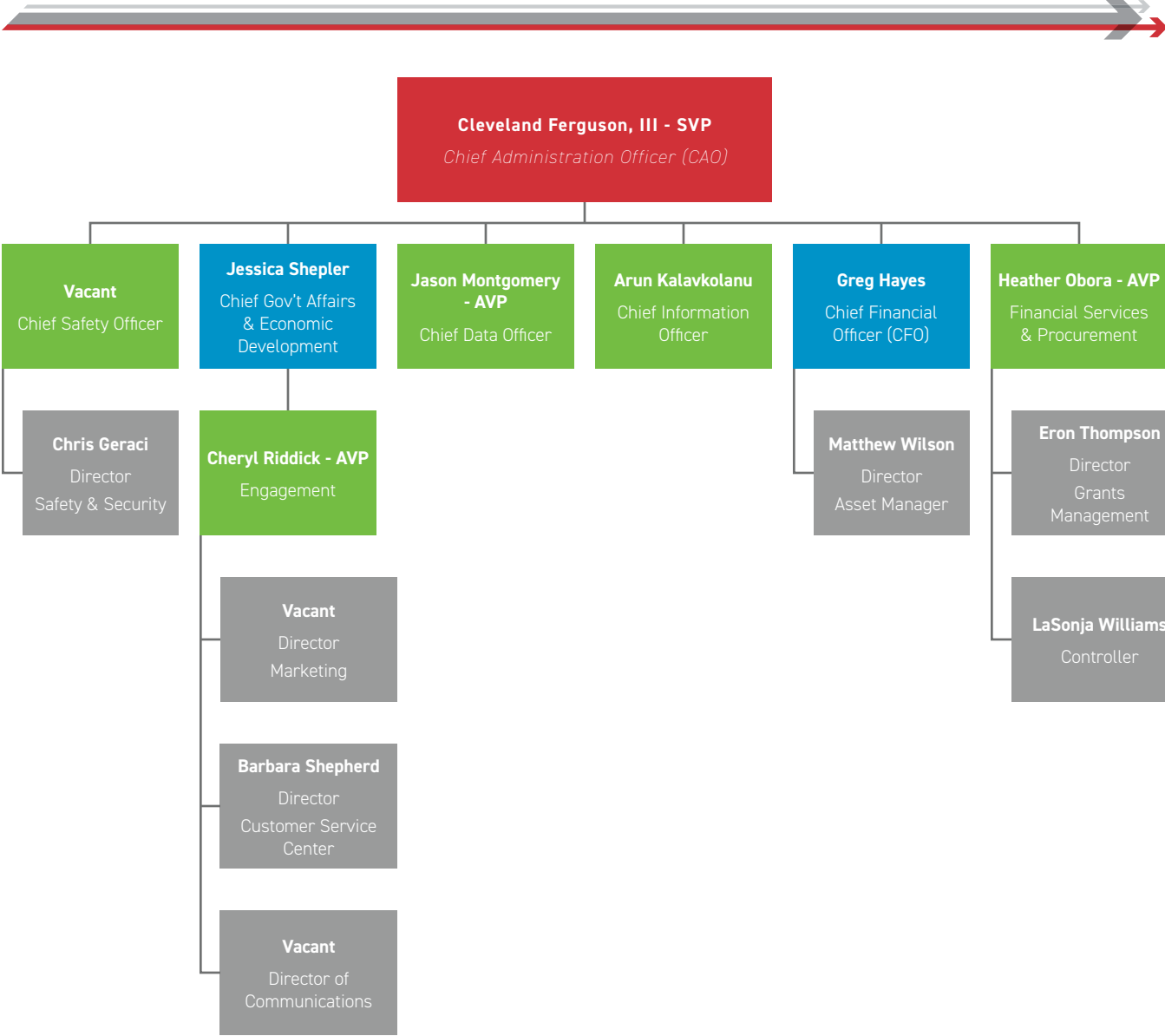
ORGANIZATIONAL  
CHARTS AS OF  
AUGUST 18, 2023

FISCAL YEAR 2024 BUDGET REPORT

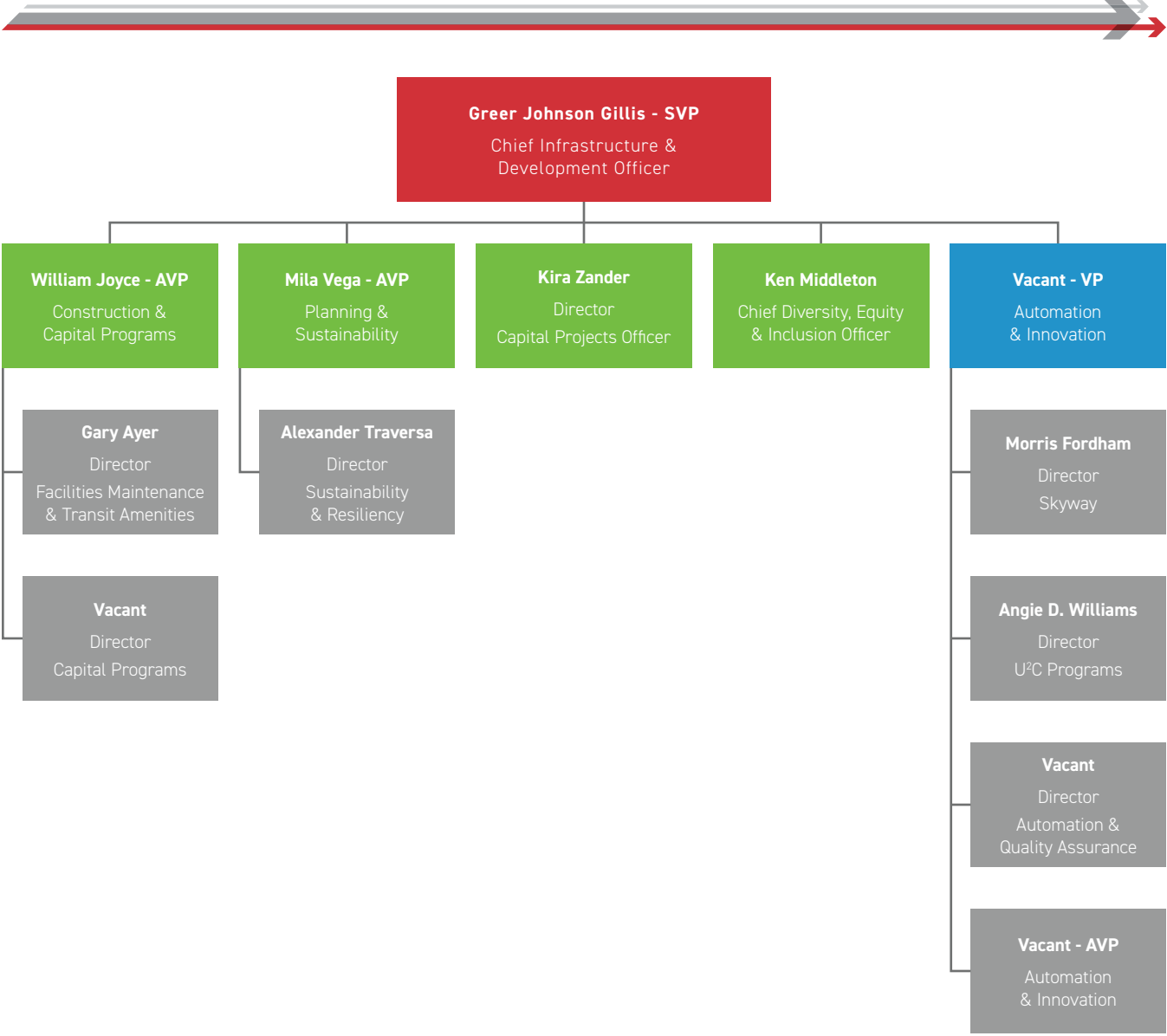
# Executive Leadership Team



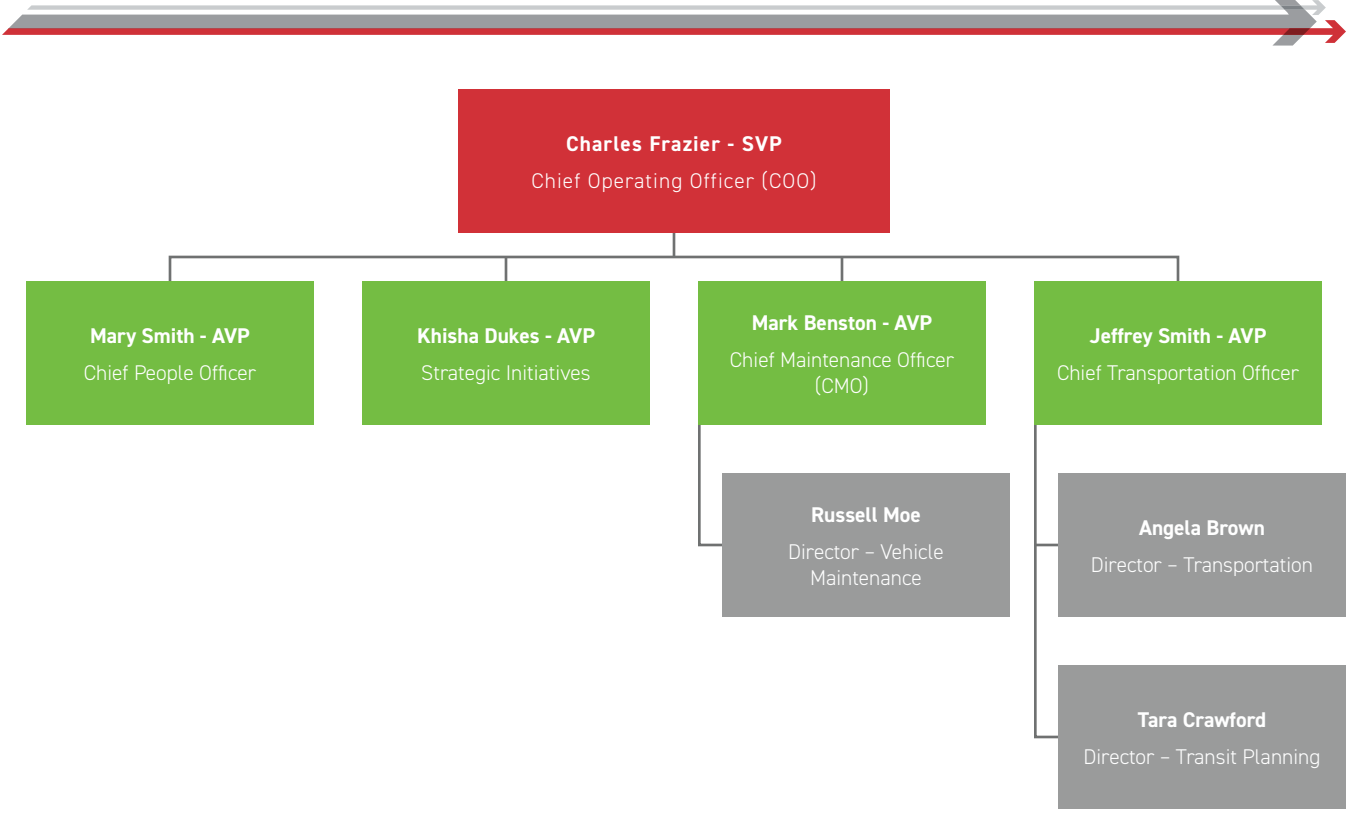
# Administration Division



# System Development Division



# Transit Operations Division





# HEAD COUNT



## FISCAL YEAR 2024 BUDGET REPORT

JACKSONVILLE TRANSPORTATION AUTHORITY HEADCOUNT POSITION TITLES	NUMBER OF POSITIONS
Accident & Incident Specialist	2
Accountant II	2
Accounting Coordinator	1
Accounting Manager - Corporate & Financial Reporting	1
Accounting Manager - Transit Operations	1
Accounts Payable Coordinator	2
Accounts Payable Supervisor	1
Accounts Receivable Coordinator	1
Accounts Receivable Supervisor	1
Application Support Engineer	3
Application Manager	1
Assistant Accounting Manager	1
Assistant Connexion Manager	1
Assistant Financial Reporting Manager	1
Assistant Fixed Assets Manager	1
Assistant Manager Revenue	1
Assistant Manager Transit Stops	1
Assistant Manager Capital Programming & Grants	1
Automation Engineer	1
AVP Chief Data Officer	1
AVP Chief Maintenance Officer	1
AVP Chief People Officer	1
AVP Chief Transportation Officer	1
AVP Construction & Capital Programs	1
AVP Engagement	1
AVP Financial Services & Procurement	1
AVP Planning & Sustainability	1
AVP Strategic Initiatives	1
Board Administrator	1
Business Development Manager	1
Business Relations Administrator	1
Buyer (Levels I, III)	2
Chief Diversity, Equity, Inclusion & Belonging Officer	1
Chief Executive Officer (CEO)	1
Chief Information Officer	1
Chief Information Security Officer (CISO)	1
Chief of Staff	1
Chief Safety Officer	1
Community Outreach Coordinator	6
Community Relations Manager	1
Connexion & Customer Service Supervisor	1
Connexion Manager	1
Contract Administrator (Levels I, II)	6
Controller	1
Creative Marketing Supervisor	1
Customer Advocacy Manager	1
Customer Experience Coordinator	1
Customer Service Representative	9
Customer Service Supervisor	1
Cybersecurity Engineer	1
Data Science Analyst	3

Data Science Architect	2
Data Science Developer	1
Data Science Manager	1
Deputy Chief Transportation Officer	1
Director Asset Manager	1
Director Automation & Innovation	1
Director Automation & QA	1
Director Capital Programs	1
Director Capital Projects Office	1
Director Customer Service Center	1
Director Facilities Maintenance & Transit Amenities	1
Director Grants Management	1
Director Marketing	1
Director Multimedia	1
Director Safety & Security	1
Director Skyway	1
Director Strategic and Regional Planning	1
Director Sustainability & Resiliency	1
Director Transit Planning	1
Director U <sup>2</sup> C Programs	1
Director Vehicle Maintenance	1
Director Economic Development	1
Dispatcher	10
Dispatcher Supervisor	1
Diversity Compliance Manager	1
Diversity Compliance Specialist (Levels I & II)	2
Drug & Alcohol Program Supervisor	1
Autonomous Vehicle Specialist	1
Eligibility Clerk Connexion	1
Eligibility Intake Coordinator	2
Employee & Labor Relations Manager	1
Employee Development Specialist	3
Ethics Officer	1
Events Coordinator	1
Events Manager	1
Executive Administrator to the CEO Office	1
Executive Assistant	2
Facilities Maintenance Manager	1
Fare Equipment Specialist	1
Financial Analyst	1
Financial Controls & Projects Manager	1
Financial Planning & Analysis Manager	1
Government & Community Affairs Manager	1
Grants Administrator	2
Graphic Designer	1
Human Resource Technical Analyst	1
Human Resource Generalist	1
Human Resource Specialist	1
Interim Transportation Superintendent	1
Internal Audit Manager	1
Internal Auditor	2
Inventory & Materials Manager	1
Inventory Specialist	1

Investigation Manager	1
Lead Community Outreach Coordinator	2
Lead Operations Supervisor - Road	1
Lead Payroll Practitioner	1
Lead Print Shop Operator	1
Lead Revenue Collections Attendant	1
Mailroom Clerk	1
Maintenance Clerk	2
Maintenance Planner	1
Maintenance Supervisor - Fixed Route	8
Maintenance Supervisor - Skyway	2
Maintenance Technician	88
Manager - JRTC	1
Marketing Communication Project Coordinator	1
Marketing Manager	2
Media Delivery Specialist	1
Mobility Contract Manager	1
Multimedia Communications Specialist	1
Multimedia Support Coordinator	1
Network Engineer (Levels I, II, III)	4
Office Manager	4
Operators Supervisor	13
Operator	368
Oracle Business Analyst	5
Payroll Manager	1
Payroll Practitioner	3
Planner (Levels II & III)	3
Print Shop Operator	1
Procurement Coordinator	1
Procurement Manager	2
Product Safety & QA Specialist	1
Program Administrator	1
Program Manager	5
Project Controls Manager	2
Project Controls Specialist I	1
Project Manager II	4
Property Manager	1
Public Outreach Project Coordinator	2
Recruitment & Compensation Manager	1
Revenue Cashier Supervisor	1
Revenue Clerk	2
Revenue Clerk Supervisor	1
Revenue Collections Attendant	2
Revenue Manager	1
Revenue Specialist	1
Risk Manager	1
Safety & Emergency Administrator	3
Skyway Central Control Operator	7
Skyway Engineer	1
Skyway Maintenance Manager	1
Skyway Operations Manager	1
Skyway Lead Control Operator	1
Skyway Technologies Specialist	1

Sr. Accountant	1
Sr. Ethics & Compliance Specialist	1
Sr. Analyst	4
Sr. Human Resource Generalist	1
Sr. Staff Assistant	5
Sr. Talent Acquisition Specialist	1
Staff Assistant II	4
Strategic Projects & Operations Support Manager	1
Supervisor, Skyway Training & Quality Assurance	1
Sustainability Analyst	1
SVP Chief Administrative Officer	1
SVP Chief Infrastructure & Development Officer	1
SVP Chief Operating Officer	1
Switchboard Receptionist	1
Systems Engineer (Levels I, II, III)	6
Talent Acquisition Coordinator	2
Talent Acquisition Specialist	1
Technical Support Coordinator - Skyway	1
Technology Manager	1
Ticket Revenue Cashier	6
Time & Attendance Specialist	1
Training Specialist	5
Transit Planning Manager	1
Transit Scheduler	2
Transit Station Manager	1
Transit Technologies Specialist	1
Transportation Superintendent	4
Travel Training Coordinator	1
Treasury Manager	1
Treasury Staff Accountant	1
Utility Worker	64
Vehicle Maintenance Manager	1
VP Automation & Innovation	1
VP Chief Financial Officer	1
VP Chief Government Affairs & Economic Development	1
Wellness & Benefits Manager	1
Workforce Development & Training Manager	1
<b>Grand Total</b>	<b>840</b>

# J T A H I S T O R Y



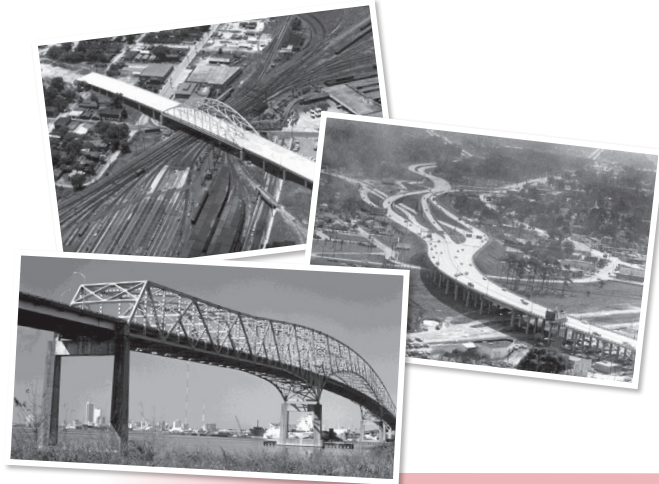
## F I S C A L Y E A R 2 0 2 4 B U D G E T R E P O R T

# Historic Timeline of the JTA



## 1950s

- 1955 - Jacksonville Expressway Authority (JEA), is formed by the Florida State Legislature.
- 1956 - Riverside Interchange section of the Jacksonville Expressway opens to traffic connecting the Fuller Warren Bridge to the Stockton exit.
- 1958 - First automatic tolls are installed on the Fuller Warren Bridge.
- 1959 - Southside link to the Jacksonville Expressway opens.



## 1960s

- 1960 - Two expressway links open at one time: Clark Road to U.S. 17 near Imeson Airport and Myrtle Avenue to U.S. 1.
- 1963 - Construction of the Commodore Point Bridge (Isaiah D. Hart Bridge) begins.
- 1966 - JEA approves construction of Atlantic Boulevard.
- 1969 - Isaiah D. Hart Bridge opens.



## 1970s

- 1970 - The Jacksonville Area Planning Board and the JEA meet jointly four times per year to coordinate planning for the City's highways and expressway system.
- 1971 - Construction begins on Florida State Road 202 (J. Turner Butler "JTB" Boulevard).
  - The JEA becomes the Jacksonville Transportation Authority (JTA) as designated by the Florida Legislature upon entering the bus business.
- 1974 - JTA introduces the Park-n-Ride program, opening the first lot at JTB and A1A served by an express bus.
- 1976 - Dial-A-Ride Transportation (DART) paratransit service begins.
- 1979 - The final 7.3-mile stretch of JTB opens to traffic.



## 1980s

- 1984 - JTA implements its first ever restructuring of the bus system with new routes, schedules, stops and signage.
- 1985 - JTA receives more than \$23 million from Urban Mass Transportation Administration to build the Automated Skyway Express.
- 1988 - Tolls at the Mathews Bridge, Fuller Warren Bridge, Hart Bridge, Trout River Bridge and JTB are removed.
- 1989 - Dames Point Bridge, officially named the Napoleon Bonaparte Broward Bridge, opens to the general public.
  - The Skyway starter line, spanning seven-tenths of a mile, begins operations.



## 1990s

- 1990 - After years of debate, a route for the Wonderwood Expressway is finalized.
  - JTA implements a new Trolley service.
- 1994 - The main transfer hub for JTA, FCCJ station, opens.
- 1995 - JTA begins the Stadium Shuttle Service providing transportation service to and from Jaguars games.
- 1997 - JTA implements the Bikes on Buses program.
- 1998 - Skyway service operating between Hemming Plaza and FCCJ Skyway stations and across the Acosta Bridge to San Marco opens.



## 2000s

- 2002 - JTA celebrates the opening of the Atlantic Blvd./Mayport Flyover and intersection improvements.
- 2003 - JTA adopts a three-year Strategic Plan that includes a revised mission statement and core values to guide how the agency conducts business.
- 2004 - The Wonderwood Bridge opens to traffic.
- 2005 - JTA celebrates 50 years of service to the community. Provides more than 450,000 trips on Stadium Shuttle and Skyway services during four days of Super Bowl events.
- 2006 - Heckscher Drive is widened from a two-lane road to a four-lane divided highway; JTA widens Argyle Forest Boulevard from two lanes to four.
- 2009 - The first JTA Community Shuttle begins service in Arlington; Beach Boulevard Bridge over the Intracoastal Waterway opens to traffic.



## 2010s

- 2010 - JTA introduces new JTB/I-95 ramps.
- 2011 - JTA completes the Atlantic/Kernan Interchange.
- 2012 - STAR Card electronic payment fare collection system launches.
  - Nathaniel P. Ford Sr., becomes JTA CEO.
- 2013 - Skyway reaches a one million trip milestone.
  - JTA starts Bikes on Skyway pilot program.
  - JTA introduces hybrid electric buses into the fleet.
- 2014 - JTA wraps its first Skyway train with artwork.
  - Black Creek Park-n-Ride lot opens.
  - Skyway accommodates 90,177 trips during the One Spark crowd-funding festival.
  - Local Option Gas Tax (LOGT) is extended to 2036 for the funding of transit and road projects.
  - JTA breaks ground on First Coast Flyer bus rapid transit.
  - Blueprint for Transportation Excellence (BTE) is announced as JTA's 20-year strategic plan.
  - JTA moves administrative headquarters to 121 W. Forsyth Street downtown.
  - JTA implements Route Optimization Initiative (ROI).
  - The NextBus real-time passenger info app launched.
- 2015 - JTA issues \$100.5 million in series 2015 revenue bonds.
  - Groundbreaking on Compressed Natural Gas (CNG) facilities.
  - Baldwin Park-n-Ride lot opens.
  - Mr. Ford receives the White House Champion of Change in Transportation Award.
  - MyJTA ticketing app launched.
  - Connexion relocates to the Myrtle Avenue Operations Campus.
  - First Coast Flyer Green Line opens on the North Corridor.
- 2016 - JTA's CNG station opens on Myrtle Avenue Operations Campus.
  - Old St. Augustine Road project opens to traffic.
  - Groundbreaking held for Girvin Road JTAMobilityWorks project.
  - JTA assumes ownership and operations of the St. Johns River Ferry.
  - JTA receives APTA's 2016 Outstanding Public Transportation System Achievement Award.
  - Soutel Transit Hub opens.
  - The JTA Stadium Shuttle rebrands to the Gameday Xpress.
  - Armsdale Park-n-Ride opens.
  - First Coast Flyer Blue Line opens on the Southeast Corridor.
  - The JTA receives Florida Public Transportation Association System of the Year Award.
- 2017 - Groundbreaking held for Jacksonville Regional Transportation Center at LaVilla.
  - Groundbreaking held for Collins Road JTAMobilityWorks project.
  - Autonomous vehicle (AV) test track launches.
  - AV demonstration event.
  - Launch of the Try Transit campaign.
  - Received TEAMFL Chairman Award
- 2018 - Launch of JTA See & Say app.
  - Inaugural Partner-2-Partner (P2P) Sunshine Forum.
  - Unveiled the Gen 2 autonomous vehicle.
  - Hosted APTA Fare Collection & Revenue Management Conference.
  - Ribbon cutting for the Intercity Bus Terminal.
  - Launched JTA University.
  - USDOT awarded \$12.5 million BUILD grant for the Bay Street Innovation Corridor.
- 2019 - Girvin Road JTAMobilityWorks project completed.
  - Clay Community Transportation Flex Route and TD service launched.
  - Dames Point Bridge celebrates 30-year anniversary.
  - Hosted FPTA Florida Triple Crown Bus Rodeo.
  - JTA wins top award of Urban Grand Champions at the Florida Triple Crown Bus Rodeo.
  - FTA awarded JTA \$16.6 million for FCF BRT Orange Line project.
  - Skyway 30-year anniversary celebration.
  - Mr. Ford receives the "Thought Leader" Award from the ENO Center for Transportation.
  - Hosted the APTA TBM-TBA Seminar.
  - Completed three projects as part of Safe Routes to School: Brentwood Elementary, Livingston Elementary and Butler Middle schools.
- Completed Mandarin Walk sidewalk project.
- Groundbreaking held for Kernan Boulevard JTAMobilityWorks project.
- First Coast Flyer Red Line begins service from Downtown to the Beaches.
- Nassau Express Select begins service from Nassau County to Downtown Jacksonville.
- Avenues Walk Park-n-Ride Center becomes operational.
- ReadIRide on-call transportation begins service to five zones within Jacksonville.
- JTA receives FPTA's Gold Bus Safety Excellence Award.
- Mr. Ford inducted into First Coast Business Hall of Fame.
- JTA receives 2018 Community Partner Award from the U.S. Small Business Administration.



## 2020s

- Jacksonville Regional Transportation Center at LaVilla opens for service.
- JTA receives TOD Planning Grants from the FTA for U<sup>2</sup>C, First Coast Flyer Green Line and proposed commuter rail corridor.
- JTA and FSCJ execute agreement for Autonomous Vehicle testing and educational initiatives.
- JTA and Agape Health Launch "Wellness on Wheels" Mobile Vaccination Clinic.
- JTA welcomes first zero-emission GILLIG all electric buses to the fleet.
- Goodyear, Local Motors, Beep and JTA test from Airless Tire on Autonomous Vehicles.
- JRTC at LaVilla certified as a LEED Gold Facility.
- Crazy Bean Coffee opens inside the JRTC.
- JTA Launches Clay County Community Green Line.
- 2020 - JTA hosts U<sup>2</sup>C Industry Forum.
  - JTA launches the U<sup>2</sup>C Transit-Oriented Development Pilot.
  - JTA completes Kernan Boulevard JTAMobilityWorks project.
  - FTA awards JTA \$52 million passenger ferry grant.
  - JTA receives \$11.9 million bus and bus facilities grant.
- APTA names Ford 2020 Outstanding Public Transportation Manager.
- JTA, Beep and Navya autonomous shuttle help Mayo Clinic transport COVID-19 tests.
- JTA, FSCJ execute agreement for AV testing, educational initiatives.
- JTA opens the JRTC at LaVilla Produce Market.
- Groundbreaking held for First Coast Flyer Orange Line.
- JTA receives FPTA Outstanding System of the Year Award.
- 2021 - JTA launches Ride to Health initiative; helps transport seniors and healthcare workers to vaccination sites for free.
  - Groundbreaking held for McDuff Avenue-5th Street JTAMobilityWorks project.
  - Groundbreaking held for Alta Drive JTAMobilityWorks project.
  - JTA partners with Agape Family Health to launch Wellness on Wheels mobile vaccination delivery.
- 2022 - JTA CEO Nathaniel P. Ford Sr. begins term as Chair of Transportation Research Board Executive Committee.
  - JTA partners with Corner Lot Living for Transit-Oriented Development.
- JTA and Duval County Public Schools partner to launch free rides through My Ride 2 School.
- JTA launches Ride to Health initiative; helps transport seniors and healthcare workers to vaccination sites for free.
- Groundbreaking held for Alta Drive JTAMobilityWorks project.
- JTA awarded \$15.4 million U.S. Department of Transportation sustainability grant to support fleet improvement.
- JTA hosts Zero Emissions Forum for discussions on the future of zero-emissions transportation.
- New MyJTA mobile app launches on October 24, 2022.
- JTA completes MobilityWorks project on McDuff & 5th Street.
- 2023 - JTA hosts UITP North American Forum in downtown Jacksonville.
  - JTA Board of Directors approves 10-year contract to expand paratransit & alternate service delivery.
  - JTA and Corner Lot break ground on Artea TOD project on the Southbank.

# LEADERSHIP

## FISCAL YEAR 2024 BUDGET REPORT

### LEADERSHIP

## JTA Board of Directors

The vision, mission, and core values of the JTA are reflected in its Board of Directors who have a common goal to make public transportation the best it can be.

The Jacksonville Transportation Authority's governing body is comprised of seven members. Three members are appointed by the Governor and confirmed by the Florida Senate, three members are appointed by Jacksonville's Mayor and confirmed by the City Council, and the seventh member is the District Two Secretary of the Florida Department of Transportation (FDOT). Members serve a

four-year term with the exception of the FDOT Secretary who serves the length of his/her employment in that position and can be re-appointed for an additional four years. The board members of the JTA are not entitled to compensation but are reimbursed for travel and other expenses actually incurred in their duties as provided by law.



Debbie Buckland, Chair



G. Ray Driver, Jr., Vice-chair



Abel Harding, Secretary



Aundra Wallace, Treasurer



Stephanie Burch, Board Member



Ari Jolly, Immediate Past Chair



Greg Evans, FDOT District 2 Secretary and Ex-officio Board Member

Together with the Board of Directors, JTA's mission is driven by the CEO and Executive Leadership Team, and in the myriad of JTA initiatives that have received industry honors for being diverse, equitable, and sustainable for the Authority and the people it serves.

## JTA Executive Leadership Team

At the forefront of the JTA are our Chief Executive Officer, Nathaniel P. Ford Sr., and our seven-person Board of Directors. The JTA's transformation into a leading mobility integrator would not have been possible without our dedicated CEO and Board who work in collaboration with the Authority's executive leadership.



**Nathaniel P. Ford Sr.,**  
Chief Executive Officer



**Ivan Rodriguez-Seda,**  
Chief of Staff



**Cleveland Ferguson III,**  
Chief Administrative Officer



**Charles Frazier,**  
Chief Operating Officer



**Greer Johnson Gillis,** Chief  
Infrastructure and Development Officer

MOVE 2027  
MISSION, VISION  
& CORE VALUES



FISCAL YEAR 2024 BUDGET REPORT

# JTA's Vision, Mission, and Core Values

What does the future of mobility look like in Northeast Florida? That simple question kicked off the development of MOVE2027. In discussions with agency staff, the public, and stakeholders, a vision for a better multi-modal transportation network began taking hold: a Northeast Florida where the JTA facilitates a seamless complete trip for our customers - from door to door. A seamless trip means providing the public tools to plan and pay for their trip, infrastructure to facilitate a safe and comfortable journey, and services that connect the public to key destinations across the region. From this starting point, the JTA updated its vision, mission, core values, and goals to ensure they align with one another and provide the JTA with a roadmap for the future.



## Vision



A vision statement articulates what the JTA hopes to achieve in the long run. As part of MOVE2027, the Authority updated its vision statement.

**A thriving and connected Northeast Florida powered by seamless mobility solutions for all**

## Mission



If the vision articulates what the JTA hopes to achieve, its mission describes the Authority's core purpose.

**To enhance Northeast Florida's economy, environment, and quality of life for all by providing safe, reliable, innovative, sustainable, and dignified mobility solutions and facilities**

## Core Values



The JTA has five core values that are the guiding principles for everything we do. As part of MOVE2027, we revisited the Authority's core values, making updates to align with the overall mission and vision of the Authority.

### TEAM EXCELLENCE

We are committed to and invested in each other's growth and success.

### EQUITY

We enhance access and neighborhood connections to all of life's opportunities, including jobs, housing, health care, education, recreation, shopping, and more, for everyone in support of economic development and growth.

### AFFORDABILITY

We strive to ensure that everyone in Northeast Florida has access to dignified, state-of-the-art mobility solutions for every trip.

### COLLABORATION

We are a proven partner that works together with the public, private, and non-profit sectors to deliver in an ethical manner to Northeast Florida.

### AGILE INNOVATION

We are an agile organization that focuses on sustainability to deliver innovative solutions externally and internally in response to the changing needs of our workforce, community, and the environment.



MOVE 2027  
STRATEGIC  
INITIATIVES



FISCAL YEAR 2024 BUDGET REPORT

INITIATIVE 1



**TEAMWORKS** is the JTA's initiative to develop a stronger and more resilient organization prepared to meet any challenges ahead. This initiative ensures the JTA organization and staff are well positioned to realize the MOVE2027 vision. **TEAMWORKS** is committed to furthering equity throughout the organization, improving and supporting JTA's workforce, and enhancing internal processes. The strategies that will accomplish this initiative are below.

Strategy Name	Description
<b>1.01: APTA Racial Equity Commitment Program</b> 	Participate in the Pilot Racial Equity Commitment Program to advance diversity, inclusion, and equity by implementing the principles recommended by the American Public Transportation Association (APTA) to initiate a comprehensive racial equity action plan. This strategy addresses APTA's first principle of equity by reconfirming the JTA's commitment to advancing racial equity. The remaining four principles are addressed as tactics.
<b>1.02: Human Capital Management and Planning</b>	Develop a range of programs aimed at comprehensive Human Capital Management, deploying workforce strategies that address the recruitment, development, and retention of talent capable of meeting the current and future needs of the JTA.
<b>1.03: Employee Engagement</b>	Program to regularly survey and engage employees to solicit feedback at all levels of the organization on how the JTA can meet its strategic objectives. Explore new ways to award employee excellence and identify high performers.
<b>1.04: Employee Wellness Program</b>	Align wellness programs to address areas such as chronic disease, physical fitness, and stress reduction. Launch complete wellness program that supports healthy eating, healthy physical practices, financial literacy, and development of new life skills. Launch wellness fair, fitness fair, and employee appreciation events.
<b>1.05: Technology Integration in Daily Work</b>	Develop programs that better integrate new technologies into the JTA's day-to-day work functions. These investments will change how the JTA does business, operates internally, and communicates with the public.
<b>1.06: Employment and Support Services</b>	Implement a program to assist in overcoming barriers to employment, recruitment, and retention by providing support services including housing subsidies or allowances, childcare assistance, transportation assistance, and other employment related special needs.

## INITIATIVE 2



**TRANSITWORKS** is the JTA's initiative to create a more convenient, nimble, and responsive transit network. Integrated mobility services provide the JTA's customers with affordable, efficient, and equitable travel options to make complete trips. Under **TRANSITWORKS**, the JTA will continue to optimize its bus network to meet changing customer needs, invest in bus stop infrastructure and accessibility, expand the use of microtransit, improve paratransit service, and invest in transit priority infrastructure that furthers equity. The strategies that will accomplish this initiative are below.

Strategy Name	Description
<b>2.01: Transit Network Optimization</b>	Continue adjusting the JTA's fixed-route network to meet changing travel demands in the region. Key aims of this strategy are re-aligning service to post-pandemic travel demands, extending bus service to underserved regional centers, and streamlining the service change process.
<b>2.02: Transit Amenity and ADA Accessibility</b>	Develop and implement a plan for improving bus stops across the region. Investments include making bus stops ADA accessible, safety improvements, new shelters, and expanded bus stop amenities.
<b>2.03: Microtransit Expansion</b>	Expand the deployment of microtransit at the JTA to extend the reach of public transit and bridge the first/last mile gap to fixed-route service. As part of the strategy, the JTA would implement new technologies that make it easier for customers to request trips in real-time.
<b>2.04: Paratransit Enhancements</b>	Enhance paratransit through operating and marketing improvements that will make using those services easier and more accessible for customers.
<b>2.05: Transit Equity Prioritization</b>	Program to more equitably manage the region's roadways to prioritize public transit. Investments in transit priority are investments in equity, by expanding mobility for residents who rely on public transit to get around. The JTA strives to make transit more time competitive with personal vehicles.

## INITIATIVE 3



**MOBILITYWORKS** is JTA's initiative to build out multi-modal infrastructure for a safer and more resilient region. Quality first/last mile infrastructure is essential to provide seamless door-to-door transportation (complete trips). As part of this initiative, the JTA will further the development of complete streets, active transportation infrastructure, and improvements to the public realm. **MOBILITYWORKS** will create safer streets, helping the region move closer to achieving zero traffic fatalities, a goal known as Vision Zero. The strategies that will accomplish this initiative are below.

Strategy Name	Description
<b>3.01: Transformative Active Transportation Infrastructure</b>	Support the construction of an integrated active transportation network in Northeast Florida. The Emerald Trail in Jacksonville provides a foundation for the regional bicycle and pedestrian network; opportunities exist to expand the network throughout the region.
<b>3.02: Tactical Urbanism and Quick Build</b>	Pilot low-cost tactical urbanism projects across the region. Tactical urbanism is a term describing low-cost, quick build investments in the public realm that enhance neighborhood placemaking and safety through low-cost infrastructure, art, and landscaping.
<b>3.03: Complete Streets</b>	Complete Streets is a transportation infrastructure design approach that designs streets for all users, not just cars. Program to continue implementation of Complete Streets across the region, including finishing all complete streets projects funded by the local option gas tax (LOGT).
<b>3.04: Vision Zero</b>	Take on a leadership role in achieving zero traffic fatalities by identifying safety hot spots, convening partners to implement infrastructure improvements, and making investments around JTA facilities and bus stops aimed at improving traffic safety.

## INITIATIVE 4



**CUSTOMERWORKS** is the JTA's initiative to improve the customer experience and make the JTA the regional integrator of mobility services. This initiative provides our customers the tools and information to make complete trips regardless of destination or mode. The strategies that will accomplish this initiative are below.

Strategy Name	Description
<b>4.01: Complete Trips</b>	Enable seamless door-to-door trips across a variety of modes by providing customers the tools and services necessary to make travel on the JTA and partner services easier than driving themselves. Example tactics include deployment of new unified mobility app, a universal basic mobility program, and establishment of a guaranteed ride home program.
<b>4.02: Fare Structure and Policy</b>	Evaluate pricing of all the JTA services, including transit fares, to address issues of affordability and equity.
<b>4.03: Advanced Customer Service and Information</b>	Invest in a variety of solutions to improve customer service by providing customers better service information that is customized to their needs. Solutions range from new apps and technology to improved wayfinding.
<b>4.04: JTA Ambassadors</b>	Elevate and expand the existing Outreach Specialist Program to be a bridge between the JTA and the community. Ambassadors would be trusted members of underserved communities who support customer engagement, communication, and education activities.
<b>4.05: Transportation Demand Management Program</b>	Establish a transportation demand management (TDM) program within the JTA that will facilitate, and coordinate travel training, marketing, and partnership activities aimed at incentivizing travel by modes other than driving alone.

## INITIATIVE 5



**REGIONALWORKS** is the JTA's initiative to establish a seamless transportation network across Northeast Florida. The JTA as a regional mobility integrator can help eliminate barriers to regional transportation and help achieve a truly integrated regional transportation system. This initiative includes a mix of strategies that help facilitate regional collaboration, plan for new regional transit infrastructure, and allow JTA to better serve customers across the region. The strategies that will accomplish this initiative are below.

Strategy Name	Description
<b>5.01: First Coast Commuter Rail</b>	Support the development of regional rail in Northeast Florida by completing planning and environmental review.
<b>5.02: Waterborne Transportation</b>	Evaluate and coordinate a program of improved waterborne transportation serving communities across Northeast Florida.
<b>5.03: Regional Transit Network Expansion</b>	Continue expansion of JTA's services in the region, including growth of local transit and microtransit services outside Duval County, expansion of JTA's BRT system, and exploration of additional multimodal service options.
<b>5.04: Passenger Mobility Hubs</b>	Develop a plan for passenger mobility hubs as part of future service planning efforts that can allow the JTA to better serve customers. Hubs would bring together the JTA services with other modes like micromobility and TNC services. Locations could range from higher-ridership bus stops to new transit centers.
<b>5.05: Modernize and Expand Facilities</b>	Develop a strategy to modernize and expand the JTA's operating facilities, from upgrades or a replacement to the Myrtle Avenue Operations Campus, to the development of satellite operating facilities.
<b>5.06: Centralized Parking Management</b>	Work with local partners to establish the JTA as a regional parking agency, taking on greater responsibility for the management of on or off-street parking, and integrating parking solutions with JTA services like unified mobility app (UMA).
<b>5.07: Regional Transportation Leadership</b>	Support collaboration and cooperation on transportation investments across the region. Convene key stakeholders and help direct coordinated action on transportation network operations and capital investments.

## INITIATIVE 6



### INNOVATIONWORKS



**INNOVATIONWORKS** is the JTA's initiative to further its leadership in innovative and clean mobility solutions. Adoption of new technologies will enable the JTA to deliver the nimble services necessary to realize its vision of providing seamless trips. Highlights of this initiative include a transition to a zero-emissions fleet, adoption of autonomous self-driving technology, and changes to internal and external policies to promote innovation. The strategies that will accomplish this initiative are below.

Strategy Name	Description
<b>6.01: Advance the Development of the Sustainability Office</b>	Continue expansion and elevate the Sustainability Office to advance Authority-wide sustainability and resilience goals. Re-evaluate Sustainability Action Plan and realign with new Federal, State, and Authority priorities.
<b>6.02: Achieving Carbon Neutral Operations</b>	Make progress toward the JTA's goal of achieving carbon neutrality by 2050. Strategy encompasses adoption of zero-emission fleet and shift toward renewable energy.
<b>6.03: Implement U<sup>2</sup>C and Agile Network</b>	Introduce a range of connected and autonomous transit services in Jacksonville, including the Ultimate Urban Circulator project, to improve mobility for customers.
<b>6.04: Regional CAV/ Autonomous Transit Priority Lanes</b>	Partner with FDOT and jurisdictions to explore creating managed connected and autonomous vehicle (CAV) lanes (managed lanes that are for exclusive use of Connected and Autonomous Vehicles), effectively providing high levels of transit priority and operating at much higher capacities than possible on conventional roadways.
<b>6.05: Technology Bench</b>	Develop a bench of consultants and technology providers to work directly with partners to nimbly and collaboratively design, deploy, and actively manage the transportation system in a range of emerging areas.
<b>6.06: Advocacy for Innovative Transportation Policy</b>	Re-evaluate and recommend new methods for how we measure, regulate, and prioritize transit investments to better embrace changing mobility needs. The move toward electrification, autonomous vehicles, public-private-partnerships, and new service models is complicated by established policies and measures designed for traditional fixed-route transit.
<b>6.07: Long Range Strategic Plan</b>	Scope and complete a long-range strategic plan for JTA and the region that extends to 2050. This plan would explore major transformative mobility investments for the Jacksonville region, building on the groundwork established in MOVE2027.

## INITIATIVE 7



### COMMUNITYWORKS



**COMMUNITYWORKS** is the JTA's initiative to leverage its resources and relationships with partners to strengthen the region. Partnerships are essential for successfully delivering the JTA's vision of a thriving Northeast Florida. As part of this initiative, JTA would partner to support economic development, education, housing, infrastructure, and public health challenges facing the region. The strategies that will accomplish this initiative are below.

Strategy Name	Description
<b>7.01: Workforce Development and Education</b>	Establish partnerships with local institutions like Duval County Public Schools and FSCJ to support the development of a workforce pipeline to the JTA. Partnerships could include training, academic programming, and recruitment components.
<b>7.02: Transit-Oriented Development (TOD) and Joint Development</b>	Develop a program to support property development and revitalization across the region, either through redevelopment of JTA property or through partnerships with other private or public property owners.
<b>7.03: Infrastructure Joint Development</b>	Seek opportunities to integrate other types of public infrastructure such as new broadband fiber, EV charging infrastructure, and lighting into projects.
<b>7.04: Regional Mobility Coalition</b>	Become the convener within the region to have a standardized/harmonized permit program and collective negotiation process with private mobility providers such as micromobility systems. This would give Northeast Florida greater leverage to facilitate private mobility services at a regional scale.
<b>7.05: Expansion of JTA Cares</b>	Expand JTA Cares by forging strong regional partnerships with the public sector, private sector, and non-profits. The program provides a range of community-focused and sustainable activities.
<b>7.06: Arts on Transit Program</b>	Expand local public art across the JTA system by commissioning local artists to create artwork on JTA property, infrastructure, and bus stops.

# MOVE 2027 COST ESTIMATES

## FISCAL YEAR 2024 BUDGET REPORT

# Cost Estimates

All costs are in 2022\$.

Core Initiative	Strategy Name	Tactic Name	Cost Estimate (2022\$)
TEAMWORKS	1.01: APTA Racial Equity Commitment Program	1.01.01: Undertake Annual Assessment	\$100,000
		1.01.02: Review Demographic Data	\$10,000
		1.01.03: Implement Inclusive Policies	\$10,000
		1.01.04: Engage on All Levels	\$10,000
	1.02: Human Capital Management and Planning	1.02.01: Workforce Development	\$20,000
		1.02.02: Total Compensation Analysis	\$30,000
		1.02.03: Human Capital Management Platform	\$882,000
		1.02.04: Succession and Staff Resiliency Plan	\$30,000
		1.02.05: Develop and Monitor Effectiveness of New Flexible Work Procedures to Attract and Retain Talent	\$20,000
	1.03: Employee Engagement	1.03.01: Implement the Baldrige Performance Excellence Framework and Strive for a Baldrige Award	\$100,000
	1.04: Employee Wellness Program	1.04.01: Identify Health and Wellness Needs	\$20,000
		1.04.02: Launch Complete Wellness Program	\$30,000
	1.05: Technology Integration in Daily Work	1.05.01: AI and Machine Learning for Maintenance Functions	\$150,000
		1.05.02: Strategic Plan Dashboard	\$20,000
		1.05.03: Enterprise Content Management System	\$288,000
	1.06: Employment and Support Services	1.06.01: Workforce Housing	\$2,400,000
		1.06.02: Transportation Assistance	\$600,000
		1.06.03: Employee Childcare Program	\$4,500,000
<b>Total Cost – TEAMWORKS Initiative</b>			<b>\$9,220,000</b>
TRANSITWORKS	2.01: Transit Network Optimization	2.01.01: Continuous Transit Service Evaluation and Improvement Program	\$1,000,000
		2.01.02: Countywide Mobility Programs	\$1,300,000
		2.01.03: Reduce Number of Service Changes	\$0
	2.02: Transit Amenity and ADA Accessibility	2.02.01: Countywide Transit Enhancements Improvements	\$41,652,600
		2.02.02: Northwest Jacksonville Corridor Improvements	\$16,651,800
		2.02.03: ADA Action Plan	\$500,000
		2.02.04: Bus Stops of the Future	\$12,000,000
	2.03: Microtransit Expansion	2.03.01: Procure Microtransit Software Platform	\$1,200,000
		2.03.02: Ongoing Microtransit System Planning and Implementation	\$500,000
	2.04: Paratransit Enhancements	2.04.01: Commingle Paratransit and Microtransit Services	\$1,000,000
2.05: Transit Equity Prioritization	2.05.01: Transit Exclusive Lanes	\$10,100,000	
	2.05.02: Transit Signal Prioritization	\$600,000	
<b>Total Cost – TRANSITWORKS Initiative</b>			<b>\$86,504,400</b>
MOBILITYWORKS	3.01: Transformative Active Transportation Infrastructure	3.01.01: Emerald Trail	\$132,000,000
		3.01.02: First/Last-Mile Connections	\$300,000
		3.01.03: Regional Trail Plan	\$500,000
	3.02: Tactical Urbanism and Quick Build	3.02.01: Pop-Up Improvements in Underserved Communities	\$2,000,000
	3.03: Complete Streets	3.03.01: Low-Cost ADA/SRTS Program Management	\$41,701,000
		3.03.02: Develop and Implement Active Transportation Small Area Plans	\$600,000
		3.03.03: Integrate Complete Streets and Bus Priority Planning	\$1,000,000
		3.03.04: Identify First/Last-Mile and Bike/Ped/Safety Deficiencies	\$500,000
	3.04: Vision Zero	3.04.01: Vision Zero Program	\$3,000,000
	<b>Total Cost – MOBILITYWORKS Initiative</b>		

KEY: Denotes Jobs4Jax/LOGT-funded projects

# Cost Estimates continued

All costs are in 2022\$.

Core Initiative	Strategy Name	Tactic Name	Cost Estimate (2022\$)	
<b>CUSTOMERWORKS</b>	4.01: Complete Trips	4.01.01: Unified Mobile App (UMA)	\$10,800,000	
		4.01.02: Universal Basic Mobility Program	\$100,000	
		4.01.03: Guaranteed Rides Home	\$500,000	
	4.02: Fare Structure and Policy	4.02.01: Fare-Capping	\$0	
		4.02.02: Fare-Free	\$600,000	
		4.02.03: Customer Affinity Program	\$100,000	
	4.03: Advanced Customer Service and Information	4.03.01: Artificial Intelligence and Machine Learning for Customer Service	\$340,000	
		4.03.02: Avatar JTA Brand Ambassador	\$120,000	
		4.03.03: Wayfinding Strategic Plan and Technology	\$1,200,000	
	4.04: JTA Ambassadors	4.04.01: Ambassador Recruitment and Training	\$1,620,000	
	4.05: Transportation Demand Management Program	4.05.01: Stand-up a TDM Department within JTA	\$1,000,000	
		4.05.02: Behavioral Science-based Incentives	\$200,000	
		4.05.03: Employer Partner Program	\$50,000	
		4.05.04: Residential Partner Program	\$50,000	
		4.05.05: Mobility Wallet Subsidy	\$500,000	
		4.05.06: Travel Training and Customer Education	\$200,000	
	<b>Total Cost – CUSTOMERWORKS Initiative</b>			<b>\$17,380,000</b>
	<b>REGIONALWORKS</b>	5.01: First Coast Commuter Rail	5.01.01: PE and NEPA for First Coast Commuter Rail and Downtown Rail Terminal	\$3,360,500
5.01.02: Integrated Passenger Rail Service			\$100,000	
5.02: Waterborne Transportation		5.02.01: Upgrade St. Johns River Ferry Facilities and Service	\$20,000,000	
		5.02.02: Water Taxis	\$800,000	
		5.02.03: Commuter Ferry Service	\$800,000	
5.03: Regional Transit Network Expansion		5.03.01: Expansion of Regional Local Services	\$600,000	
		5.03.02: BRT/Fixed Guideway Network Expansion	\$34,000,000	
5.04: Passenger Mobility Hubs		5.04.01: Mobility Hub Visioning Plan	\$500,000	
5.05: Modernize and Expand Facilities		5.05.01: Regional Satellite Facilities	\$1,000,000	
		5.05.02: Modernize Myrtle Ave. Operations Campus	\$12,000,000	
5.06: Centralized Parking Management		5.06.01: Parking Management Policy	\$100,000	
		5.06.02: Centralized Parking Management	\$50,000	
5.07: Regional Transportation Leadership		5.07.01: Regional Capital Infrastructure Summit	\$150,000	
		5.07.02: Establish Data Interoperability Standards	\$500,000	
	5.07.03: Regional Shared Vision and Rebranding	\$0		
	5.07.04: Regional Transportation Governance and Coordination Assessment	\$500,000		
<b>Total Cost – REGIONALWORKS Initiative</b>			<b>\$74,460,500</b>	

**KEY:** Denotes Jobs4Jax/LOGT-funded projects

# Cost Estimates continued

All costs are in 2022\$.

Core Initiative	Strategy Name	Tactic Name	Cost Estimate (2022\$)
<b>INNOVATIONWORKS</b>	6.01: Advance the Development of the Sustainability Office	6.01.01: Water Management	\$950,099
		6.01.02: High Efficiency Facility Upgrades	\$1,188,671
		6.01.03: Waste and Material Management	\$113,000
		6.01.04: Sustainability Training	\$70,600
	6.02: Achieving Carbon Neutral Operations	6.02.01: Energy Audit	\$200,000
		6.02.02: Implement Facility Decentralization with Alternative Fueling Infrastructure Study Recommendations	TBD
		6.02.03: Transition to Zero Emissions Fleet	\$26,000,000
		6.02.04: Shift Toward Renewable Energy	\$0
		6.02.05: Long-Range Funding Strategy	\$100,000
	6.03: Implement U <sup>2</sup> C and Agile Network	6.03.01: Expand AV Shuttle Pilots throughout the Region	\$6,000,000
		6.03.02: Neighborhood Extensions of U <sup>2</sup> C	\$131,890,000
		6.03.03: Skyway Rehabilitation and Downtown Service Expansion	\$246,951,000
	6.04: Regional CAV/ Autonomous Transit Priority Lanes	6.03.04: Full-size Autonomous Driving Buses	\$800,000
		6.04.01: Corridor Planning	\$800,000
		6.04.02: Develop a Regulatory and Enforcement Structure for CAV Lanes	\$500,000
		6.04.03: Develop CAV Operational Plan	\$500,000
		6.04.04: Automated Enforcement	\$500,000
	6.05: Technology Bench	6.05.01: Streamlined Procurement Process for Innovative and Emerging Technologies	\$0
	6.06: Advocacy for Innovative Transportation Policy	6.06.01: Advocacy Effort to Drive Changes in State and Federal Laws, Rules and Policy	\$500,000
		6.06.02: New Scorecard for Transportation Funding	\$500,000
	6.07: Long Range Strategic Plan	6.07.01: 2050 Plan Development	\$1,000,000
<b>Total Cost – INNOVATIONWORKS Initiative</b>			<b>\$418,563,370</b>
<b>COMMUNITYWORKS</b>	7.01: Workforce Development and Education	7.01.01: Mentorship and Engagement Program	\$100,000
		7.01.02: Public Authority Academy	\$500,000
	7.02: Transit-Oriented Development (TOD) and Joint Development	7.02.01: Equitable Transit-Oriented Development (TOD)	\$800,000
		7.02.02: Transit-Oriented Development Leasing	\$500,000
		7.02.03: Joint Development Initiative	\$500,000
	7.03: Infrastructure Joint Development	7.03.01: Alternative Fueling P3	\$800,000
		7.03.02: Support Expansion of Broadband	\$500,000
		7.03.03: Green Stormwater Infrastructure Partnership	\$200,000
	7.04: Regional Mobility Coalition	7.04.01: Micromobility Subsidies	\$200,000
		7.04.02: Regional Paratransit Coordinated Dispatch	\$200,000
	7.05: Expansion of JTA Cares	7.05.01: Public Health Partnership Initiative	\$200,000
		7.05.02: Leverage JTA's Fleet for Community Partnerships	\$500,000
7.06: Arts on Transit Program	7.06.01: Commission Art for JTA Assets	\$250,000	
	7.06.02: Employee Art Program	\$250,000	
	7.06.03: Artist in Residence Program	\$250,000	
	7.06.04: Art at Bus Stops	?	
<b>Total Cost – COMMUNITYWORKS Initiative</b>			<b>\$5,750,000</b>
<b>TOTAL MOVE2027 COST</b>			<b>\$794,479,270</b>

**KEY:** Denotes Jobs4Jax/LOGT-funded projects

# FINANCIAL SUMMARY

## FISCAL YEAR 2024 BUDGET REPORT

SCHEDULES	DESCRIPTION
1	Operations Budget (Revised Schedule O & Schedule P)
2	Capital Budget (Revised Schedule Q & Schedule R)
3	Comparison of Budgets
4	Bus Division Operating Budget
5	Connexion Division Operating Budget
6	Skyway Division Operating Budget
7	Ferry Division Operating Budget
8	General Fund Operating Budget
9	Total Capital Budget (All Divisions)
10	Capital Budget - Project Details
11	Corporate Operations Budget

# SCHEDULE 1: OPERATIONS BUDGET

(Revised Schedule O & Schedule P)

	BUS	CONNEXION	SKYWAY	FERRY	GENERAL FUND	TOTAL
<b>Estimated Operating Revenues (Revised Schedule O)</b>						
Federal, State & Local Grants	\$10,574,708	\$1,928,196	\$112,802	\$67,428	\$-	\$12,683,134
Local Option Gas Tax	15,378,082	-	-	-	-	15,378,082
Net Sales Tax - Operating	104,148,276	-	-	-	3,000,000	107,148,276
Passenger Fares	7,465,727	836,524	-	1,635,635	-	9,937,886
State Transportation Disadvantaged Funds	-	1,639,844	-	-	-	1,639,844
City of Jacksonville (Paratransit Contribution)	-	1,752,950	-	-	-	1,752,950
Federal Preventative Maintenance	1,250,000	250,000	1,000,000	-	-	2,500,000
Non-Transportation Revenue	2,375,015	-	25,314	-	166,044	2,566,373
Interest Earnings	500,000	-	-	-	1,497,494	1,997,494
Transfer from Bus Operations to Connexion	-	17,329,355	-	-	-	17,329,355
Transfer from Bus Operations to Skyway	-	-	8,283,587	-	-	8,283,587
Transfer from Bus Operations to Ferry	-	-	-	1,884,640	-	1,884,640
<b>Total Estimated Operating Revenues</b>	<b>141,691,808</b>	<b>23,736,869</b>	<b>9,421,703</b>	<b>3,587,703</b>	<b>4,663,538</b>	<b>183,101,621</b>
<b>Operating Expenditures (Revised Schedule P)</b>						
Salaries and Wages	46,909,625	3,190,590	3,253,856	353,164	1,468,469	55,175,704
Fringe Benefits	23,662,738	1,653,093	1,696,432	182,090	726,624	27,920,977
Fuel and Lubricants	4,056,623	865,000	8,500	366,000	-	5,296,123
Materials and Supplies	5,636,738	871,372	2,086,511	6,623	5,518	8,606,762
Services	25,156,359	16,638,121	1,169,161	2,451,956	1,101,992	46,517,589
Insurance	1,571,168	5,316	501,106	78,847	252	2,156,689
Travel/Training/Dues & Subscriptions	545,037	48,031	24,819	6,230	39,936	664,053
All Other/Miscellaneous	2,568,203	219,328	581,318	92,793	31,436	3,493,078
Contingency	4,087,735	246,018	100,000	50,000	1,289,311	5,773,064
Transfer to Connexion	17,329,355	-	-	-	-	17,329,355
Transfer to Skyway	8,283,587	-	-	-	-	8,283,587
Transfer to Ferry	1,884,640	-	-	-	-	1,884,640
<b>Total Operating Expenditures</b>	<b>\$141,691,808</b>	<b>\$23,736,869</b>	<b>\$9,421,703</b>	<b>\$3,587,703</b>	<b>\$4,663,538</b>	<b>\$183,101,621</b>
<b>Full Time Positions</b>	<b>725</b>	<b>45</b>	<b>52</b>	<b>0</b>	<b>18</b>	<b>840</b>
<b>Temporary Employee Hours</b>	<b>66,078</b>	<b>5,578</b>	<b>1,411</b>	<b>0</b>	<b>2,646</b>	<b>75,713</b>

# SCHEDULE 2: CAPITAL BUDGET

(Revised Schedule Q & Schedule R)

	BUS	CONNEXION	SKYWAY	FERRY	GENERAL FUND	TOTAL
<b>Estimated Revenues</b> (Revised Schedule Q)						
Federal Grants	\$40,302,622	\$3,225,922	\$1,678,881	\$315,000	\$-	\$45,522,425
Local Match (JTA)	9,634,566	-	902,000	-	12,903,638	23,440,204
<b>Total Estimated Revenues</b>	<b>49,937,188</b>	<b>3,225,922</b>	<b>2,580,881</b>	<b>315,000</b>	<b>12,903,638</b>	<b>68,962,629</b>
<b>Appropriations</b> (Revised Schedule R)						
Materials & Supplies	600,000	60,000	1,153,881	-	-	1,813,881
Construction & Capital Programs	1,820,000	-	-	-	-	1,820,000
Computer Hardware/Software	6,121,608	608,622	-	-	-	6,730,230
Pedestrian Safety Improvements	3,750,000	-	-	-	-	3,750,000
Facilities Improvements	2,361,800	-	600,000	-	-	2,961,800
Ferry Enhancements and Structural Improvements	-	-	-	315,000	-	315,000
Complete Street Projects	750,000	-	-	-	-	750,000
LOGT II Projects	-	-	-	-	12,903,638	12,903,638
Vehicle Maintenance	687,150	-	-	-	-	687,150
Electric Charging Infrastructure	4,670,725	-	-	-	-	4,670,725
Furniture/Fixtures	300,000	-	-	-	-	300,000
Rolling Stock	22,522,200	2,557,300	827,000	-	-	25,906,500
Security Equipment	853,705	-	-	-	-	853,705
Shop Equipment	300,000	-	-	-	-	300,000
Transit Satellite Amenities	4,400,000	-	-	-	-	4,400,000
Support Vehicles	800,000	-	-	-	-	800,000
<b>Total Appropriations</b>	<b>\$49,937,188</b>	<b>\$3,225,922</b>	<b>\$2,580,881</b>	<b>\$315,000</b>	<b>\$12,903,638</b>	<b>\$68,962,629</b>

# SCHEDULE 3: OPERATING & CAPITAL BUDGETS

	BUS		CONNEXION		SKYWAY		FERRY		GENERAL FUND		Transfers Out	Total Budget
	Operations	Capital	Operations	Capital	Operations	Capital	Operations	Capital	Operations	Capital		
Approved FY2023	\$135,978,801	\$15,479,282	\$21,606,141	\$1,716,000	\$9,141,136	\$1,265,014	\$3,219,594	\$4,199,250	\$3,478,106	\$12,833,453	-\$25,267,190	\$183,649,587
Proposed FY2024	\$141,691,808	\$49,937,188	\$23,736,869	\$3,225,922	\$9,421,703	\$2,580,881	\$3,587,703	\$315,000	\$4,663,538	\$12,903,638	-\$27,497,582	\$224,566,668
Dollar Increase/ (Decrease)	\$5,713,007	\$34,457,906	\$2,130,728	\$1,509,922	\$280,567	\$1,315,867	\$368,109	-\$3,884,250	\$1,185,432	\$70,185	-\$2,230,392	\$40,917,081
Percentage Increase/ (Decrease)	4.20%	222.61%	9.86%	87.99%	3.07%	104.02%	11.43%	-92.50%	34.08%	0.55%	8.83%	22.28%

Budget	EMPLOYEE HEADCOUNT		
	Original FY2023 FT	Proposed FY2024 FT	Increase (Decrease)
<b>Union</b>			
Bus Operators	368	368	0
Bus Supervisors/Dispatchers	24	25	1
Bus Maintenance	124	114	(10)
Skyway Maintenance	22	25	3
Connexion Maintenance	14	20	6
Ferry Maintenance	0	0	0
Customer Service	6	13	7
<b>Total</b>	<b>558</b>	<b>565</b>	<b>7</b>
<b>Non-Union</b>			
Engineering (CCP)	11	11	0
Automation	8	8	0
Corporate	160	167	7
Bus	82	68	(14)
Skyway	15	15	0
Connexion	6	6	0
Ferry	0	0	0
<b>Total</b>	<b>282</b>	<b>275</b>	<b>(7)</b>
<b>Grand Total</b>	<b>840</b>	<b>840</b>	<b>0</b>

## AMOUNTS FLOWING THROUGH THE CITY OF JACKSONVILLE TO JACKSONVILLE TRANSPORTATION AUTHORITY:

City Contribution (Connexion)	\$1,752,950
Sales Tax (General Fund)	3,000,000
Local Option Gas Tax (Bus)	15,378,082
Sales Tax (Bus)	104,148,276
<b>Total</b>	<b>\$124,279,308</b>

## JTA VEHICLE FLEET TOTALS (@ YEAR-END)

Vehicle Type	FY2023	FY2024
Buses*	217	217
Connexion (CTC)	100	100
Non-Revenue Support	85	85
<b>Total</b>	<b>402</b>	<b>402</b>

## \* BUS FLEET BREAKDOWN

Bus Type	FY2023	FY2024
Fixed Route Fleet	139	139
First Coast Flyers	58	58
Community Shuttle	0	0
<b>Active Fleet Total</b>	<b>197</b>	<b>197</b>
Contingency	20	20
<b>Total Buses</b>	<b>217</b>	<b>217</b>



## SCHEDULE 4: BUS DIVISION

	FY 2022/23	6 MONTHS	12 MONTHS	FY 2023/24	FY 2023/24 PROPOSED BUDGET	
	Original Budget	Actuals FY 2022/23	Projected FY 2022/23	Proposed Budget	over FY 2022/23 Original \$ Change	% Change
<b>Operating Revenues</b>						
Federal, State & Local Grants	\$9,569,099	\$4,048,416	\$9,569,099	\$10,574,708	\$1,005,609	10.51%
Local Option Gas Tax	15,884,297	8,101,422	16,202,845	15,378,082	-506,215	-3.19%
Net Sales Tax - Operating	95,850,535	51,713,265	103,426,530	104,148,276	8,297,741	8.66%
Passenger Fares	6,808,898	3,043,689	6,087,377	7,465,727	656,829	9.65%
Federal Preventative Maintenance	6,780,000	0	1,280,000	1,250,000	-5,530,000	-81.56%
Non-Transportation Revenue	1,084,868	299,030	825,688	2,375,015	1,290,147	118.92%
Interest Earnings	1,104	142	284	500,000	498,896	45189.86%
<b>Total Operating Revenues</b>	<b>\$135,978,801</b>	<b>\$67,205,964</b>	<b>\$137,391,823</b>	<b>\$141,691,808</b>	<b>\$5,713,007</b>	<b>4.20%</b>
<b>Operating Expenditures</b>						
Salaries and Wages	\$42,699,057	\$20,496,275	\$40,992,550	\$46,909,625	\$4,210,568	9.86%
Fringe Benefits	22,122,174	12,225,414	24,450,828	23,662,738	1,540,564	6.96%
Fuel and Lubricants	4,279,925	2,534,049	5,068,097	4,056,623	-223,302	-5.22%
Materials and Supplies	5,483,127	1,947,779	4,664,508	5,636,738	153,611	2.80%
Services	23,737,161	13,535,397	27,070,794	25,156,359	1,419,198	5.98%
Insurance	1,018,040	342,640	995,848	1,571,168	553,128	54.33%
Travel/Training/Dues & Subscriptions	849,137	402,067	804,133	545,037	-304,100	-35.81%
All Other/Miscellaneous	1,963,349	1,315,831	2,423,984	2,568,203	604,854	30.81%
Contingency	8,559,641	0	0	4,087,735	-4,471,906	-52.24%
Transfer to Connexion	15,518,365	8,384,351	14,958,941	17,329,355	1,810,990	11.67%
Transfer to Skyway	7,870,727	4,076,056	7,385,353	8,283,587	412,860	5.25%
Transfer to Ferry	1,878,098	1,388,529	2,040,377	1,884,640	6,542	0.35%
<b>Total Operating Expenditures</b>	<b>\$135,978,801</b>	<b>\$66,648,388</b>	<b>\$130,855,413</b>	<b>\$141,691,808</b>	<b>\$5,713,007</b>	<b>4.20%</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$557,576</b>	<b>\$6,536,410</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

## SCHEDULE 5: CONNEXION DIVISION

	FY 2022/23	6 MONTHS	12 MONTHS	FY 2023/24	FY 2023/24 PROPOSED BUDGET	
	Original Budget	Actuals FY 2022/23	Projected FY 2022/23	Proposed Budget	over FY 2022/23 Original \$ Change	% Change
<b>Operating Revenues</b>						
Federal, State & Local Grants	\$1,838,354	\$18,760	\$1,838,354	\$1,928,196	\$89,842	4.89%
Passenger Fares	800,124	381,075	915,148	836,524	36,400	4.55%
State Transportation Disadvantaged Funds	1,592,082	701,380	1,592,082	1,639,844	47,762	3.00%
City of Jacksonville (Paratransit Contribution)	1,657,216	863,238	1,657,216	1,752,950	95,734	5.78%
Federal Preventative Maintenance	200,000	0	200,000	250,000	50,000	25.00%
Non-Transportation Revenue	0	1,484	5,940	0	0	N/A
Transfer from Bus Operations	15,518,365	8,384,351	14,958,941	17,329,355	1,810,990	11.67%
<b>Total Operating Revenues</b>	<b>\$21,606,141</b>	<b>\$10,350,288</b>	<b>\$21,167,681</b>	<b>\$23,736,869</b>	<b>\$2,130,728</b>	<b>9.86%</b>
<b>Operating Expenditures</b>						
Salaries and Wages	\$2,955,238	\$1,578,824	\$3,200,304	\$3,190,590	\$235,352	7.96%
Fringe Benefits	1,570,984	793,379	1,527,036	1,653,093	82,109	5.23%
Fuel and Lubricants	818,318	595,175	1,190,351	865,000	46,682	5.70%
Materials and Supplies	885,935	299,720	424,716	871,372	-14,563	-1.64%
Services	14,751,304	6,953,146	14,601,607	16,638,121	1,886,817	12.79%
Insurance	5,260	1,248	2,496	5,316	56	1.06%
Travel/Training/Dues & Subscriptions	123,819	61,067	118,028	48,031	-75,788	-61.21%
All Other/Miscellaneous	205,283	67,729	103,143	219,328	14,045	6.84%
Contingency	290,000	0	0	246,018	-43,982	-15.17%
<b>Total Operating Expenditures</b>	<b>\$21,606,141</b>	<b>\$10,350,288</b>	<b>\$21,167,681</b>	<b>\$23,736,869</b>	<b>\$2,130,728</b>	<b>9.86%</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

## SCHEDULE 6: SKYWAY DIVISION

	FY 2022/23	6 MONTHS	12 MONTHS	FY 2023/24	FY 2023/24 PROPOSED BUDGET	
	Original Budget	Actuals FY 2022/23	Projected FY 2022/23	Proposed Budget	over FY 2022/23 Original \$ Change	% Change
<b>Operating Revenues</b>						
Federal, State & Local Grants	\$240,578	-\$257,262	\$240,578	\$112,802	-\$127,776	-53.11%
Federal Preventative Maintenance	1,020,000	0	1,020,000	1,000,000	-20,000	-1.96%
Non-Transportation Revenue	9,831	254	9,831	25,314	15,483	157.49%
Transfer from Bus Operations	7,870,727	4,076,056	7,385,353	8,283,587	412,860	5.25%
<b>Total Operating Revenues</b>	<b>\$9,141,136</b>	<b>\$3,819,048</b>	<b>\$8,655,762</b>	<b>\$9,421,703</b>	<b>\$280,567</b>	<b>3.07%</b>
<b>Operating Expenditures</b>						
Salaries and Wages	\$2,845,228	\$1,467,213	\$2,934,427	\$3,253,856	\$408,628	14.36%
Fringe Benefits	1,684,734	808,832	1,617,663	1,696,432	11,698	0.69%
Fuel and Lubricants	8,500	3,810	7,619	8,500	0	0.00%
Materials and Supplies	2,043,718	498,120	1,978,052	2,086,511	42,793	2.09%
Services	1,291,235	519,240	1,038,480	1,169,161	-122,074	-9.45%
Insurance	729,493	302,178	615,916	501,106	-228,387	-31.31%
Travel/Training/Dues & Subscriptions	56,001	40,013	104,320	24,819	-31,182	-55.68%
All Other/Miscellaneous	348,227	179,642	359,285	581,318	233,091	66.94%
Contingency	134,000	0	0	100,000	-34,000	-25.37%
<b>Total Operating Expenditures</b>	<b>\$9,141,136</b>	<b>\$3,819,048</b>	<b>\$8,655,762</b>	<b>\$9,421,703</b>	<b>\$280,567</b>	<b>3.07%</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

## SCHEDULE 7: FERRY DIVISION

	FY 2022/23	6 MONTHS	12 MONTHS	FY 2023/24	FY 2023/24 PROPOSED BUDGET	
	Original Budget	Actuals FY 2022/23	Projected FY 2022/23	Proposed Budget	over FY 2022/23 Original \$ Change	% Change
<b>Operating Revenues</b>						
Federal, State & Local Grants	\$78,879	\$0	\$78,879	\$67,428	-\$11,451	-14.52%
Passenger Fares	1,262,617	351,897	1,090,292	1,635,635	373,018	29.54%
Non-Transportation	0	0	0	0	0	N/A
Transfer from Bus Operations	1,878,098	1,388,529	2,040,377	1,884,640	6,542	0.35%
<b>Total Operating Revenues</b>	<b>\$3,219,594</b>	<b>\$1,740,426</b>	<b>\$3,209,548</b>	<b>\$3,587,703</b>	<b>\$368,109</b>	<b>11.43%</b>
<b>Operating Expenditures</b>						
Salaries and Wages	\$297,099	\$137,646	\$278,240	\$353,164	\$56,065	18.87%
Fringe Benefits	152,190	71,568	137,980	182,090	29,900	19.65%
Fuel and Lubricants	213,593	156,391	403,977	366,000	152,407	71.35%
Materials and Supplies	10,506	5,829	9,024	6,623	-3,883	-36.96%
Services	2,363,747	1,242,602	2,113,107	2,451,956	88,209	3.73%
Insurance	78,847	66,353	132,708	78,847	0	0.00%
Travel/Training/Dues & Subscriptions	18,908	10,097	19,548	6,230	-12,678	-67.05%
All Other/Miscellaneous	34,704	49,940	114,964	92,793	58,089	167.38%
Contingency	50,000	0	0	50,000	0	0.00%
<b>Total Operating Expenditures</b>	<b>\$3,219,594</b>	<b>\$1,740,426</b>	<b>\$3,209,548</b>	<b>\$3,587,703</b>	<b>\$368,109</b>	<b>11.43%</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

## SCHEDULE 8: GENERAL FUND - OPERATING

	FY 2022/23	6 MONTHS	12 MONTHS	FY 2023/24	FY 2023/24 PROPOSED BUDGET	
	Original Budget	Actuals FY 2022/23	Projected FY 2022/23	Proposed Budget	over FY 2022/23 Original \$ Change	% Change
<b>Operating Revenues</b>						
Net Sales Tax - Operating	\$3,000,000	\$1,500,000	\$3,000,000	\$3,000,000	\$0	0.00%
Non-Transportation Revenue	159,674	211,671	247,232	166,044	6,370	3.99%
Interest Earnings	318,432	2,122,048	3,183,072	1,497,494	1,179,062	370.27%
<b>Total Operating Revenues</b>	<b>\$3,478,106</b>	<b>\$3,833,719</b>	<b>\$6,430,304</b>	<b>\$4,663,538</b>	<b>\$1,185,432</b>	<b>34.08%</b>
<b>Operating Expenditures</b>						
Salaries & Wages	\$1,251,312	\$678,554	\$1,381,252	\$1,468,469	\$217,157	17.35%
Fringe Benefits	628,442	355,115	700,696	726,624	98,182	15.62%
Materials and Supplies	12,517	44,764	11,308	5,518	-6,999	-55.92%
Services	1,155,831	274,368	1,135,831	1,101,992	-53,839	-4.66%
Insurance	392	148	296	252	-140	-35.71%
Training/Travel/Dues & Subscriptions	83,177	21,685	31,912	39,936	-43,241	-51.99%
All Other/Miscellaneous	24,148	16,404	24,148	31,436	7,288	30.18%
Contingency	322,287	0	0	1,289,311	967,024	300.05%
<b>Total Operating Expenditures</b>	<b>\$3,478,106</b>	<b>\$1,391,038</b>	<b>\$3,285,443</b>	<b>\$4,663,538</b>	<b>\$1,185,432</b>	<b>34.08%</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$2,442,681</b>	<b>\$3,144,861</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

## SCHEDULE 9: ALL DIVISIONS

	FY 2022/23	FY 2023/24	FY 2023/24 PROPOSED BUDGET	
	Original Budget	Proposed Budget	over FY 2022/23 Original \$ Change	% Change
<b>Capital Funds</b>				
Federal Contributions	\$19,096,696	\$45,522,425	\$26,425,729	138.38%
JTA Local Match	16,396,303	23,440,204	7,043,901	42.96%
<b>Total Capital Funds</b>	<b>\$35,492,999</b>	<b>\$68,962,629</b>	<b>\$33,469,630</b>	<b>94.30%</b>
<b>Capital Projects</b>				
Bus Division	\$15,479,282	\$49,937,188	\$34,457,906	222.61%
Connexion Division	1,716,000	3,225,922	1,509,922	87.99%
Skyway Division	1,265,014	2,580,881	1,315,867	104.02%
Ferry Division	4,199,250	315,000	-3,884,250	-92.50%
General Fund	12,833,453	12,903,638	70,185	0.55%
<b>Total Capital Projects</b>	<b>\$35,492,999</b>	<b>\$68,962,629</b>	<b>\$33,469,630</b>	<b>94.30%</b>
<b>Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# SCHEDULE 10: CAPITAL BUDGET PROJECTS

CAPITAL PROJECTS	FEDERAL PORTION	STATE CASH	JTA CASH	JTA/OTHER IN-KIND	PROJECT COSTS
<b>Bus Division</b>					
Fixed Route Vehicle Replacement (CNG)	\$14,493,500	-	\$1,430,590	-	\$15,924,090
Fixed Route Vehicle Replacement (Electric)	1,800,000	-	4,737,060	-	6,537,060
Bus Stop Amenities	3,650,000	-	750,000	-	4,400,000
IT Hardware/Software	4,375,692	-	-	-	4,375,692
Mandarin Pedestrian Safety Improvements	3,000,000	-	750,000	-	3,750,000
Electric Charging Infrastructure	2,743,809	-	856,270	-	3,600,079
Construction and Capital Programs	1,820,000	-	-	-	1,820,000
Facilities Maintenance	1,610,000	-	-	-	1,610,000
Workforce Development (Low and No Emissions Grant Requirement)	-	-	1,070,646	-	1,070,646
MyJTA App	1,000,000	-	-	-	1,000,000
Complete Streets Project - 8th Street	750,000	-	-	-	750,000
Fare Collection System	745,916	-	-	-	745,916
Vehicle Maintenance	687,150	-	-	-	687,150
Inventory Parts	600,000	-	-	-	600,000
Bus Operator Simulator	551,800	-	-	-	551,800
Myrtle Campus CCTV	528,705	-	-	-	528,705
Support Vehicles	400,000	-	-	-	400,000
Convert Buses to Mobile Dispatch	360,000	-	40,000	-	400,000
Furniture and Fixtures	300,000	-	-	-	300,000
Shop/Test Equipment	300,000	-	-	-	300,000
Safety and Security	275,000	-	-	-	275,000
HVAC Replacements	200,000	-	-	-	200,000
Travel/Inspection - Fixed Route Replacement Vehicles	61,050	-	-	-	61,050
Myrtle Campus Access Control	50,000	-	-	-	50,000
<b>Bus Division Total</b>	<b>\$40,302,622</b>	<b>-</b>	<b>\$9,634,566</b>	<b>-</b>	<b>\$49,937,188</b>
<b>Connexion Division</b>					
Rolling Stock - Paratransit	\$2,557,300	-	-	-	\$2,557,300
Inventory Parts	60,000	-	-	-	60,000
Software	608,622	-	-	-	608,622
<b>Connexion Division Total</b>	<b>\$3,225,922</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,225,922</b>
<b>Skyway Division</b>					
Skyway Station Railings	\$500,000	-	-	-	\$500,000
Inventory Parts	1,153,881	-	-	-	1,153,881
Equipment	25,000	-	-	-	25,000
Skyway Train Maintenance	-	-	827,000	-	827,000
Skyway Station Improvements	-	-	75,000	-	75,000
<b>Skyway Division Total</b>	<b>\$1,678,881</b>	<b>-</b>	<b>\$902,000</b>	<b>-</b>	<b>\$2,580,881</b>
<b>Ferry Division</b>					
Ferry Enhancements and Structural Improvements	\$315,000	-	-	-	\$315,000
<b>Ferry Division Total</b>	<b>\$315,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$315,000</b>
<b>General Fund Division</b>					
LOGT II Projects	-	-	\$12,903,638	-	\$12,903,638
<b>General Fund Division Total</b>	<b>-</b>	<b>-</b>	<b>\$12,903,638</b>	<b>-</b>	<b>\$12,903,638</b>
<b>Total Capital Projects</b>	<b>\$45,522,425</b>	<b>-</b>	<b>\$23,440,204</b>	<b>-</b>	<b>\$68,962,629</b>

# SCHEDULE 11: ADMINISTRATION/CORPORATE

	FY 2022/23	6 MONTHS	12 MONTHS	FY 2023/24	FY 2023/24 PROPOSED BUDGET	
	Original Budget	Actuals FY 2022/23	Projected FY 2022/23	Proposed Budget	over FY 2022/23 Original \$ Change	% Change
<b>Operating Expenditures</b>						
Salaries and Wages	\$11,883,971	\$5,505,858	\$10,811,716	\$14,126,572	\$2,242,601	18.87%
Fringe Benefits	6,087,616	2,862,731	5,625,461	7,283,597	1,195,981	19.65%
Materials and Supplies	420,242	320,590	641,180	264,912	-155,330	-36.96%
Services	8,144,494	4,466,218	8,932,436	9,832,873	1,688,379	20.73%
Insurance	13,999	5,289	10,579	14,000	1	0.01%
Travel/Training/Dues & Subscriptions	756,338	299,530	449,059	846,232	89,894	11.89%
All Other/Miscellaneous	548,161	345,694	491,387	634,698	86,537	15.79%
<b>Total Operating Expenditures</b>	<b>\$27,854,821</b>	<b>\$13,805,910</b>	<b>\$26,961,818</b>	<b>\$33,002,884</b>	<b>\$5,148,063</b>	<b>18.48%</b>

## CORPORATE OPERATING VARIANCE OVERVIEW

- 1) Contains functional areas including Finance, Human Resources, Procurement, Grants, Customer Service, Information Technology, Business Intelligence, Marketing, Government Relations, Audit & Compliance, Payroll, etc
- 2) The increase in Salaries and Wages is primarily due to corporate job reclassifications and promotions along with a 3% JTA administration performance-based target
- 3) Fringe Benefits are budgeted at 52% of Salaries & Wages, based on historical trend
- 4) Materials & Supplies primarily driven by fare media
- 5) Services is based on increased Safety & Security costs as well as one-time expenses associated with JTA's strategic plan
- 6) The increase is primarily due to increased training for Safety & Security and Human Resources-related expenditures

JTA OPERATIONS BUDGET	
Total Operating Budget	\$183,101,621
Total Transfers Out	-27,497,582
Operating Contingency	-5,773,064
<b>Total</b>	<b>\$149,830,975</b>
<b>Percentage Dedicated to Corporate Operations</b>	<b>22.03%</b>

DIVISION ALLOCATION		
Bus	24,983,184	75.7%
CTC	4,917,430	14.9%
Skyway	1,683,147	5.1%
Ferry	825,072	2.5%
Engineering	594,052	1.8%
<b>Total</b>	<b>\$33,002,885</b>	<b>100.0%</b>

# BUDGET BY COST CENTER

## FISCAL YEAR 2024 BUDGET REPORT

### EXECUTIVE DIVISION

201.0202

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$861,182
FRINGES	Fringes		450,398
			<b>1,311,580</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	5,000
OFFICE EXP/MISCELLANEOUS	Materials & Supplies	4115011	5,000
			<b>10,000</b>
PROFESSIONAL SERVICES	Services	4112110	78,000
TEMPORARY HELP	Services	4112115	-
			<b>78,000</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	7,500
POSTAGE/COMMUNICATIONS	Utilities	4112211	2,500
			<b>10,000</b>
ADMIN EMPLOYEE EXPENSE	Other	4113200	1,500
ADMIN RECOGNITION/EMPLOYEE EXP	Other	4113220	2,000
TRAVEL, MEALS & MEETINGS	Other	4114010	-
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	9,600
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	44,050
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	31,100
HOTEL/TRAVEL TRAINING	Other	4114031	54,200
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	13,000
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	3,200
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	6,336
			<b>164,986</b>
<b>Grand Total</b>			<b>\$1,574,566</b>

# ADMINISTRATIVE DIVISION

Revenue Management - 100.0116

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,002,669
FRINGES	Fringes		524,396
			<b>1,527,064</b>
VEH OPS/SWIPE CARDS	Materials & Supplies	5041017	95,000
			<b>95,000</b>
PROF SERV-FARE COLLECT/VEHICLE OPERATIONS	Services	5031013	100,000
G&A/PROF SERV ADMINISTRATION	Services	5034214	8,500
G&A/PROF SERV-ADMINISTRATION	Services	5036011	13,000
G&A/TEMP HELP-ADMINISTRATION	Services	5036015	57,500
G&A/TEMP HELP-ADMINISTRATION	Services	5036016	58,240
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	3,200
G&A/COMPUTER	Services	5036021	1,500
=			<b>241,940</b>
G&A/TELEPHONE	Utilities	5056012	3,500
			<b>3,500</b>
VEH OPS/OVER/SHORT-T.B. CASHIER 1	Other	5091015	100
VEH OPS/OVER/SHORT-T.B. CASHIER 2	Other	5091016	100
VEH OPS/OVER/SHORT-T.B. CASHIER 4	Other	5091017	100
VEH OPS /OVER/SHORT - ADMIN	Other	5091018	100
VEH OPS/OVER/SHORT-T.B. CASHIER 3	Other	5091019	100
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	3,340
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	300
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	1,000
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	1,650
MT-HOTEL/TRAVEL TRAINING	Other	5096030	8,600
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	1,600
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	1,840
G&A/PUBLIC RELATIONS EXPENSE	Other	5096019	-
			<b>18,830</b>
<b>Grand Total</b>			<b>\$1,886,334</b>

# ADMINISTRATIVE DIVISION

Safety & Security - 100.0121

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$737,953
FRINGES	Fringes		385,949
			<b>1,123,902</b>
EQUIP/MISCELLANEOUS SUPPLIES	Materials & Supplies	5044221	90,000
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	20,000
			<b>110,000</b>
SECURITY/VEHICLE OPERATIONS	Services	5031015	2,546,000
ADVERTISING/PROMOTION	Services	5035615	40,000
G&A/PROF SERV-ADMINISTRATION	Services	5036011	309,460
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	3,000
			<b>2,898,460</b>
G&A/TELEPHONE	Utilities	5056012	6,000
			<b>6,000</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	10,000
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	2,000
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	5,000
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	2,000
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	17,000
MT-HOTEL/TRAVEL TRAINING	Other	5096030	15,000
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	10,000
G&A/DUES & SUBSCRIPTIONS	Other	5096011	3,175
			<b>64,175</b>
<b>Grand Total</b>			<b>\$4,202,537</b>

# ADMINISTRATIVE DIVISION

Risk Management - 100.0125

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		-
FRINGES	Fringes		-
			-
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	-
			-
G&A/PROF SERV-ADMINISTRATION	Services	5036011	\$125,000
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	-
G&A/CLAIMS ADJUSTERS	Services	5036019	180,700
G&A/PRO SVC RISK AVOIDANCE	Services	5036027	-
			<b>305,700</b>
VEH OPS/ACC RECOVERIES-REV VEH	Insurance	5061012	(166,970)
PROPERTY DAMAGE/INSURANCE	Insurance	5065611	976,196
G&A/FIRE INS-BUILDINGS	Insurance	5066011	-
G&A/PROVISION-PL & PD INSUR	Insurance	5066015	-
G&A/RECOVERIES-PL & PD	Insurance	5066017	-
G&A/OTHER INSURANCE COVERAGES	Insurance	5066018	736,345
G&A/RECOVERIES-OTHER LOSSES	Insurance	5066019	-
			<b>1,545,570</b>
G&A/TELEPHONE	Utilities	5056012	-
			-
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
			-
<b>Grand Total</b>			<b>\$1,851,270</b>

# ADMINISTRATIVE DIVISION

Bus Inventory - 100.0104

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$375,723
FRINGES	Fringes		196,503
			<b>572,227</b>
CNG REVENUE VEHICLE	Fuel	5041009	1,500,000
VEH OPS/FUEL - REVENUE VEHICLE	Fuel	5041010	2,132,353
VEH OPS/LUBRICANTS - REV VEH	Fuel	5041011	308,038
SVC VEH/FUEL & LUBRICANTS-OTH VEH	Fuel	5044111	116,231
			<b>4,056,622</b>
REV VEH/INSPECTION & MAINTENANCE	Materials & Supplies	5044001	2,694,450
REV VEH/FAREBOXES MAINT & REPAIR	Materials & Supplies	5044005	60,000
REV VEH/NON-INV SUPPLIES-REV VEH	Materials & Supplies	5044008	150,000
REV VEH/REP PARTS REV VEH FREIGH	Materials & Supplies	5044010	10,000
SVC VEH/NON-INV.SUPPLIES-OTH VEH	Materials & Supplies	5044113	10,000
NON-INV SUPPLIES-BLDG/EQ. (JANITORIAL SUPPLIES)	Materials & Supplies	5044219	225,000
EQUIP/ MISCELLANEOUS SUPPLIES	Materials & Supplies	5044221	3,000
FREIGHT ON PARTS/NON VEHICLE MAINTENANCE	Materials & Supplies	5045211	1,000
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	2,500
			<b>3,155,950</b>
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	10,000
			<b>10,000</b>
G&A/TELEPHONE	Utilities	5056012	-
			-
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
			-
<b>Grand Total</b>			<b>\$7,794,799</b>

# ADMINISTRATIVE DIVISION

Skyway Inventory - 102.0104

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		-
FRINGES	Fringes		-
			-
SVC VEH/FUEL & LUBRICANTS-OTH VEH	Fuel	5044111	\$8,500
			<b>8,500</b>
REV VEH/INSPECTION & MAINTENANCE	Materials & Supplies	5044001	1,300,000
REV VEH/FREIGHT ON PARTS	Materials & Supplies	5044006	-
REV VEH/NON-INV SUPPLIES-REV VEH	Materials & Supplies	5044008	360,000
REV VEH/REP PARTS REV VEH FREIGHT	Materials & Supplies	5044010	30,000
EQUIPMENT/INSPECTION & MAINTENANCE	Materials & Supplies	5044201	150,000
NON-INV SUPPLIES-BLDG/EQ	Materials & Supplies	5044219	25,000
FREIGHT ON PARTS/NON VEHICLE MAINTENANCE	Materials & Supplies	5045211	1,000
GENERAL EQUIPMENT/INSPECTION AND MAINTENANCE	Materials & Supplies	5044201	-
			<b>1,866,000</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	-
			-
<b>Grand Total</b>			<b>\$1,874,500</b>

# ADMINISTRATIVE DIVISION

Connexion Inventory - 104.0104

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		-
FRINGES	Fringes		-
			-
FUEL - REVENUE VEHICLE	Fuel	5041010	\$850,000
VEH OPS/LUBRICANTS - REV VEH	Fuel	5041011	12,000
FUEL & LUBRICANTS-OTH VEH	Fuel	5044111	3,000
			<b>865,000</b>
REV VEH/INSPECTION & MAINTENANCE	Materials & Supplies	5044001	500,000
REV VEH/FAREBOXES MAINT & REPAIR	Materials & Supplies	5044005	25,000
REV VEH/NON-INV SUPPLIES-REV VEH	Materials & Supplies	5044008	53,500
REV VEH/REP PARTS REV VEH FREIGH	Materials & Supplies	5044010	2,000
FREIGHT ON PARTS/NON VEHICLE MAINTENANCE	Materials & Supplies	5025211	-
			<b>580,500</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	-
			-
<b>Grand Total</b>			<b>\$1,445,500</b>



# ADMINISTRATIVE DIVISION

Ferry Inventory - 105.0104



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		-
FRINGES	Fringes		-
			-
FUEL - REVENUE VEHICLE	Fuel	5041010	\$350,000
VEH OPS/LUBRICANTS - REV VEH	Fuel	5041011	16,000
			<b>366,000</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	-
			-
<b>Grand Total</b>			<b>\$366,000</b>

# ADMINISTRATIVE DIVISION

Finance - 201.0203



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$941,736
FRINGES	Fringes		492,528
			<b>1,434,264</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	13,000
			<b>13,000</b>
PROFESSIONAL SERVICES	Services	4112110	311,000
ADVERTISING/MARKETING	Services	4112113	5,000
			<b>316,000</b>
INSURANCE/INSURANCE	Insurance	4116010	14,000
			<b>14,000</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	2,176
POSTAGE/COMMUNICATIONS	Utilities	4112211	-
			<b>2,176</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	500
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	1,610
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	5,650
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	4,131
AIRFARE/TRAVEL TRAINING	Other	4114030	4,800
HOTEL/TRAVEL TRAINING	Other	4114031	5,930
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	1,495
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	4,810
			<b>28,926</b>
<b>Grand Total</b>			<b>\$1,808,366</b>

# ADMINISTRATIVE DIVISION

Information Technology - 201.0204



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$ 2,195,041
FRINGES	Fringes		1,148,007
			<b>3,343,048</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	-
OFFICE EXP/COMPUTER SUPPLIES	Materials & Supplies	4115018	100,000
			<b>100,000</b>
PROFESSIONAL SERVICES	Services	4112110	473,800
TEMP HELP	Services	4112115	100,000
MAINTENANCE AGREEMENTS/R&M	Services	4113020	2,320,792
DATA WIRING SERVICES/R&M	Services	4113024	20,000
			<b>2,914,592</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	106,824
INTERNET SERVICES/COMMUNICATIONS	Utilities	4112212	75,000
TRAVEL, MEALS & MEETINGS	Other	4114010	-
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	-
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	41,045
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	1,320
AIRFARE/TRAVEL TRAINING	Other	4114030	500
HOTEL/TRAVEL TRAINING	Other	4114031	1,897
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	-
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	400
OFFICE EXP/ DUES & SUBSCRIPTIONS	Other	4115012	3,780
			<b>230,766</b>
<b>Grand Total</b>			<b>\$6,588,406</b>

# ADMINISTRATIVE DIVISION

Grants Management - 201.0205



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$437,750
FRINGES	Fringes		228,943
			<b>666,693</b>
ADVERTISING/MARKETING	Services	4112113	7,207
			<b>7,207</b>
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	300
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	4,690
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	3,954
HOTEL/TRAVEL TRAINING	Other	4114031	1,834
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	900
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	934
			<b>12,612</b>
<b>Grand Total</b>			<b>\$686,512</b>

# ADMINISTRATIVE DIVISION

Procurement - 201.0208

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,097,568
FRINGES	Fringes		574,028
			<b>1,671,597</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	2,000
			<b>2,000</b>
LEGAL	Services	4112111	50,000
ADVERTISING/MARKETING	Services	4112113	50,000
TEMPORARY HELP	Services	4112115	19,500
			<b>119,500</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	3,500
			<b>3,500</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	500
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	195
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	6,000
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	1,380
AIRFARE/TRAVEL TRAINING	Other	4114030	-
HOTEL/TRAVEL TRAINING	Other	4114031	300
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	105
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/ DUES & SUBSCRIPTIONS	Other	4115012	12,860
			<b>21,340</b>
<b>Grand Total</b>			<b>\$1,817,937</b>

# ADMINISTRATIVE DIVISION

Office Administration - 201.0210

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$375,980
FRINGES	Fringes		196,638
			<b>572,618</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	50,000
			<b>50,000</b>
PROFESSIONAL SERVICES	Services	4112110	310,000
LEGAL	Services	4112111	223,797
			<b>533,797</b>
TELEPHONE/COMMUNICATIONS	Insurance	4112210	-
POSTAGE/COMMUNICATIONS	Insurance	4112211	35,000
INTERNET SERVICES/COMMUNICATIONS	Insurance	4112212	-
			<b>35,000</b>
ADMIN EMPLOYEE EXPENSES	Other	4113200	-
TRAVEL, MEALS & MEETINGS	Other	4114010	-
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	510
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	1,975
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	2,700
HOTEL/TRAVEL TRAINING	Other	4114031	3,600
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	569
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	500
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	36,877
			<b>46,731</b>
<b>Grand Total</b>			<b>\$1,238,145</b>

# ADMINISTRATIVE DIVISION

Marketing & Creative Services - 201.0212



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$699,287
FRINGES	Fringes		365,727
			<b>1,065,014</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	-
OFFICE EXP/MISCELLANEOUS	Materials & Supplies	4115011	-
OFFICE EXP/COPYING EXPENSES	Materials & Supplies	4115013	-
			-
PROFESSIONAL SERVICES	Services	4112110	1,102,049
ADVERTISING/MARKETING	Services	4112113	297,063
PROMOTIONAL	Services	4112114	60,000
COMMUNICATIONS/MKTG/PUBLIC OUTREACH	Services	4112510	-
ADVERTISING/MKTG/PUBLIC OUTREACH	Services	4112512	-
EVENT SPONSORSHIP/COMMUNICATIONS-MARKETING	Services	4112517	-
WEBSITE MAINTENANCE/HOST/COMMUNICATIONS-MARKETING	Services	4112518	-
OFFICE EQUIP R & M	Services	4113011	-
			<b>1,459,112</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	-
POSTAGE/COMMUNICATIONS	Utilities	4112211	-
			-
HOLIDAY CELEBRATION/EMPLOYEE EXP	Other	4113213	-
ADMIN RECOGNITION/EMPLOYEE EXP	Other	4113220	-
TRAVEL, MEALS & MEETINGS	Other	4114010	3,850
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	-
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	5,400
HOTEL/TRAVEL TRAINING	Other	4114031	9,000
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	-
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	800
			<b>19,050</b>
<b>Grand Total</b>			<b>\$2,543,176</b>

# ADMINISTRATIVE DIVISION

Customer Engagement - 201.0213



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,071,623
FRINGES	Fringes		560,459
			<b>1,632,082</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	7,000
OFFICE EXP/COMPUTER SUPPLIES	Materials & Supplies	4115018	7,000
			<b>14,000</b>
PROFESSIONAL SERVICES	Services	4112110	64,484
			<b>64,484</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	2,300
			<b>2,300</b>
UNIFORMS/EMPLOYEE EXP	Other	4113221	12,000
TRAVEL, MEALS & MEETINGS	Other	4114010	-
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	-
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	1,200
AIRFARE/TRAVEL TRAINING	Other	4114030	-
HOTEL/TRAVEL TRAINING	Other	4114031	-
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	-
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	-
			<b>13,200</b>
<b>Grand Total</b>			<b>\$1,726,066</b>

# ADMINISTRATIVE DIVISION

Government & Public Affairs - 201.0216



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$304,800
FRINGES	Fringes		159,410
			<b>464,210</b>
PROFESSIONAL SERVICES	Utilities	4112110	540,000
TELEPHONE/COMMUNICATIONS	Utilities	4112210	1,450
			<b>541,450</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	2,000
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	1,200
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	3,000
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	1,000
HOTEL/TRAVEL TRAINING	Other	4114031	7,000
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	1,200
			<b>15,400</b>
<b>Grand Total</b>			<b>\$1,021,060</b>

# ADMINISTRATIVE DIVISION

Engagement - 201.0218



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$369,008
FRINGES	Fringes		192,991
			<b>561,999</b>
OFFICE EXP/SUPPLIES	Materials & Supplies	4115010	1,200
			<b>1,200</b>
PROFESSIONAL SERVICES	Services	4112110	35,000
EVENT SPONSORSHIP/COMM	Services	4112517	168,660
			<b>203,660</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	2,300
			<b>2,300</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	1,500
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	700
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	2,500
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	2,500
HOTEL/TRAVEL TRAINING	Other	4114031	1,600
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	900
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	2,000
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	245,175
			<b>256,875</b>
<b>Grand Total</b>			<b>\$1,026,034</b>

# ADMINISTRATIVE DIVISION

Multimedia - 201.0219

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$240,812
FRINGES	Fringes		125,945
			<b>366,757</b>
PROFESSIONAL SERVICES	Materials & Supplies	4112110	90,000
ADVERTISING/MARKETING	Materials & Supplies	4112113	15,000
PHOTOGRAPHY/COMMUNICATIONS-MARKETING	Materials & Supplies	4112514	25,000
			<b>130,000</b>
TELEPHONE/COMMUNICATIONS	Services	4112210	-
TRAVEL, MEALS & MEETINGS	Services	4114010	1,200
AUTO EXP/TRAVEL, MEALS & MEETINGS	Services	4114011	-
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Services	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Services	4114013	1,000
			<b>2,200</b>
AIRFARE/TRAVEL TRAINING	Utilities	4114030	600
HOTEL/TRAVEL TRAINING	Utilities	4114031	1,500
			<b>2,100</b>
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	360
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	16,195
			<b>16,555</b>
<b>Grand Total</b>			<b>\$517,612</b>

# ADMINISTRATIVE DIVISION

Audit & Compliance - 201.0226

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$402,727
FRINGES	Fringes		210,626
			<b>613,353</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	2,000
			<b>2,000</b>
PROFESSIONAL SERVICES	Services	4112110	25,000
MAINTENANCE AGREEMENTS/R&M	Services	4113020	52,609
			<b>77,609</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	1,632
			<b>1,632</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	2,435
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	196
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	490
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	7,000
AIRFARE/TRAVEL TRAINING	Other	4114030	-
HOTEL/TRAVEL TRAINING	Other	4114031	722
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	255
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	2,075
			<b>13,173</b>
<b>Grand Total</b>			<b>\$707,767</b>

# ADMINISTRATIVE DIVISION

Business Intelligence - 201.0227



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$588,240
FRINGES	Fringes		307,650
			<b>895,890</b>
MAINTENANCE AGREEMENTS/CONTRACT LINE	Services	4113020	200,000
MAINTENANCE AGREEMENTS/R&M	Services	4113020	50,000
			<b>250,000</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	-
			-
TRAVEL, MEALS & MEETINGS	Other	4114010	-
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	-
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	5,000
HOTEL/TRAVEL TRAINING	Other	4114031	5,000
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	-
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	-
			<b>10,000</b>
<b>Grand Total</b>			<b>\$1,155,890</b>

# ADMINISTRATIVE DIVISION

Controllership - 201.0230



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,307,727
FRINGES	Fringes		683,941
			<b>1,991,668</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	750
OFFICE EXP/COMPUTER SUPPLIES	Materials & Supplies	4115018	-
			<b>750</b>
PROFESSIONAL SERVICES	Services	4112110	20,500
LEGAL	Services	4112111	-
AUDIT	Services	4112112	224,450
TEMPORARY HELP	Services	4112115	100,000
MAINTENANCE AGREEMENTS/R&M	Services	4113020	108,861
			<b>453,811</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	-
			-
TRAVEL, MEALS & MEETINGS	Other	4114010	2,250
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	900
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	1,820
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	12,864
AIRFARE/TRAVEL TRAINING	Other	4114030	1,200
HOTEL/TRAVEL TRAINING	Other	4114031	3,000
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	1,125
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	1,200
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	2,893
OFFICE EXP/BANK SERVICE FEES	Other	4115022	-
			<b>27,252</b>
<b>Grand Total</b>			<b>\$2,473,481</b>

# ADMINISTRATIVE DIVISION

Economic Development - 201.0320

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$402,418
FRINGES	Fringes		210,465
			<b>612,883</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	200
OFFICE EXP/COMPUTER SUPPLIES	Materials & Supplies	4115018	2,500
			<b>2,700</b>
PROFESSIONAL SERVICES	Services	4112110	435,000
LEGAL	Services	4112111	100,000
COMMUNICATIONS/MKTG/PUBLIC OUTREACH	Services	4112510	2,500
			<b>537,500</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	2,176
POSTAGE/COMMUNICATIONS	Utilities	4112211	200
			<b>2,376</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	-
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	-
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	-
HOTEL/TRAVEL TRAINING	Other	4114031	-
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	-
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	2,750
			<b>2,750</b>
<b>Grand Total</b>			<b>\$1,158,209</b>

# TRANSIT OPERATIONS DIVISION

Vehicle Maintenance - 100.0101

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$5,271,978
FRINGES	Fringes		2,757,244
			<b>8,029,222</b>
VEH OPS/TIRES & TUBES-REV VEH	Materials & Supplies	5041012	797,000
REV VEH/FAREBOXES MAINT & REPAIR	Materials & Supplies	5044005	15,000
SVC VEH/INSPECTION & MAINTENANCE	Materials & Supplies	5044101	10,000
SVC VEH/TIRES & TUBES-OTHER VEH	Materials & Supplies	5044112	30,000
SVC VEH/NON-INV SUPPLIES-OTH VEH	Materials & Supplies	5044113	10,000
EQUIPMENT/INSPECTION & MAINTENANCE	Materials & Supplies	5044201	80,000
EQUIP/MISCELLANEOUS SUPPLIES	Materials & Supplies	5044221	200,000
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	10,000
			<b>1,152,000</b>
PROF SERV-MAINTENANCE/VEHICLE MAINTENANCE	Services	5034111	15,000
CONTRACT WORK-REV VEHICLE/VEHICLE MAINTENANCE	Services	5034112	521,000
CONTRACT WORK-OTHER VEH/VEHICLE MAINTENANCE	Services	5034113	58,000
CONTRACT WORK-RADIOS/AVL/NON-VEHICLE MAINTENANCE	Services	5034212	442,275
ENVIRONMENTAL WASTE DISP/NON-VEHICLE MAINTENANCE	Services	5034215	18,338
G&A/TEMP HELP-ADMINISTRATION	Services	5036016	100,000
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	-
			<b>1,154,613</b>
G&A/ELECTRIC/WATER/GAS USAGE	Insurance	5056011	630,679
			<b>630,679</b>
G&A/TELEPHONE	Utilities	5056012	9,480
RENTAL EXPENSE	Utilities	5120113	639,484
			<b>648,964</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	250
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	23,100
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	24,900
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	6,240
MT-HOTEL/TRAVEL TRAINING	Other	5096030	5,650
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	7,760
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	17,269
G&A/OTHER TAXES & LICENSES	Other	5076011	5,000
G&A/MISCELLANEOUS	Other	5096023	10,000
UNIFORM ALLOWANCE	Other	5020711	80,000
			<b>180,169</b>
<b>Grand Total</b>			<b>\$11,795,647</b>



# TRANSIT OPERATIONS DIVISION

Service Station (Maintenance Union) - 100.0102



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,357,088
FRINGES	Fringes		709,757
			<b>2,066,845</b>
<hr/>			
G&A/TELEPHONE	Utilities	5056012	544
			<b>544</b>
<hr/>			
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
			-
			-
<b>Grand Total</b>			<b>\$2,067,389</b>

# TRANSIT OPERATIONS DIVISION

Operators (Operators Union) - 100.0111



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$20,508,855
FRINGES	Fringes		9,934,317
			<b>30,443,172</b>
<hr/>			
G&A/OFFICE SUPPLIES	Services	5046017	750
			<b>750</b>
<hr/>			
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	50
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	7,500
MT-HOTEL/TRAVEL TRAINING	Other	5096030	500
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	250
G&A/MISCELLANEOUS	Other	5096023	146,250
			<b>154,550</b>
<b>Grand Total</b>			<b>\$30,598,472</b>

# TRANSIT OPERATIONS DIVISION

Operators Supervisors (Operators Union) - 100.0113



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$891,801
FRINGES	Fringes		466,412
			<b>1,358,213</b>
G&A/TELEPHONE	Utilities	5056012	11,800
			<b>11,800</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	1,000
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	1,500
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	3,000
MT-HOTEL/TRAVEL TRAINING	Other	5096030	2,000
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	2,000
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
			<b>9,500</b>
<b>Grand Total</b>			<b>\$1,379,513</b>

# TRANSIT OPERATIONS DIVISION

Dispatch - 100.0114



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$546,000
FRINGES	Fringes		285,558
			<b>831,558</b>
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	1,900
			<b>1,900</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	5,550
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	500
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	450
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
			<b>6,500</b>
<b>Grand Total</b>			<b>\$839,958</b>

# TRANSIT OPERATIONS DIVISION

Transit Administration - 100.0115

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,338,876
FRINGES	Fringes		700,232
			<b>2,039,107</b>
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	68,000
EQUIP/MISC SUPPLIES	Materials & Supplies	5044221	7,000
			<b>75,000</b>
G&A/PROF SERV-ADMINISTRATION	Services	5036011	31,000
G&A/TEMP HELP-ADMINISTRATION	Services	5036016	10,000
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	35,000
G&A/ATTORNEYS	Services	5036020	200,000
G&A/COMPUTER	Services	5036021	127,000
G&A/JTA BUS ROADEO	Services	5036022	30,000
G&A/BUS RIDE PROGRAM	Services	5036026	135,000
			<b>568,000</b>
G&A/TELEPHONE	Utilities	5056012	11,000
			<b>11,000</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	2,000
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	253
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	7,000
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	13,000
MT-HOTEL/TRAVEL TRAINING	Other	5096030	15,500
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	5,250
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	2,150
G&A/MISCELLANEOUS	Other	5096023	15,000
G&A/JAGUAR GAMES	Other	5096022	270,000
			<b>330,153</b>
<b>Grand Total</b>			<b>\$3,023,260</b>

# TRANSIT OPERATIONS DIVISION

Planning - 100.0122

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$476,307
FRINGES	Fringes		249,108
			<b>725,415</b>
EQUIP/MISCELLANEOUS SUPPLIES	Materials & Supplies	5044221	25,000
			<b>25,000</b>
CONTRACT WORK-RADIOS/AVL/NON-VEHICLE MAINTENANCE	Services	5034212	351,000
G&A/PROF SERV-ADMINISTRATION	Services	5036011	518,500
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	500,000
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036018	-
			<b>1,369,500</b>
G&A/TELEPHONE	Utilities	5056012	3,264
			<b>3,264</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	475
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	14,425
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	16,000
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	2,840
MT-HOTEL/TRAVEL TRAINING	Other	5096030	9,525
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	2,640
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	1,740
			<b>47,645</b>
<b>Grand Total</b>			<b>\$2,170,824</b>

# TRANSIT OPERATIONS DIVISION

Strategic Initiatives & Mobility Operations - 100.0190

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$362,900
FRINGES	Fringes		189,797
			<b>552,697</b>
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	3,000
			<b>3,000</b>
G&A/PROF SERV-ADMINISTRATION	Services	5036011	909,586
G&A/PROF SERV-MARKETING	Services	5036015	25,500
G&A/FEDERAL GRANTS	Services	5036093	1,447,262
			<b>2,382,348</b>
G&A/TELEPHONE	Utilities	5056012	-
			-
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	300
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	1,000
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	1,500
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	250
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	200
G&A/MISCELLANEOUS	Other	5096023	-
			<b>3,250</b>
<b>Grand Total</b>			<b>\$2,941,295</b>

# TRANSIT OPERATIONS DIVISION

Connexion-Clay County - 104.0011

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		-
FRINGES	Fringes		-
			-
VEH OPS/FUEL-REVENUE VEHICLE	Fuel	5041010	-
			-
EQUIP/MISCELLANEOUS SUPPLIES	Materials & Supplies	5044221	-
OFFICE EXPENSES/COPYING EXPENSES	Materials & Supplies	5115013	\$6,000
			<b>6,000</b>
PARATRANSIT-OPERATORS/VEHICLE OPERATIONS	Services	5031010	977,742
CONTRACT WORK-REV VEHICLE/VEHICLE MAINTENANCE	Services	5034112	72,000
CONTRACT WORK-RADIOS/A	Services	5034212	15,000
			<b>1,064,742</b>
MISC RENTALS/OFFICE SPACE	Rental Expense	5120112	25,000
			<b>25,000</b>
<b>Grand Total</b>			<b>\$1,095,742</b>

# TRANSIT OPERATIONS DIVISION

Connexion Operations - 104.0101

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,085,731
FRINGES	Fringes		567,837
			<b>1,653,568</b>
VEH OPS/TIRES & TUBES-REV VEH	Materials & Supplies	5041012	176,400
REV VEH/RADIO MAINT & REPAIR	Materials & Supplies	5044004	52,000
SVC VEH/INSPECTION & MAINTENANCE	Materials & Supplies	5044101	3,500
SVC VEH/TIRES & TUBES-OTHER VEH	Materials & Supplies	5044112	2,500
BUILDING/MAINTENANCE	Materials & Supplies	5044301	5,000
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	6,000
			<b>245,400</b>
PARATRANSIT-OPERATORS/VEHICLE OPERATIONS	Services	5031010	10,147,394
VEHICLE OPERATIONS/CONTRACTED SERVICE (Connexion Plus)	Services	5031016	3,500,000
CONTRACT WORK-REV VEHICLE/VEHICLE MAINTENANCE	Services	5034112	213,500
CONTRACT WORK-RADIOS/AVL/NON-VEHICLE MAINTENANCE	Services	5034212	62,829
G&A/PROF SERV-ADMINISTRATION	Services	5036011	164,200
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	5,358
G&A/ATTORNEYS	Services	5036020	15,000
G&A/COMPUTER	Services	5036021	-
			<b>14,108,281</b>
VEH OPS/FIRE INSURANCE-REV VEH	Insurance	5061011	3,231
			<b>3,231</b>
G&A/ELECTRIC/WATER/GAS USAGE	Utilities	5056011	10,800
G&A/TELEPHONE	Utilities	5056012	-
			<b>10,800</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	300
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	1,650
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	2,000
MT-HOTEL/TRAVEL TRAINING	Other	5096030	1,900
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	700
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	4,350
			<b>10,900</b>
<b>Grand Total</b>			<b>\$16,032,180</b>

# TRANSIT OPERATIONS DIVISION

Ferry Operations - 105.0101

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		-
FRINGES	Fringes		-
			-
VEHICLE OPERATIONS/CONTRACTED SERVICE	Services	5031016	\$2,056,134
CONTRACT WORK-REV VEHICLE MAINTENANCE	Services	5034112	97,000
CONTRACT WORK-BLDG/EQUIP/NON-VEHICLE MAINTENANCE	Services	5034214	52,000
G&A/PROFESSIONAL FEES	Services	5035630	1,000
			<b>2,206,134</b>
G&A/OTHER INSURANCE COVERAGES	Insurance	5066018	78,497
			<b>78,497</b>
MISC RENTALS/OFFICE SPACE	Rental Expense	5120112	40,000
			<b>40,000</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	-
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/MISCELLANEOUS	Other	5096023	22,000
			<b>22,000</b>
<b>Grand Total</b>			<b>\$2,346,631</b>

# TRANSIT OPERATIONS DIVISION

Human Resources - 201.0206



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,217,238
FRINGES	Fringes		532,015
			<b>1,749,253</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	-
OFFICE EXP/MISCELLANEOUS	Materials & Supplies	4115011	10,000
OFFICE EXP/PRINT SHOP PRINTING COSTS	Materials & Supplies	4115019	-
			<b>10,000</b>
PROFESSIONAL SERVICES	Services	4112110	405,600
ADVERTISING/MARKETING	Services	4112113	72,500
PROMOTIONAL	Services	4112114	137,000
TEMPORARY HELP	Services	4112115	75,000
EMPLOYEE TESTING, PHYSICAL	Services	4112125	42,000
OFFICE EQUIPMENT R&M	Services	4113011	-
			<b>732,100</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	-
			-
EMPLOYEE ASSISTANCE PROGRAM/EMPLOYEE EXP	Other	4113210	50,000
WORKPLACE WELLNESS/EMPLOYEE EXP	Other	4113216	75,000
TUITION REIMBURSEMENT/EMPLOYEE EXP	Other	4113217	-
TRAINING - JTA/EMPLOYEE	Other	4113218	-
RELOCATION EXPENSE/EMPLOYEE EXP	Other	4113219	70,000
ADMIN RECOGNITION/EMPLOYEE EXP	Other	4113220	75,000
PRE-EMP BACKGROUND CHECKS/EMPLOYEE EXP	Other	4113222	100,000
POST-EMP BACKGROUND CHECK/EMPLOYEE EXP	Other	4113224	-
TRAVEL, MEALS & MEETINGS	Other	4114010	29,695
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	-
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	6,000
HOTEL/TRAVEL TRAINING	Other	4114031	9,000
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	3,400
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
			<b>418,095</b>
<b>Grand Total</b>			<b>\$2,909,448</b>

# TRANSIT OPERATIONS DIVISION

Training - 201.0209



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$ 563,602
FRINGES	Fringes		294,764
			<b>858,366</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	50,000
OFFICE EXP/COMPUTER	Materials & Supplies	4115018	5,000
			<b>55,000</b>
PROFESSIONAL SERVICES	Services	4112110	440,000
MAINTENANCE AGREEMENTS/R&M	Services	4113020	100,000
			<b>560,000</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	3,000
			<b>3,000</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	-
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	2,300
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	51,370
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	12,000
AIRFARE/TRAVEL TRAINING	Other	4114030	6,700
HOTEL/TRAVEL TRAINING	Other	4114031	12,110
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	3,240
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
			<b>87,720</b>
<b>Grand Total</b>			<b>\$1,564,086</b>

# SYSTEM DEVELOPMENT DIVISION

Facilities Maintenance - 100.0103

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,591,132
FRINGES	Fringes		832,162
			<b>2,423,294</b>
EQUIP/MISCELLANEOUS SUPPLIES	Materials & Supplies	5044221	275,000
BUILDING/MAINTENANCE	Materials & Supplies	5044301	300,000
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	2,500
			<b>577,500</b>
CONTRACT WORK-BLDG/EQUIP/NON-VEHICLE MAINTENANCE	Services	5034214	3,307,875
G&A/PROF SERV-ADMINISTRATION	Services	5036011	134,000
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	5,000
G&A/CUSTODIAL	Services	5036018	648,300
			<b>4,095,175</b>
G&A/TELEPHONE	Utilities	5056012	8,000
			<b>8,000</b>
MISC RENTALS/OFFICE SPACE	Rental Expense	5120112	78,400
			<b>78,400</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	10,550
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	3,000
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	500
MT-HOTEL/TRAVEL TRAINING	Other	5096030	650
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	9,500
			<b>24,200</b>
<b>Grand Total</b>			<b>\$7,206,569</b>

# SYSTEM DEVELOPMENT DIVISION

Planning & Sustainability - 100.0127

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$590,880
FRINGES	Fringes		309,030
			<b>899,910</b>
EQUIP/MISCELLANEOUS SUPPLIES	Materials & Supplies	5044221	10,000
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	1,000
			<b>11,000</b>
G&A/PROF SERV-ADMINISTRATION	Services	5036011	1,635,000
G&A/FEDERAL GRANTS	Services	5036093	1,250,000
			<b>2,885,000</b>
G&A/TELEPHONE	Utilities	5056012	2,880
			<b>2,880</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	16,600
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	-
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	3,500
			<b>20,100</b>
<b>Grand Total</b>			<b>\$3,818,890</b>

# SYSTEM DEVELOPMENT DIVISION

Automation - 100.0145



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,163,649
FRINGES	Fringes		608,588
			<b>1,772,237</b>
G&A/OFFICE SUPPLIES	Materials & Supplies	5046017	6,000
BUILDING/MAINTENANCE	Materials & Supplies	5044301	25,000
			<b>31,000</b>
CONTRACTS FROM PROFESSIONAL SERVICES PAGE	Services	-	-
G&A/ADVERTISING/PROMOTION	Services	5035615	115,000
			<b>115,000</b>
G&A/PROF SERV-ADMINISTRATION	Services	5036011	1,093,400
G&A/PROF SERV-MARKETING	Services	5036015	35,000
G&A/TEMP HELP-ADMINISTRATION	Services	5036016	159,600
G&A/OFFICE EQ-CONT/REP/MAINT	Services	5036017	97,238
G&A/ATTORNEYS	Services	5036020	200,000
			<b>1,585,238</b>
G&A/OTHER INSURANCE	Insurance	5066018	15,000
			<b>15,000</b>
G&A/TELEPHONE	Utilities	5056012	4,000
			<b>4,000</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	15,000
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	-
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	5,055
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	-
MT-HOTEL/TRAVEL TRAINING	Other	5096030	-
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	4,017
			<b>24,072</b>
<b>Grand Total</b>			<b>\$3,546,547</b>

# SYSTEM DEVELOPMENT DIVISION

Skyway - 102.0101



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$2,533,400
FRINGES	Fringes		1,324,968
			<b>3,858,369</b>
REV VEH/FREIGHT ON PARTS	Materials & Supplies	5044006	-
REV VEH/NON-INV SUPPLIES-REV VEH	Materials & Supplies	5044008	40,000
SVC VEH/INSPECTION & MAINTENANCE	Materials & Supplies	5044101	5,000
EQUIP/MISCELLANEOUS SUPPLIES	Materials & Supplies	5044221	40,000
BUILDING/MAINTENANCE	Materials & Supplies	5044301	27,000
VEH MOVEMNT CONTRL SYS/INSPECTION & MAINTENANCE	Materials & Supplies	5044401	15,000
ELECTRIC POWER FACILITIES/INSPECTION & MAINTENANCE	Materials & Supplies	5044501	10,000
MAINT-B G & E/NON VEHICLE MAINTENANCE	Materials & Supplies	5045214	40,000
G&A/GENERAL ADMINISTRATIVE	Materials & Supplies	5045611	15,000
G&A/GENERAL	Materials & Supplies	5045612	5,000
G&A/OFFICE SUPPLIES	Materials & Supplies	5045617	10,000
			<b>207,000</b>
SERVICING REV VEHICLES/VEHICLE MAINTENANCE	Services	5035112	3,330
MAINT-OTHER B G & E/NON VEHICLE MAINTENANCE	Services	5035214	265,036
G&A/CUSTODIAL	Services	5035612	2,500
G&A/PROFESSIONAL FEES	Services	5035630	390,818
G&A/PROF SERV-MARKETING	Services	5036015	6,000
			<b>667,684</b>
PROPERTY DAMAGE/INSURANCE	Insurance	5065611	496,381
LOSS PROVISION/INSURANCE	Insurance	5065612	4,012
			<b>500,393</b>
VEH SYS/PROPULSION POWER	Utilities	5055111	400,000
G&A/UTILITIES	Utilities	5055611	78,500
G&A/TELEPHONE	Utilities	5055612	40,000
			<b>518,500</b>
MT-TRAVEL, MEALS & MEETINGS	Other	5096025	60
MT-AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	5096026	2,200
MT-REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	5096027	1,600
MT-TRAINING/TRAVEL/TRAINING EXPENSES	Other	5096028	-
MT-AIRFARE/TRAVEL TRAINING	Other	5096029	4,000
MT-HOTEL/TRAVEL TRAINING	Other	5096030	2,500
MT-PER DIEM MEALS/TRAVEL TRAINING	Other	5096031	-
MT-BUSINESS MEALS/TRAVEL TRAINING	Other	5096032	-
G&A/DUES & SUBSCRIPTIONS	Other	5096011	1,750
G&A/MISCELLANEOUS EXP	Other	5095612	-
			<b>12,110</b>
<b>Grand Total</b>			<b>\$5,764,056</b>



# SYSTEM DEVELOPMENT DIVISION

Construction & Capital Programs - 201.0201

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$1,138,660
FRINGES	Fringes		595,519
			<b>1,734,180</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	750
OFFICE EXP/MISCELLANEOUS	Materials & Supplies	4115011	-
			<b>750</b>
PROFESSIONAL SERVICES	Services	4112110	875,000
LEGAL	Services	4112111	50,000
COMMUNICATIONS/MKTG/PUBLIC OUTREACH	Services	4112510	2,785
			<b>927,785</b>
INSURANCE/INSURANCE	Insurance	4116010	-
			-
TELEPHONE/COMMUNICATIONS	Utilities	4112210	6,480
POSTAGE/COMMUNICATIONS	Utilities	4112211	-
			<b>6,480</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	20,330
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	720
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	1,000
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	2,600
HOTEL/TRAVEL TRAINING	Other	4114031	4,920
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	1,080
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	4,800
			<b>35,450</b>
<b>Grand Total</b>			<b>\$2,704,645</b>

# SYSTEM DEVELOPMENT DIVISION

Diversity & Equity - 201.0207

DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$479,392
FRINGES	Fringes		250,722
			<b>730,114</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	-
OFFICE EXP/PRINT SHOP PRINTING COSTS	Materials & Supplies	4115019	-
			-
PROFESSIONAL SERVICES	Services	4112110	31,500
PROMOTIONAL	Services	4112114	5,000
COMMUNITY PARTNERING/COMMUNICATIONS-MARKETING	Services	4112516	7,000
			<b>43,500</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	720
			<b>720</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	3,500
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	300
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	500
HOTEL/TRAVEL TRAINING	Other	4114031	4,100
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	2,040
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	550
			<b>10,990</b>
<b>Grand Total</b>			<b>\$785,324</b>

# SYSTEM DEVELOPMENT DIVISION

Capital Projects Office - 201.0232



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$322,440
FRINGES	Fringes		168,636
			<b>491,076</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	3,000
OFFICE EXP/MISCELLANEOUS	Materials & Supplies	4115011	762
			<b>3,762</b>
PROFESSIONAL SERVICES	Services	4112110	312,000
			<b>312,000</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	2,200
			<b>2,200</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	350
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	30
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	8,600
AIRFARE/TRAVEL TRAINING	Other	4114030	300
HOTEL/TRAVEL TRAINING	Other	4114031	400
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	90
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	675
			<b>10,445</b>
<b>Grand Total</b>			<b>\$819,483</b>

# SYSTEM DEVELOPMENT DIVISION

Sustainability & Resiliency - 201.0233



DESCRIPTION	CATEGORY	ACCOUNT	AMOUNT
WAGES	Wages		\$248,000
FRINGES	Fringes		129,704
			<b>377,704</b>
OFFICE EXP/SUPPLIES & FURNITURE	Materials & Supplies	4115010	500
			<b>500</b>
PROFESSIONAL SERVICES	Services	4112110	500,000
			<b>500,000</b>
TELEPHONE/COMMUNICATIONS	Utilities	4112210	720
POSTAGE/COMMUNICATIONS	Utilities	4112211	-
			<b>720</b>
TRAVEL, MEALS & MEETINGS	Other	4114010	-
AUTO EXP/TRAVEL, MEALS & MEETINGS	Other	4114011	-
REGISTRATION FEES/TRAVEL/TRAINING EXPENSES	Other	4114012	-
TRAINING/TRAVEL/TRAINING EXPENSES	Other	4114013	-
AIRFARE/TRAVEL TRAINING	Other	4114030	-
HOTEL/TRAVEL TRAINING	Other	4114031	-
PER DIEM MEALS/TRAVEL TRAINING	Other	4114032	-
BUSINESS MEALS/TRAVEL TRAINING	Other	4114033	-
OFFICE EXP/DUES & SUBSCRIPTIONS	Other	4115012	2,390
			<b>2,390</b>
<b>Grand Total</b>			<b>\$881,314</b>

# FINANCIAL OUTLOOK

## FISCAL YEAR 2024 BUDGET REPORT

### Introduction

In March 2023, JTA engaged Deloitte Consulting to develop a long-term strategic financial outlook, including a 5-year operating plan and a 10-year capital program plan. The analysis was completed in April and presented to the JTA Board of Directors. Information from the assessment was utilized to inform JTA's FY24 budget.



### Executive Summary

#### OPERATING

Deloitte's Operations analysis is intended to provide the Jacksonville Transit Authority (JTA) with a baseline as well as high and low scenarios of Operating Plan forecast results.

- The JTA recent operational results have produced modest operating surpluses which have added to financial reserves which are currently healthy.
- Net Sales tax revenue is the largest source of funding and longer term should be a predictable and stable source of funding.
  - Services (contract costs) have been growing faster than revenues over the last 5 years and should be monitored closely going forward.
  - Financial reserves are vital to maintain to enable policy requirements as well as cash match for grant awards.

#### CAPITAL

Our Capital analysis is intended to provide the JTA a baseline forecast for Capital Program Funding for the next 10 years and high and low scenarios for comparison.

JTA primarily relies on a combination of Federal Grants and Gas Taxes (LOGT2) as primary sources of funding for Capital Programs. Additionally, the local match requirements for grant funding is coming from JTA's financial reserves which have been healthy and stable recently.

Based on our projections JTA can fund between \$412.9 and \$505.6 million in capital over the next 10 years. All of our scenarios include discretionary funding over and above JTA's formula capital funding.



SCOPE AND BACKGROUND

## Project Scope and Background

The following provides an overview of Project Scope and Background in support of the Jacksonville Transit Authority with 5-10 Year Financial Outlook, based on our analysis of the latest Macroeconomic Factors.

**Deloitte was hired to perform a four-week analysis of JTA's Operating and Capital Plans:**

### 5-YEAR OPERATIONS PLAN APPROACH

- Examination of macroeconomic trends (i.e., GDP, employment, consumer spending, etc.) at both National and Local levels
- Due diligence on revenue & expense categories and underlying drivers for JTA
- Indication of operational impact based on scenario analysis (i.e., low, medium, high)

### 10-YEAR CAPITAL PLAN APPROACH

- Review relevant and available fundings from a State, Local, and Federal opportunities
- Assess JTA's financial model for impacts against economic variables
- Indication of directional funding impact based on scenario analysis (i.e., low, medium, high)

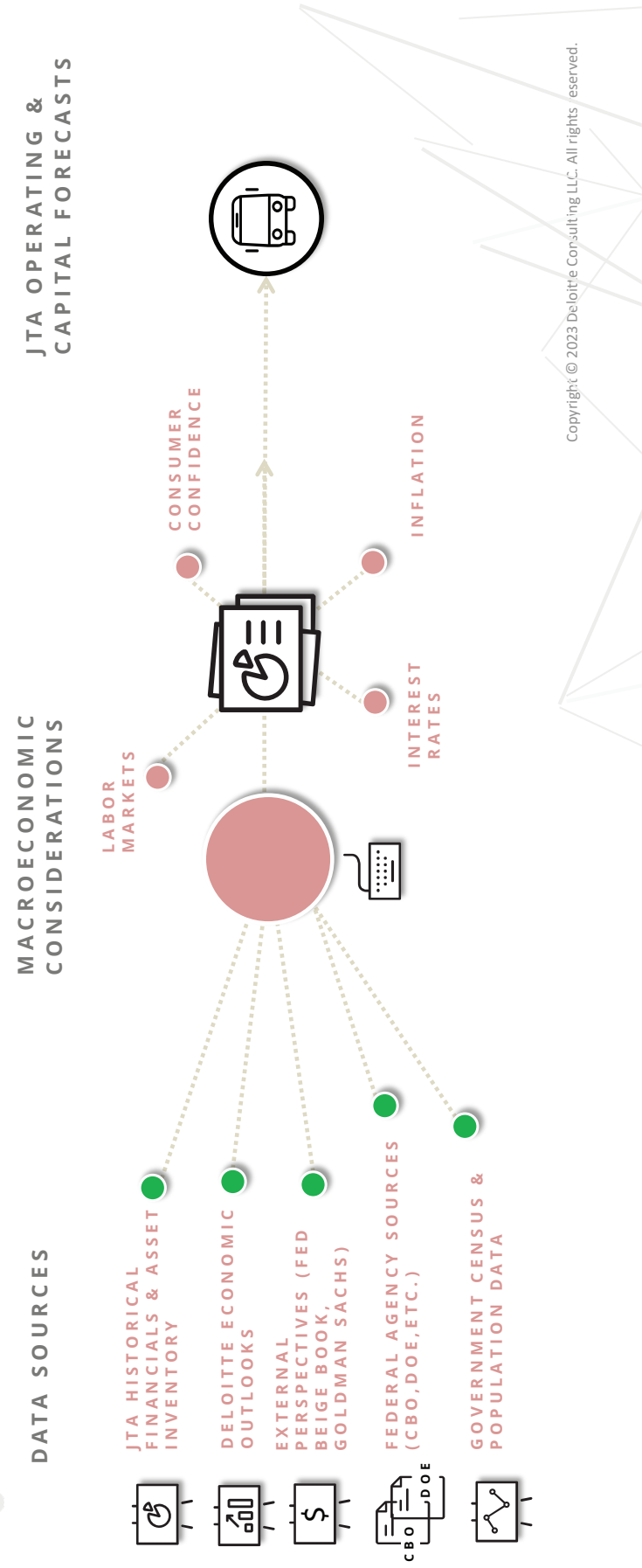
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SCOPE AND BACKGROUND

## Data Sources and Considerations

The following provides an overview of the primary data sources and some key macroeconomic factors Deloitte considered in this analysis.



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# Key Macroeconomic Factors

The Fed's actions have led to the beginning of a disinflationary process in some sectors. Market expectations suggest further rate increases which could result in a recession and suboptimal economic growth in the near term.



<p><b>INFLATION</b></p> <p><i>Wage growth has continued to fade throughout 2022, quelling fears of an upward spiral.</i></p> <p><b>Key Indicators</b></p> <ul style="list-style-type: none"> <li>• Quarterly growth in total compensation peaked at 1.4% in Q1 then rose more slowly in each subsequent quarter of 2022<sup>1</sup></li> <li>• YoY growth for the PCE index decreased in each subsequent month of Q4<sup>2</sup></li> </ul>	<p><b>INTEREST RATES</b></p> <p><i>We expect the fed to slow the pace of rate hikes as it shifts to fine-tuning a soft landing</i></p> <p><b>Key Indicators</b></p> <ul style="list-style-type: none"> <li>• The Atlanta Fed's Market Probability Tracker has the Fed Funds Rate peaking in mid-2023<sup>3</sup></li> <li>• In a February press conference, the Fed acknowledged that disinflationary activity is already occurring &amp; alluded to no 2023 rate cuts<sup>9</sup></li> </ul>	<p><b>GEO POLITICS</b></p> <p><i>Rising central bank rates and a continued war in Ukraine are expected to slow economic growth in 2023.</i></p> <p><b>Key Indicators</b></p> <ul style="list-style-type: none"> <li>• The IMF projects that global growth will fall to 2.9 percent in 2023 but rise to 3.1 percent in 2024<sup>4</sup></li> <li>• Volatile energy prices remain a top concern for Global C-suite's, largely driven by the effects of war in Ukraine<sup>5</sup></li> </ul>	<p><b>LABOR MARKETS</b></p> <p><i>Labor markets are beginning to rebalance, largely due to recent declines in job openings.</i></p> <p><b>Key Indicators</b></p> <ul style="list-style-type: none"> <li>• The job-workers gap for 2022 peaked in March and has been trending down since<sup>1</sup></li> <li>• The Fed's predicts the unemployment rate to rise to a median of 4.6% for 2023<sup>6</sup></li> <li>• Despite a surging January jobs report, avg. hourly earnings slowed from December's pace.</li> </ul>	<p><b>CONSUMER CONFIDENCE</b></p> <p><i>Consumer expectations have continued their upward trajectory.</i></p> <p><b>Key Indicators</b></p> <ul style="list-style-type: none"> <li>• U.S. personal savings rate declined for most of 2022, and recovered slightly to 3.4% in December<sup>7</sup></li> <li>• TCB's Consumer Confidence Index has been trending up since mid-2022<sup>8</sup></li> </ul>
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**While inflation has recently showed signs of slowing, uncertainty remains about the medium-term economic outlook. Higher unemployment and a recession may be the only way to get inflation back to the range where the Federal Reserve is comfortable.**



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TRANSPORTATION  
AUTHORITY

## OPERATING PLAN

OPERATIONS FINANCIAL ASSESSMENT



# JTA Macroeconomic Scenarios for FY24-28

The following presents the three Macroeconomic Scenarios could play out over the term of JTA's 5-year Operating Plan:

### Low Growth

- Low economic growth
- Consumers prefer to save for an impending recession rather than take unnecessary risks
- Unemployment continues to rise above 4% as the economy cools
- Federal Reserve increases interest rates through 2023-2024 to a peak rate of 5.75%; begins tapering rates in 2025
- GDP growth is flat or negative for 2023 and resumes 1% avg. annual growth

### Baseline Growth

- Medium economic growth
- Consumer spending increases, driven by additional spending on travel
- Unemployment rises slightly and moderates at 4%.
- Federal Reserve increases interest rates to 5.25% through 2023 & begins cutting rates in late 2024.
- GDP posts modest growth between 0%-1% for 2023 and ramps up to steady 2% growth by 2025

### High Growth

- High economic growth
- Consumers sitting on considerable savings spend at increasing rates
- Unemployment remains stable under 4% as widespread job growth continues
- Federal Reserve increases interest rates through Q2 2023, and considers rate cuts by year end.
- GDP growth is positive, exceeding 1% for 2023 and maintaining 2-3% growth thereafter.

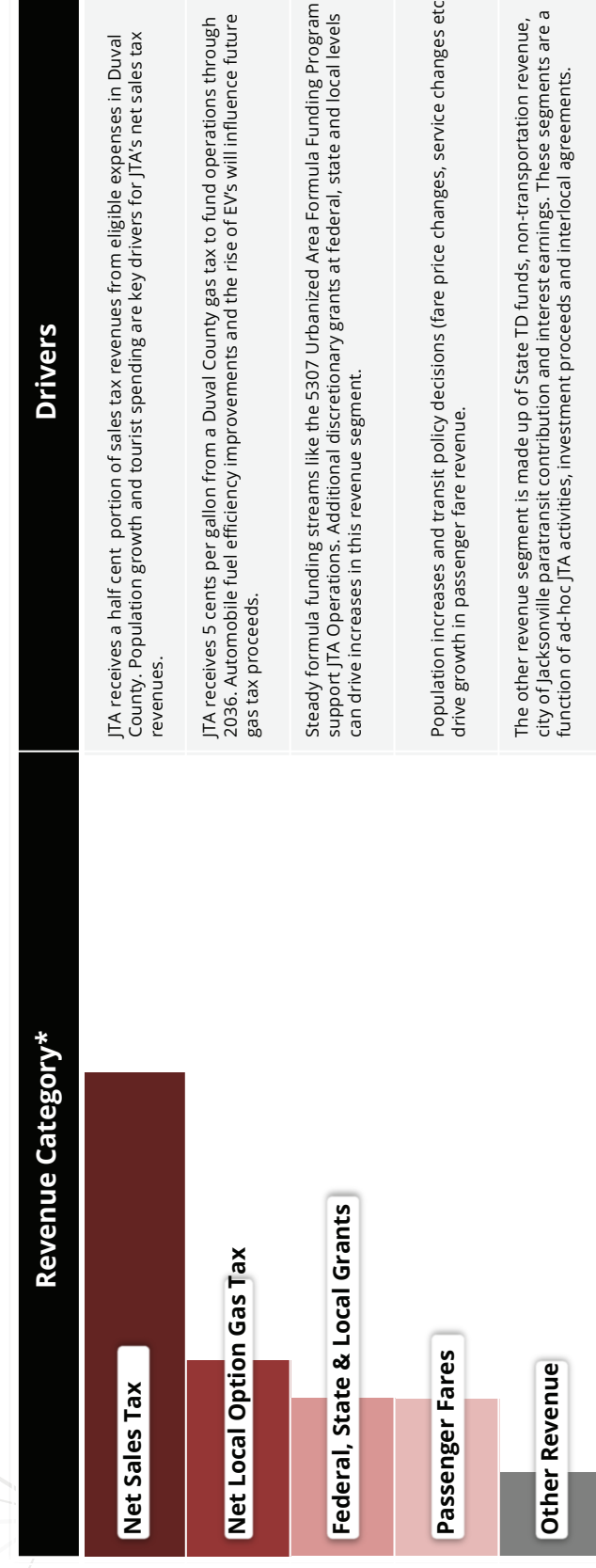
**Deloitte will present the above scenarios and JTA's associated revenue outlook for each over the term of the Operating Finance Plan.**

Sources: Deloitte U.S. Economic Forecast; Goldman Sachs Macro Economic Outlook, Congressional Budget Office Budget and Economic Outlook, 2023 to 2033  
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# Key Revenue Streams and Potential Drivers

The following provides an overview on key drivers of revenue impact for Deloitte's baseline scenario from FY24-28



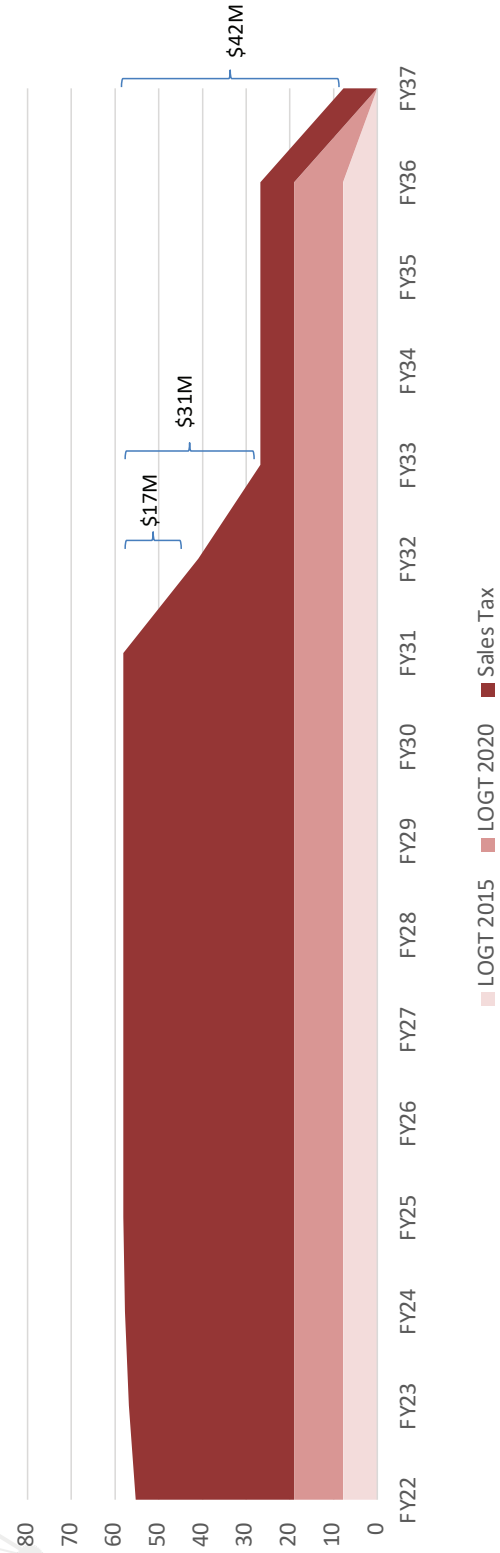
\*Ordered by FY 2022 Actual Revenue Share  
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OPERATING FORECAST

# Annual Debt Service Schedule

FY 2022 - FY 2037



**Insight**

- Debt Service starts to decline in 2031, followed by subsequent drop offs in 2033 and 2037 for a total of \$42M.
- JTA can consider restructuring debt to bond and accelerate certain projects or just use operating surpluses on a pay-as-you-go basis

Sources: JTA Debt Service Schedule

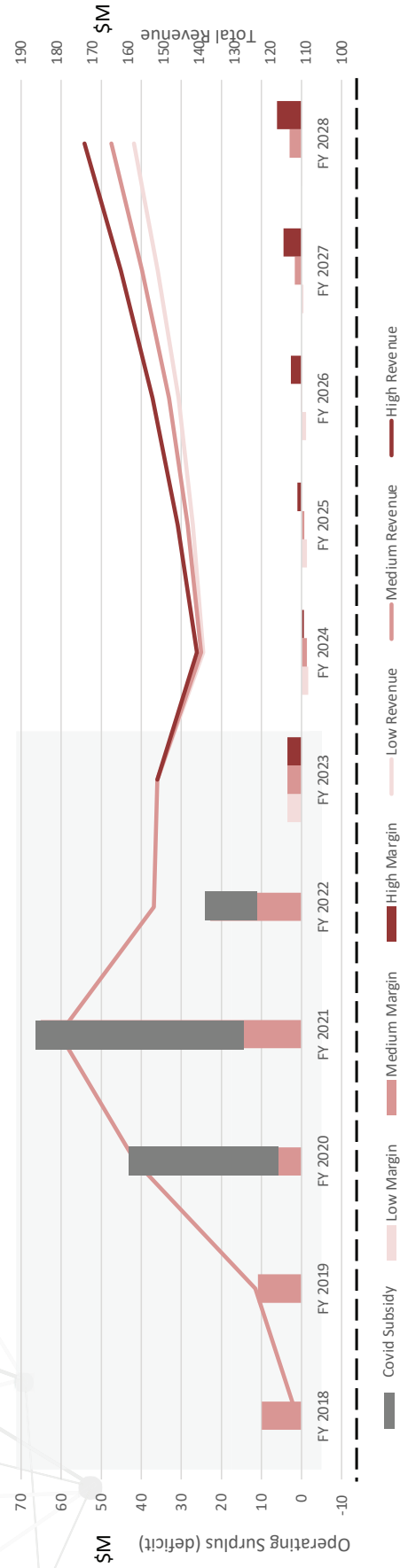
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OPERATING SUMMARY

# Operating Results Summary

FY 2018 - FY 2028

OPERATING FORECAST BY SCENARIO



**Insights**

- Deloitte's baseline (medium) scenario has JTA's operating revenue growing at 3.4% annually to a total of \$165M by FY 2028; Operating margin peaks at \$3M in FY 2028 for the baseline (medium) scenario
- Deloitte projects dampened revenue growth in the sales tax segment for FY 2024 - FY 2026 due to a muted economic growth outlook and small increases in unemployment
- FY19-22 Surpluses include property sales totaling \$32M
- Services cost (contract services) are a significant portion of expenses and have grown an average of 12% per year over the 5 years ending in FY22. If that trend continues, it will put significant pressure on operating margins.

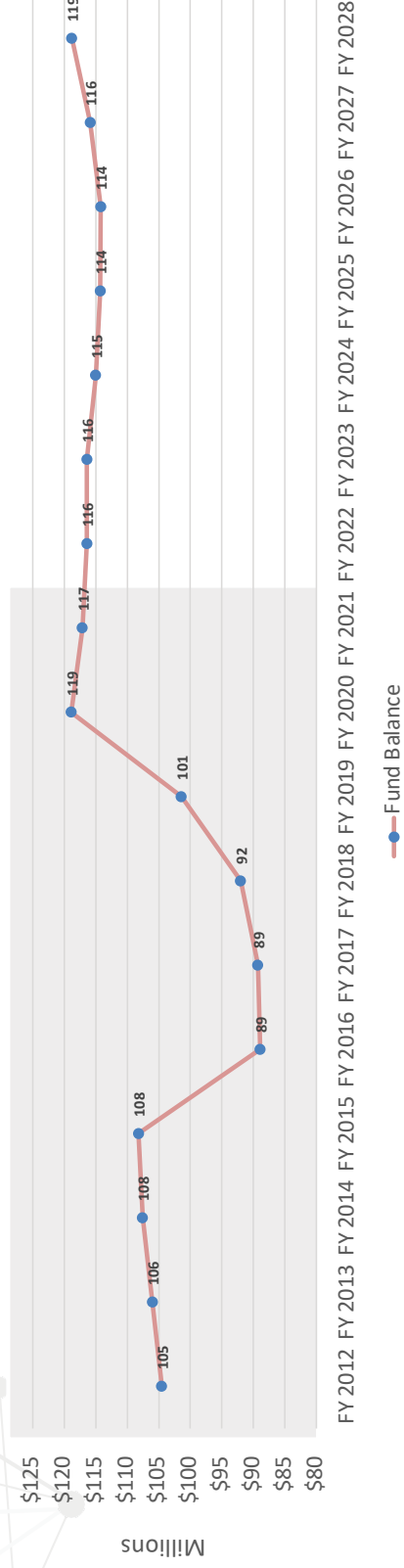
Sources: JTA FY 2018-2022 Financials; Deloitte Operating Forecast

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# Historical General Fund Balance (Reserves)

Audited Data from FY 2012 to FY 2021, Projections for FY2023 to FY2028



FY 2012 FY 2013 FY 2014 FY 2015 FY 2016 FY 2017 FY 2018 FY 2019 FY 2020 FY 2021 FY 2022 FY 2023 FY 2024 FY 2025 FY 2026 FY 2027 FY 2028

● Fund Balance

Millions \$	Forecast				
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Revenue	139.5	143.2	148.5	156.0	164.6
Total Expense	-140.8	-143.9	-148.4	-154.3	-161.7
Operating Margin	-1.4	-0.7	-0.1	1.7	2.9
General Fund Balance	114.9	114.3	114.2	115.9	118.8

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## 10-YEAR CAPITAL PROGRAM PLAN

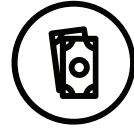
CAPITAL FINANCIAL ASSESSMENT

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## Introduction to JTA CapEx

Summary of key findings that will be discussed throughout the presentation.



### Funded Projects

JTA has identified funding for several projects from operations, technology, and corridor improvements to vehicle replacements. There are **89 funded projects over the next 10 years.**



### Unfunded Projects

Similarly, there are **12 priority projects** are awaiting funding for the next 10 years. **Five of those projects align with MOVE 2027.**



### Forecasting Dollars

Using the current funding sources JTA receives which include **Federal/State/Local Grants, LOGT2, and Discretionary Grants**, over the next 10 years funding was forecasted to reassure JTA's project needs are met.



### Capital Investments

JTA's capital investments are geared towards investing the **future, customers, and operational efficiencies.**

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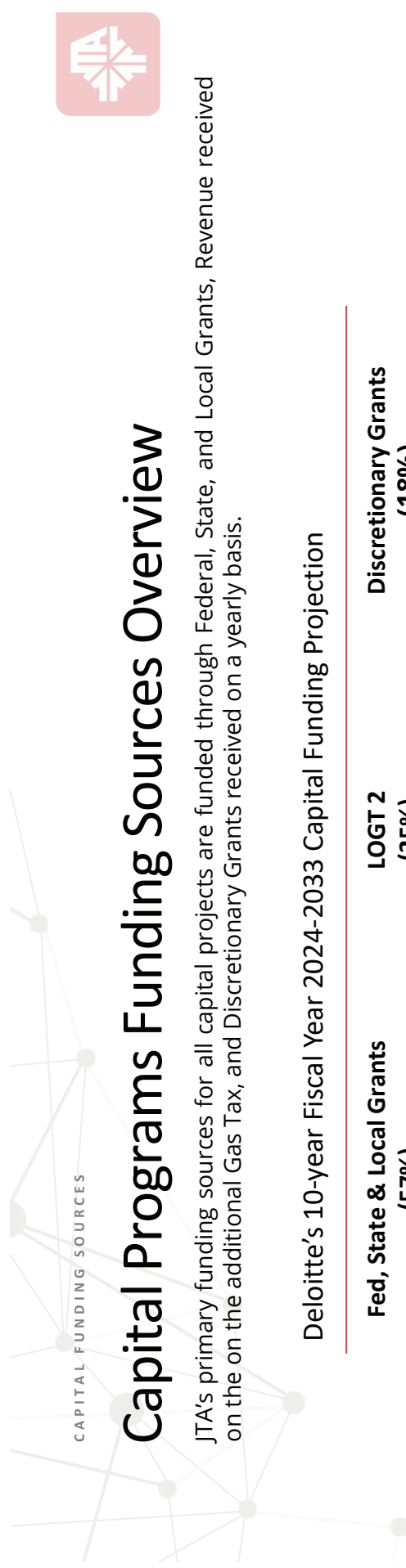
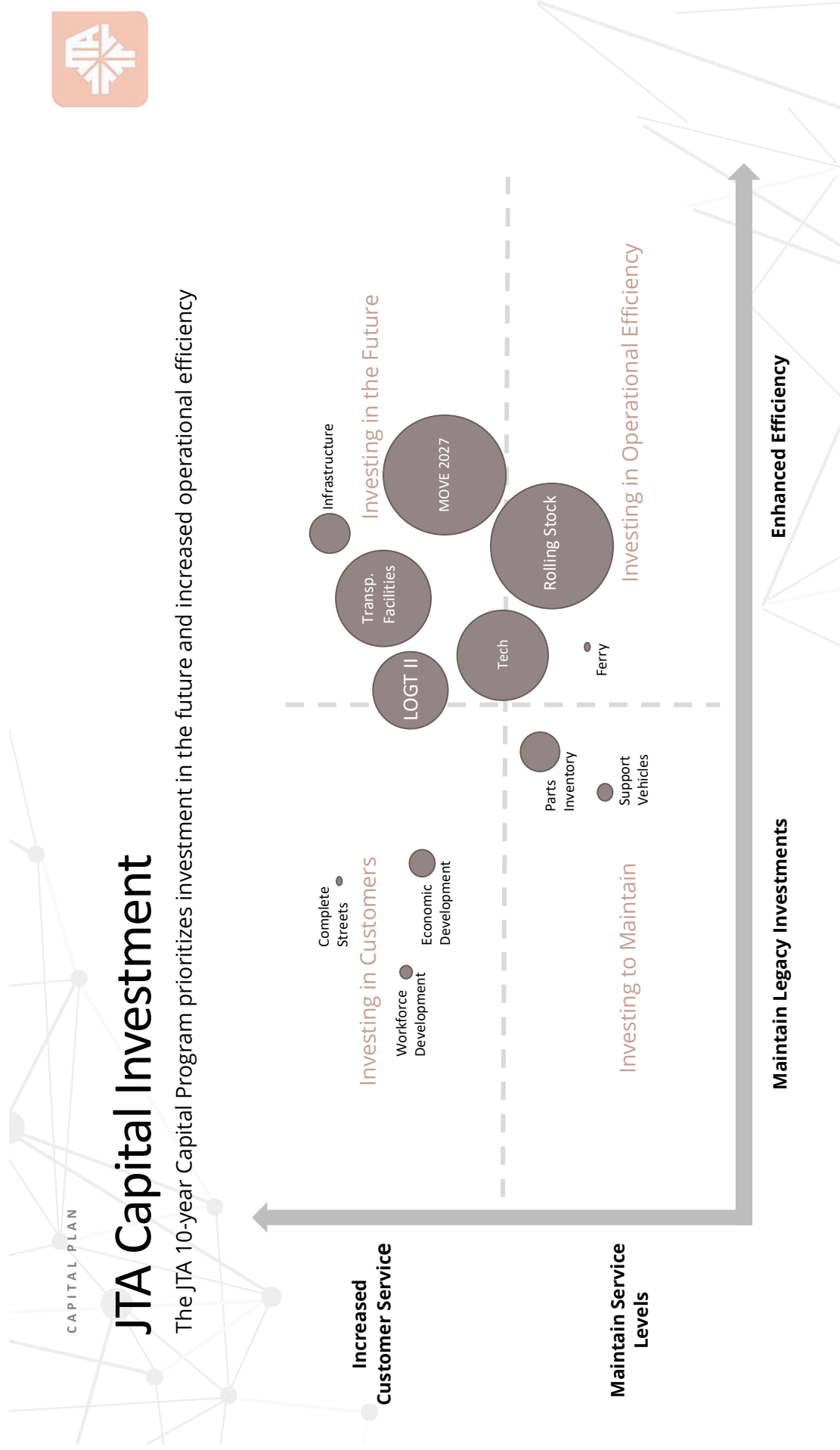
## Capital Programs Planned Expenditures

A look at JTA Capital Programs forecasted expenditure for the next 5-10 years. Projects have been categorized into the relative project buckets.

Project Category	5-Year	10-Year	Notes
<b>MOVE 2027</b>	\$ 56,732,220	\$ 103,709,494	MOVE 2027 Projects
<b>Bus Rolling Stock</b>	\$ 21,109,929	\$ 67,005,069	Fixed Route Bus Vehicle Replacement and Inspections
<b>Transportation Facilities</b>	\$ 24,500,169	\$ 45,120,407	Programs improving bus, skyway, and pedestrian facilities.
<b>Technology</b>	\$ 26,517,347	\$ 37,989,557	MyJTA App, Software, and IT Hardware and Equipment
<b>CTC Rolling Stock</b>	\$ 14,706,363	\$ 35,332,797	Connexion Vehicle Replacement
<b>LOGT II</b>	\$ 20,194,881	\$ 24,824,288	LOGT2 funded projects; Corridor Improvements, New Ferry Boat, U2C
<b>Parts Inventory</b>	\$ 10,285,708	\$ 21,080,292	Parts for Skyway, Connexion, and Fixed Route
<b>Economic Development</b>	\$ 5,000,000	\$ 10,000,000	Programs associated to facilities and facilities maintenance
<b>Transportation Infrastructure</b>	\$ 6,237,000	\$ 6,237,000	Bus Stop and Skyway Improvements
<b>Support Vehicles</b>	\$ 2,000,000	\$ 4,000,000	Support vehicles for operations
<b>Complete Streets</b>	\$ 1,332,655	\$ 1,332,655	Programs relating to complete streets projects
<b>Ferry</b>	\$ 1,000,000	\$ 1,000,000	Ferry – Turning Dolphins Program
<b>Workforce Development</b>	\$ 551,800	\$ 551,800	Bus Operator Simulator Training
<b>Total</b>	<b>\$190,168,072</b>	<b>\$358,183,358</b>	

Sources: JTA Long Term Projection Model

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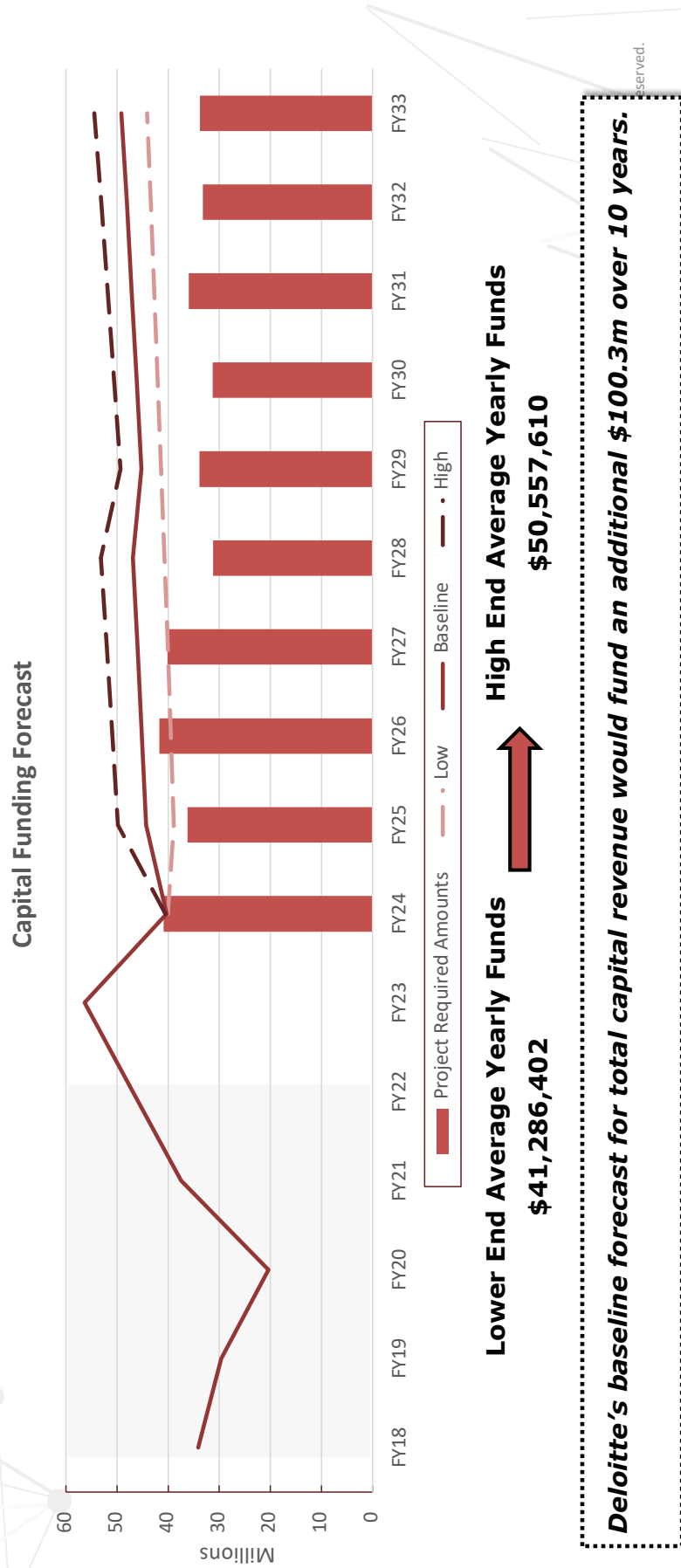




FUNDING FORECAST

## Forecasting Scenarios

Our capital revenue forecast allows for additional funding mainly due to the inclusion of discretionary funding as well as census updates for formula grants



# FIVE-YEAR CAPITAL PLAN



## FISCAL YEAR 2024 BUDGET REPORT

# Five-Year Capital Plan Summary

## Capitalization Policy

The Authority's overall capitalization thresholds are:

- I. Equipment - \$1,000 individually or cumulatively as a category.
  - (a) Single piece of equipment (e.g. 1 car, 1 lift, 1 shop tool, 1 printer)
  - (b) Per GASB implementation guide No. 2021-1: Any assets whose individual acquisition costs are less than the threshold for an individual asset must be capitalized if those assets in the aggregate are significant or material to the organization (e.g. computers, laptops, furniture, CCTV cameras, etc.)
  - (c) Include additional proportional costs for shipping/freight, installation, training, design, legal fees and safety oinsepctons/labels.
  - (d) the useful life of the asset acquired exceeds one year and/or (b) the useful life of an existing asset is increased beyond its original useful life. Please see the appendix for complete capitalization guidelines.
- II. Intangibles - \$5,000
  - (a) Easements, land use rights, patents, copyrights and trademarks
  - (b) Application software licenses (per license). Operating software should be included in the acquisition cost of the equipment it was purchased for, not reviewed individually.
    - i. Include all design, program, installation and implementation costs
    - ii. Data conversion cost, and additional cost after implementation cannot be capitalized and must be expensed at time incurred.
- III. Land - \$0 - all land and improvements
- IV. Buildings - \$5,000 - Buildings, building improvements, infrastructure, leasehold improvements and construction work in progress (CWP/CIP)

## FY2024 Capital Budget and Five-Year Capital Program Plan

Capital budget requests are prioritized using a scoring matrix to objectively rank projects, including the following factors:

- Service Impact
- Environmental Impacts
- Health & Safety
- State of Good Repair
- Reputational Damage
- Regulatory/Legal Impact
- Financial & Asset Loss
- Operational Cost/Savings
- MOVE2027
- Critical Risk to Authority

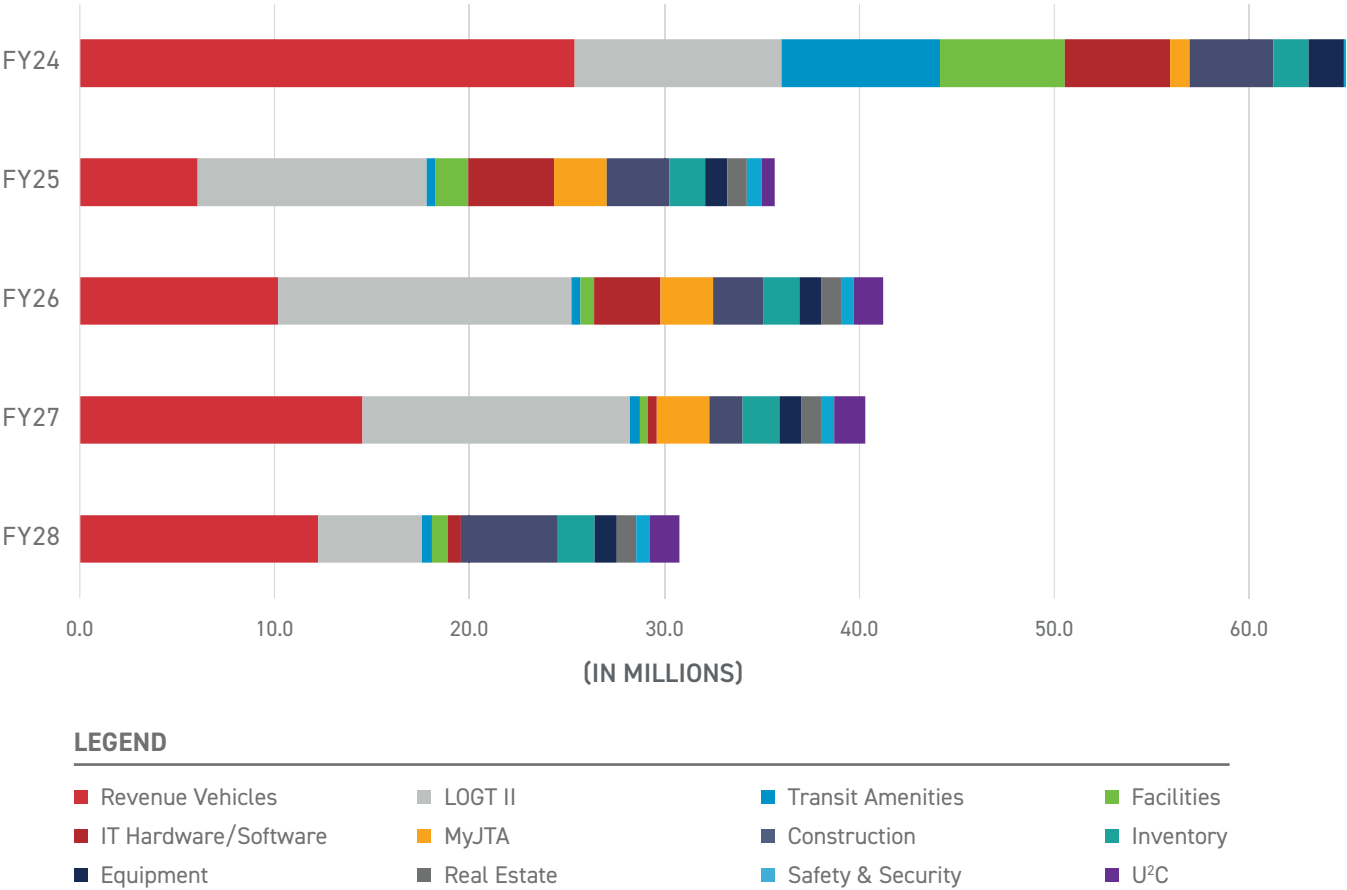
Projects are prioritized and matched to available funding.

Funding is budgeted in the year of appropriation; spending may occur over multiple future years.

Capital budget charrette was conducted to prioritize projects over the next five years.

# Five-Year Capital Plan

5-YEAR CAPITAL IMPROVEMENT PLAN



# CAPITAL PROJECTS

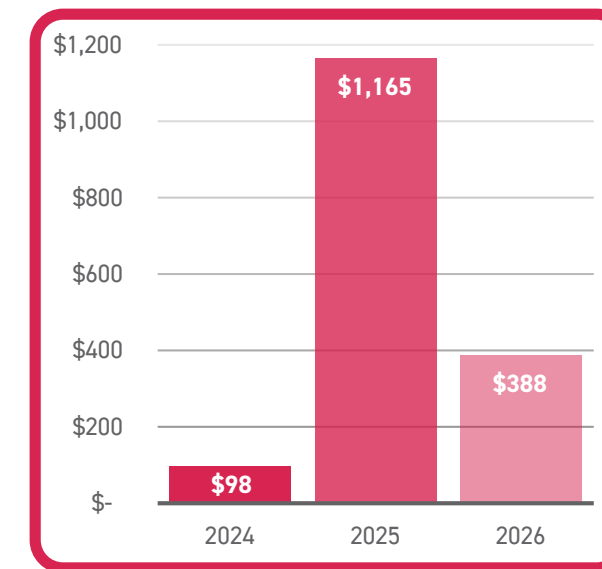
## FISCAL YEAR 2024 BUDGET REPORT

# 8th Street Complete Streets Project

## Description

This project consists of pedestrian safety, bicycle safety, and aesthetic enhancements along 8th Street from Payne Avenue to Boulevard Street. The planned improvements include the realignment of existing crosswalks, new crosswalks, installation of rectangular rapid flashing beacons, ADA-compliant curb ramps, pedestrian signalization, additional signage, and pavement markings for a bike lane.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 7 (Peluso) and Council District 8 (Gaffney Jr.)
- 8th Street from Payne Avenue to Boulevard Street (0.64 mile) (City: 0.101 mile, 18.7% and FDOT: 0.539 mile, 81.3%)

## Phase

- Design: 90% complete
- Design Update: 2024 (est.)
- Construction: 2025–2026 (est.)

## Permitting Status

- 90%

## Right-of-Way Status

- None

## Location Map



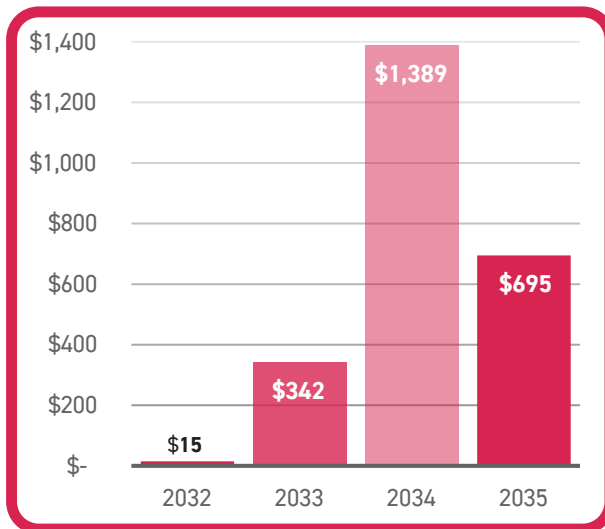
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Dunn Avenue Complete Streets Project

## Description

The Dunn Avenue Complete Streets project provides a demonstration lane elimination to reduce the corridor from seven lanes to five lanes between Biscayne Boulevard and I-95. In the eastbound direction, it incorporates a protected bike lane from Briarcliff Road to Monaco Drive, and in the westbound direction between Biscayne Boulevard and I-95, it includes a buffered bike lane. Transit enhancements will include ADA-compliant transit stops, improved amenities, new concrete pads, shelters, benches, trash receptacles, and immediate sidewalk connectivity.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 8 (Gaffney Jr.)
- Dunn Avenue from Biscayne Boulevard to I-95

## Phase

- Preliminary Engineering and Design
- Permitting, Design, and Right-of-Way Acquisition: 2032–2033 (est.)
- Construction: 2034–2035 (est.)

## Permitting Status

- 0

## Right-of-Way Status

- None

## Location Map



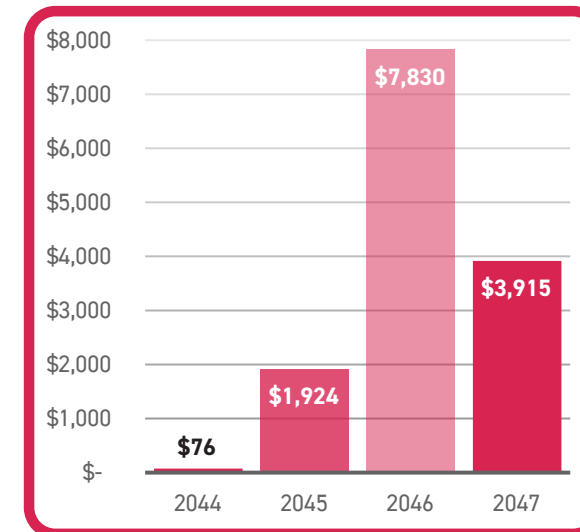
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Edgewood Avenue Complete Streets Project

## Description

The Edgewood Avenue Complete Streets project leverages portions of Florida Department of Transportation resurfacing and lighting projects within the corridor and the City of Jacksonville Capital Improvements Plan to reduce the existing five-lane section to a three-lane section from east of I-95 to Lem Turner Road, restriping travel lanes from 12 feet to 11 feet, and installing bike lanes and sidewalks. From Lem Turner Road and US-1 (New Kings Road), the project will replace the existing 12-foot dual left-turn lanes with a 16-foot landscaped median with left -turn pockets and restripe travel lane widths from 12 feet to 11 feet. Transit enhancements will include ADA-compliant transit stops, improved amenities, new concrete pads, shelters, benches, trash receptacles, and immediate sidewalk connectivity.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 8 (Gaffney Jr.)
- Edgewood Avenue from the Moncrief Creek Bridge (east of I-95) to US-1 (New Kings Road)

## Phase

- Preliminary Engineering and Design
- Permitting, Design, and Right-of-Way Acquisition: 2044–2045 (est.)
- Construction: 2046–2047 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Bus Stop Improvements - Congressional Earmark

## Description

This project consists of bus stop cleanliness, safety, and security improvements. The project will improve safety and security conditions for riders and pedestrians at JTA bus stops.

## Projected Expenditures



## Location/Limits

- Countywide

## Phase

- Planning

## Permitting Status

- 100%

## Right-of-Way Status

- Not applicable

## Bus Stop Improvements



# Bus Stop Amenities and Shelter Work

## Description

This work includes replacement of amenities and associated site work for bus stops wherein the useful life has been exceeded, which can be funded through federal grants. This project will improve safety and security conditions for riders and pedestrians at JTA bus stops.

## Projected Expenditures



## Location/Limits

- Countywide

## Phase

- Planning

## Permitting Status

Not applicable

## Right-of-Way Status

- Not applicable

## Bus Stop Amenities and Shelter Work



# HVAC Replacements

## Description

Replace failing heating, ventilation, and air conditioning (HVAC) units at various JTA properties, that is, HVAC units on the poor list that have a state of good repair (SGR) rating lower than 2.

## Projected Expenditures

**Schedule**

<b>FY24</b>	<b>Cost</b>
	<b>\$200,000</b>

## Location/Limits

- JTA Facility Locations

## Phase

- Maintenance

## Permitting Status

- Not applicable

## Right-of-Way Status

- Not applicable



[https://www.creativity103.com/collections/Industrial/slides/roof\\_airconPC156783.html](https://www.creativity103.com/collections/Industrial/slides/roof_airconPC156783.html)

# Elevator Upgrades

## Description

Elevator upgrades include elevator door lock monitoring (new code requirement), elevator cab replacement, new platform, new car operating panel (COP) and hall fixtures, and labor to install urine detectors.

## Project Expenditures

**Schedule**

<b>FY24</b>	<b>Cost</b>
	<b>\$1,700,000</b>

## Location/Limits

- Elevators at all JTA facility locations

## Phase

- Design: 100%

## Permitting Status

- Not applicable

## Right-of-Way Status

- Not applicable





# Escalator Modernization

## Description

Escalator modernization at Kings Avenue and RiverPlace Skyway stations.

## Projected Expenditures

**Schedule**

**FY24**

**Cost**

**\$600,000**

## Location/Limits

- Kings Avenue and RiverPlace Stations, Council District 5 (Carlucci)

## Phase

- Design: 100%

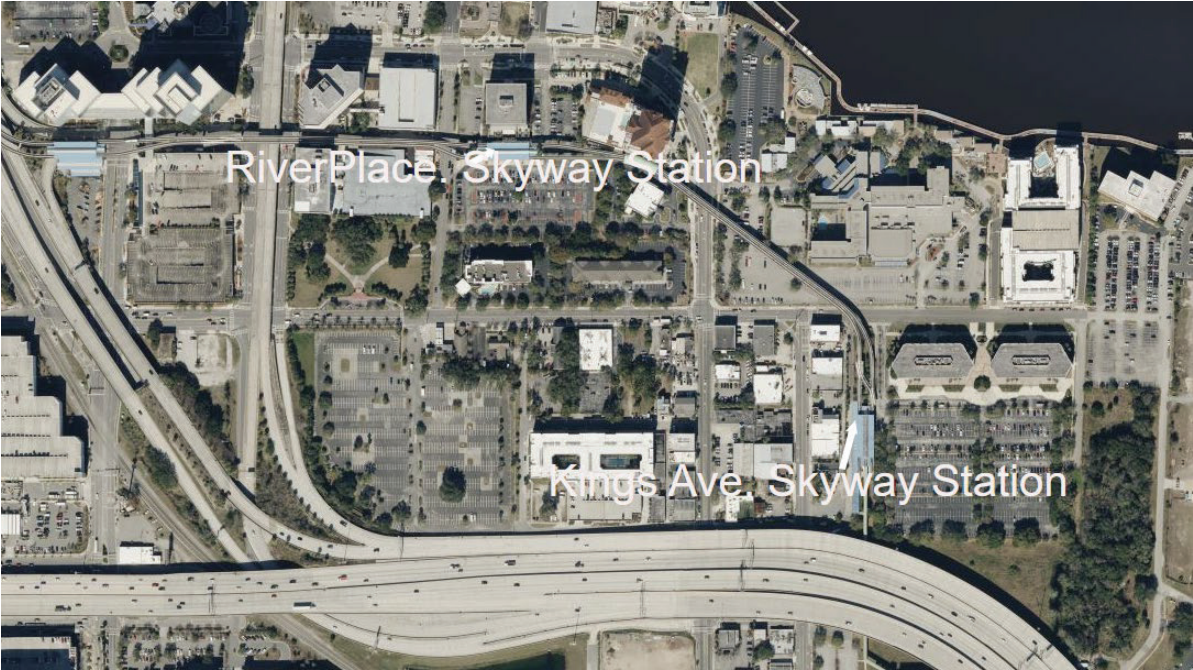
## Permitting Status

- Not applicable

## Right-of-Way Status

- Not applicable

## Location Map



# Myrtle Avenue Operations Campus Building 11 Storage Improvements

## Description

This project will improve vertical storage in the warehouse area at Myrtle Avenue Operations Campus (MAOC) Building No.11.

## Projected Expenditures

**Schedule**

**FY24**

**Cost**

**\$250,000**

## Location/Limits

- MAOC Building No.11, Council District 10 (Pittman)

## Phase

- Planning

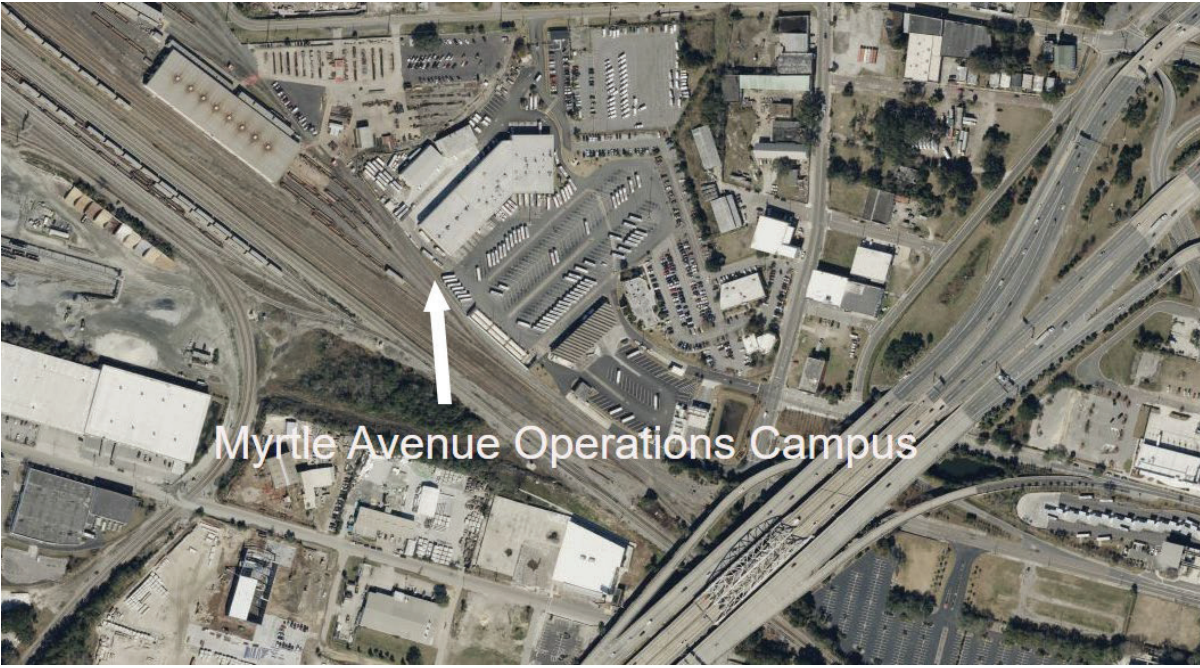
## Permitting Status

- Not applicable

## Right-of-Way Status

- Not applicable

## Location Map



# Skyway Station Railings

## Description

This project will replace safety railings at all Skyway stations.

## Projected Expenditures

**Schedule**

<b>FY24</b>	<b>Cost</b>
	<b>\$500,000</b>

## Location/Limits

- Skyway Stations Council District 5 (Carlucci) and Council District 7 (Peluso)

## Phase

- Planning

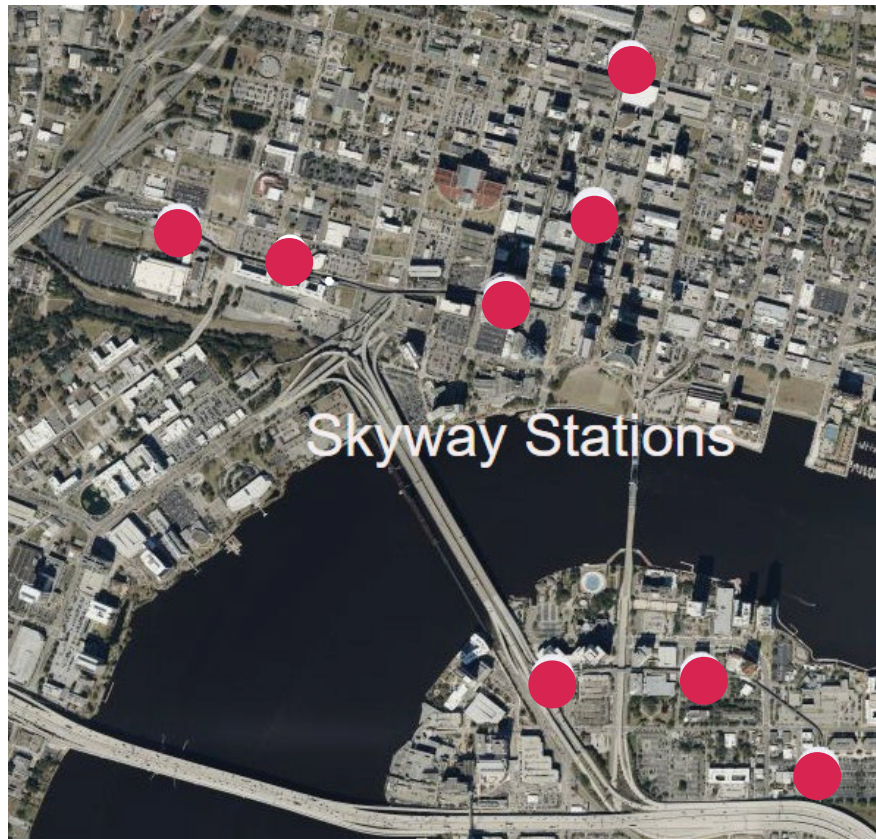
## Permitting Status

- Not applicable

## Right-of-Way Status

- Not applicable

## Location Map



# High-Efficiency Facilities Upgrades

## Description

This project is a capital investment in retrofitting JTA facilities with high-efficiency HVAC units and high-efficiency lighting. The project will also install submeters to better monitor energy use at individual facilities.

## Projected Expenditures

**Schedule**

<b>FY24</b>	<b>Cost</b>
	<b>\$120,000</b>

## Location/Limits

- All JTA Facility Locations

## Phase

- Planning

## Permitting Status

- Not applicable

## Right-of-Way Status

- Not applicable



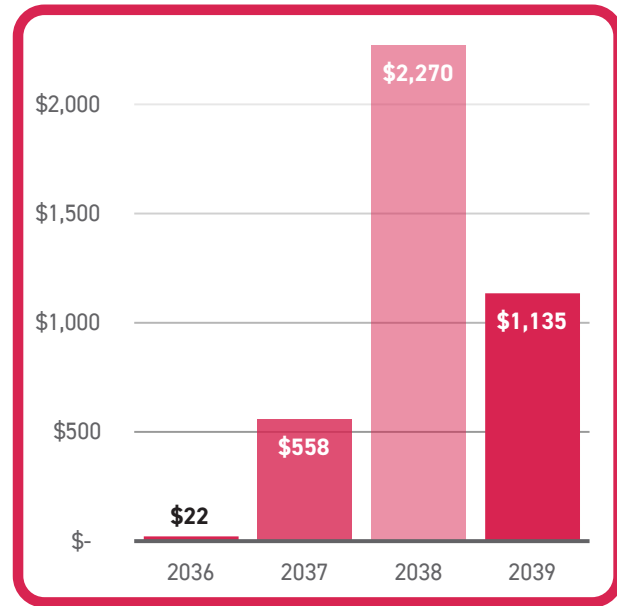
[https://www.creativity103.com/collections/Industrial/slides/roof\\_airconPC156783.html](https://www.creativity103.com/collections/Industrial/slides/roof_airconPC156783.html)

# Kings Road Corridor Complete Streets Project

## Description

This project consists of installing light beacons at the S-Line Crossing. The project also includes the construction of two mini-roundabouts at Fairfax Street and Tyler Street.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 10 (Pittman)
- Kings Road at the S-Line crossing (east of Myrtle Avenue), Fairfax Street, and Tyler Street

## Phase

- Preliminary Engineering and Design
- Permitting, Design, and Right-of-Way Acquisition: 2036–2037 (est.)
- Construction: 2038–2039 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- Right-of-way acquisition required

## Location Map



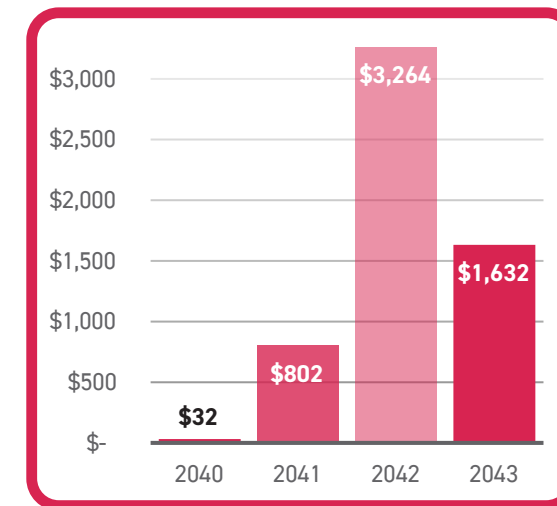
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Norwood Avenue Corridor Complete Streets Project

## Description

The Norwood Avenue complete streets project leverages priorities of the City of Jacksonville Bicycle and Pedestrian Master Plan and the programmed Florida Department of Transportation bridge replacement and sidewalk construction activity along the corridor to restripe Norwood Avenue between Golfair Boulevard and I-95, creating a new, shared bike/bus lane to support bus rapid transit (BRT) operations. The project will specifically modify the existing four-lane, undivided section, converting the outside lane to a dedicated bus/bike facility. In addition, the project will implement a dual-lane roundabout with high-emphasis crossings and refuge islands at the intersection of Norwood Avenue and Golfair Boulevard. Transit enhancements will include ADA-compliant transit stops, improved amenities, new concrete pads, shelters, benches, trash receptacles, and immediate sidewalk connectivity.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 10 (Pittman)
- Norwood Avenue from I-95 to Golfair Boulevard

## Phase

- Preliminary Engineering and Design
- Permitting, Design, and Right-of-Way Acquisition: 2040–2041 (est.)
- Construction: 2042–2043 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



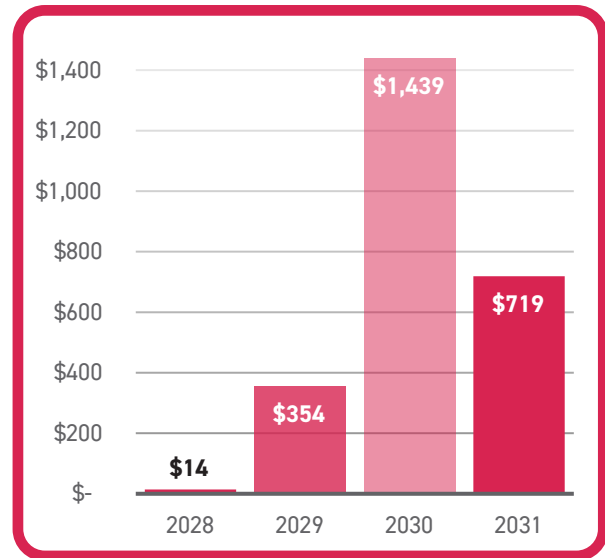
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Lenox Avenue Complete Streets Project

## Description

The Lenox Avenue Corridor traffic study and roadway design determined lane requirements between Normandy Boulevard and Cassat Avenue. The project will reduce travel lanes from four to two and includes median and bike lane installation.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 9 (Clark-Murray)
- Lenox Avenue from Normandy Boulevard to Cassat Avenue (FDOT-owned, City-maintained)

## Phase

- Permitting, Design, and Right-of-Way Acquisition: 2028–2029 (est.)
- Construction: 2030–2031 (est.)

## Permitting Status

- 100%

## Right-of-Way Status

- TBD

## Location Map



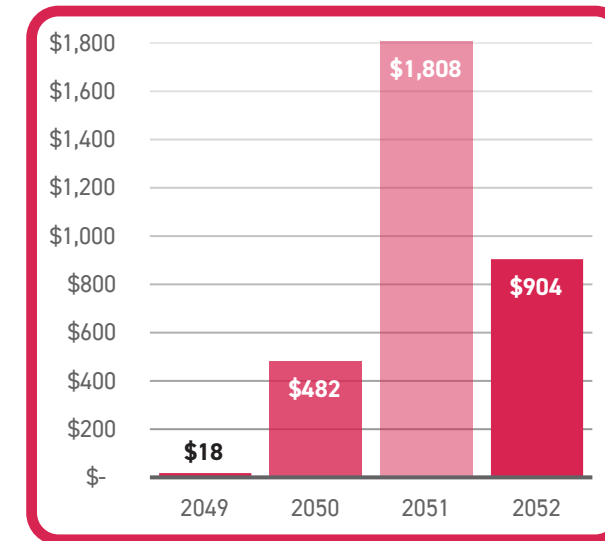
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Blanding Boulevard/Park Street Corridor

## Description

The Blanding Boulevard/Park Street complete streets project reconstructs the Blanding Boulevard overpass and add pedestrian and bicycle features along the corridor. It also leverages JTA's First Coast Flyer Bus Rapid Transit (BRT) Southwest Corridor project and portions of the Florida Department of Transportation Pedestrian Safety Improvements from Riverside Avenue to the I-95 Ramps and the City of Jacksonville's Five Points Infrastructure project. This project will modify the existing three southbound lanes to two lanes and reduce all lane widths from 12 feet to 11 feet. The project will also incorporate new, midblock pedestrian crossings with signage at the Park Street intersections with Boone Park, Ingleside Avenue, Avondale Avenue, Willow Branch Park, and west of King Street.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 7 (Peluso)
- JTA-confirm limits

## Phase

- Preliminary Engineering and Design
- Permitting, Design, and Right-of-Way Acquisition 2049–2050 (est.)
- Construction 2051–2052 (est.)

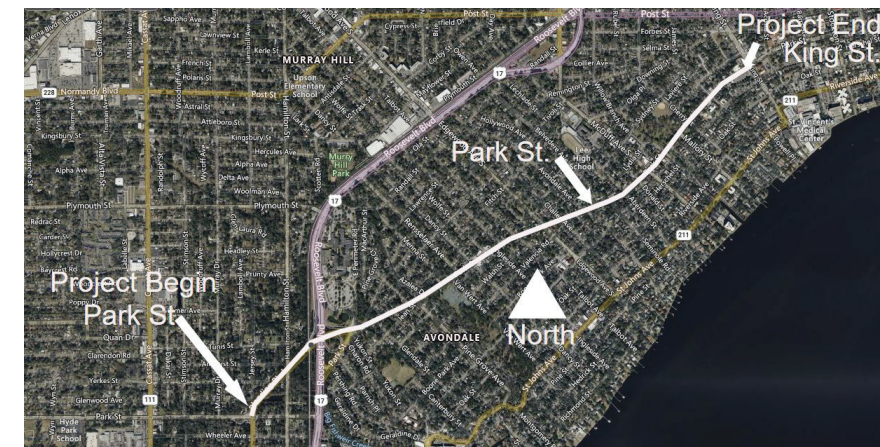
## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



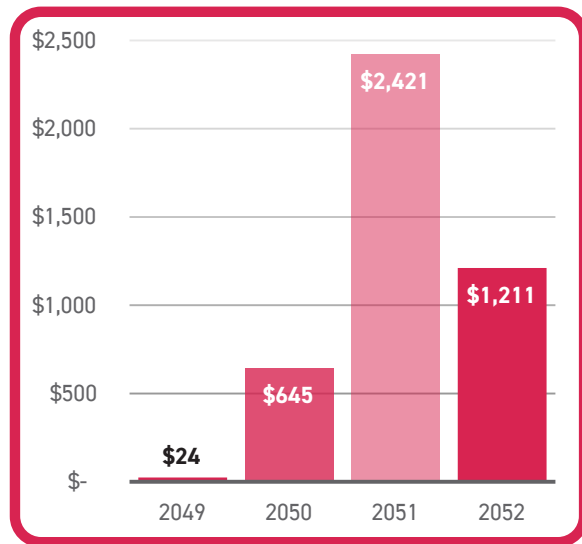
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Philips Highway Corridor Complete Streets Project

## Description

The project consists of leveraging the Florida Department of Transportation resurfacing project along SR-5 (US-1/ Philips Highway) from SR-152 (Baymeadows Road) to SR-109 (University Boulevard) to implement sidewalk gaps, bicycle connectivity, and ADA improvements to provide safe access, particularly to the newly constructed University Mobility Hub located at the southwest corner of Philips Highway and University Boulevard West.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 5 (Carlucci) and Council District 11 (Arias)
- Philips Highway from Baymeadows Road to University Boulevard (FDOT-owned)

## Phase

- Preliminary Engineering and Design
- Permitting, Design, and Right of Way Acquisition: 2049–2050 (est.)
- Construction: 2051–2052 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



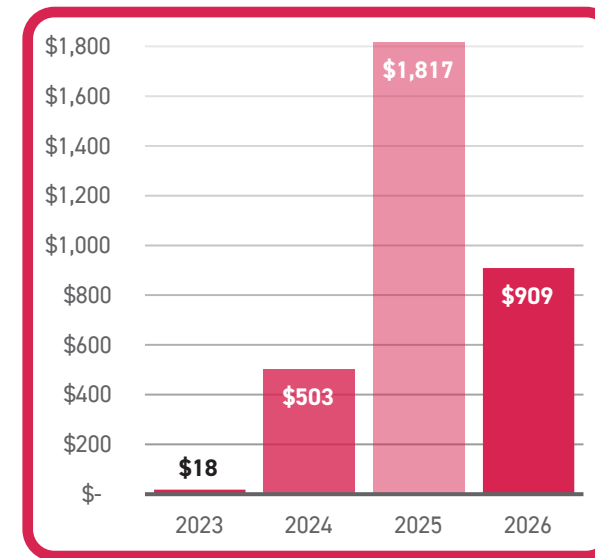
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# University Boulevard/Merrill Road Corridor Complete Streets Project

## Description

The University Boulevard/Merrill Road Corridor Complete Streets project consists of pedestrian safety and aesthetic enhancements, including new crosswalks, connecting sidewalk gaps, and bike lanes. This project will provide a safe, comfortable, and convenient environment for pedestrians and bicyclists, many of whom are trying to directly access JTA's system. In addition, these improvements will support "placemaking" opportunities in areas to support community redevelopment and revitalization.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 1 (Amaro)
- University Boulevard/Merrill Road Corridor from University Boulevard to Townsend Boulevard

## Phase

- Preliminary Engineering and Design
- Permitting, Design, and Right-of-Way Acquisition: 2023–2024 (est.)
- Construction: 2025–2026 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



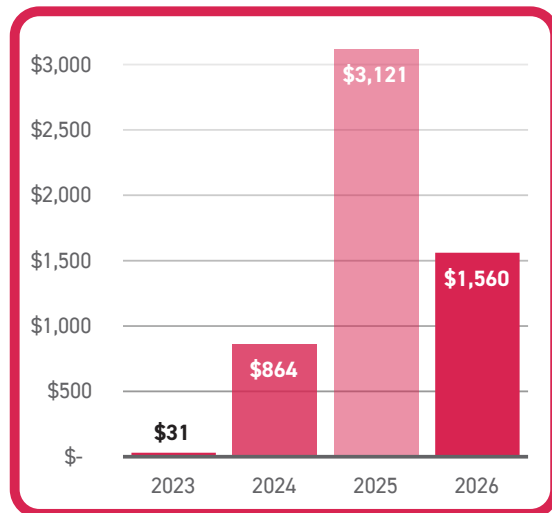
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# University Boulevard Complete Streets Project

## Description

This project consists of complete streets-based safety improvements and aesthetic enhancements along University Boulevard from Arlington Road to the Arlington Expressway. Specific elements include milling and resurfacing of the corridor, with reduced travel lane widths, construction of 6-foot, buffered bike lanes, midblock crossings, reconfiguration of the Burdette Road/Lake Lucina Drive intersection, high-emphasis crosswalks, and installation of medians where left-turn movements are not compromised. The final project scope will be determined through stakeholder meetings and design development.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 1 (Amaro)
- University Boulevard from Arlington Road south to the Arlington Expressway
- Intersection realignment at Burdette Road/Lake Lucina Drive

## Phase

- Permitting, Design, and Right-of-Way Acquisition: 2023–2024 (est.)
- Construction: 2025–2026 (est.)

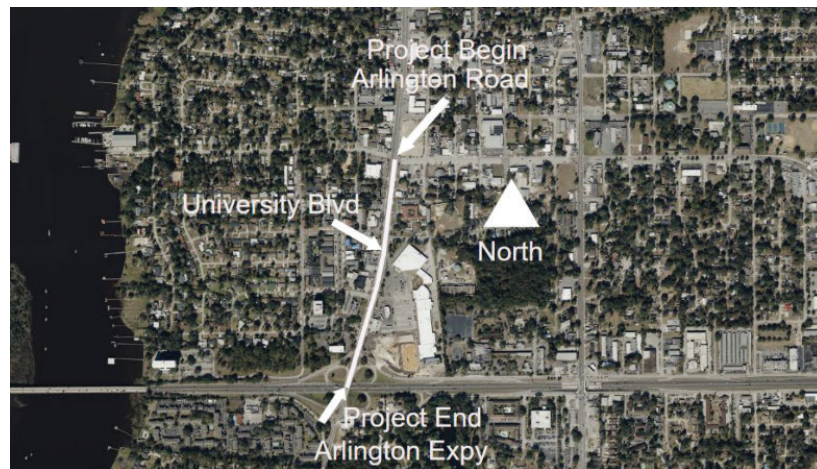
## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



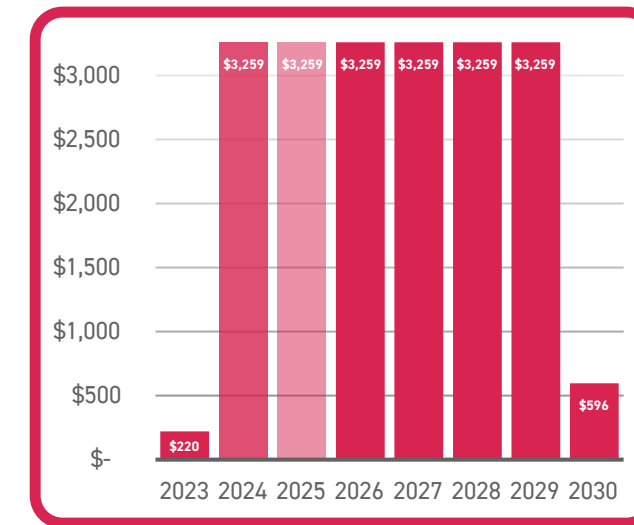
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Countywide Transit Enhancement Improvements

## Description

This project represents the final steps in Duval County that are not ADA compliant. This would bring the JTA to 100% compliance. Improvements include installing new concrete bus pads at existing bus stops.

## Projected Expenditures (in thousands)



## Location/Limits

- Countywide

## Phase

- Transit Stops Assessment, Permitting, Design, and Construction: 2023–2030 (est.)

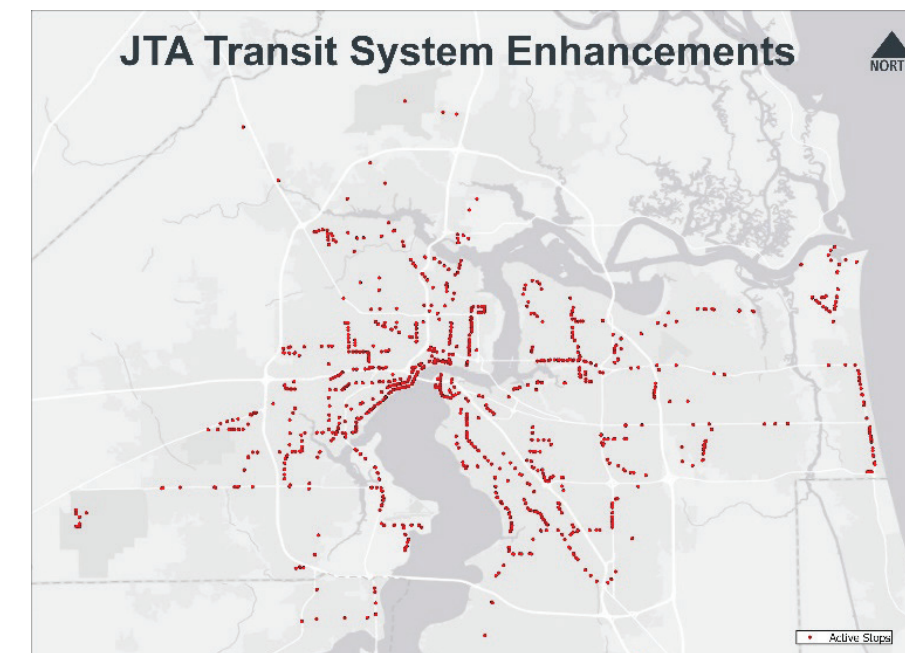
## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



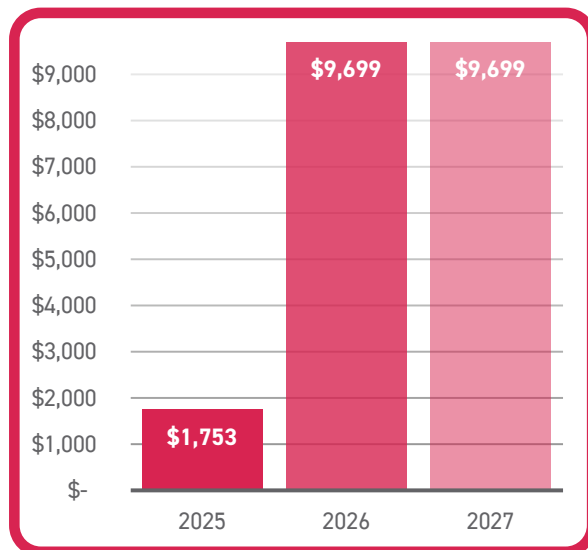
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Emerald Trail Segment 3 Southwest Connector

## Description

With the programmed McCoys Creek Greenway and the Artist Walk, the Southwest Connector provides neighborhood connections to Brooklyn, Five Points, and Riverside. The trail segment begins at the Artist Walk under I-95 at College Street and is proposed as a greenway connection through Riverside Park. The trail connection within the park will mirror the park's existing walkways, with recommended improvements to accommodate a width of 10 feet. The Southwest Segment is 2.3 miles long.

## Projected Expenditures (in thousands)



## Location/Limits

- City of Jacksonville – Council District 7 (Peluso) and Council District 9 (Clark-Murray)
- Lenox Avenue from Normandy Boulevard to Cassat Avenue (FDOT-owned, City-maintained)

## Phase

- Planning 2023–2024 (est.)
- Permitting, Design, and Right-of-Way Acquisition: 2024 (est.)
- Construction: 2026–2027 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map

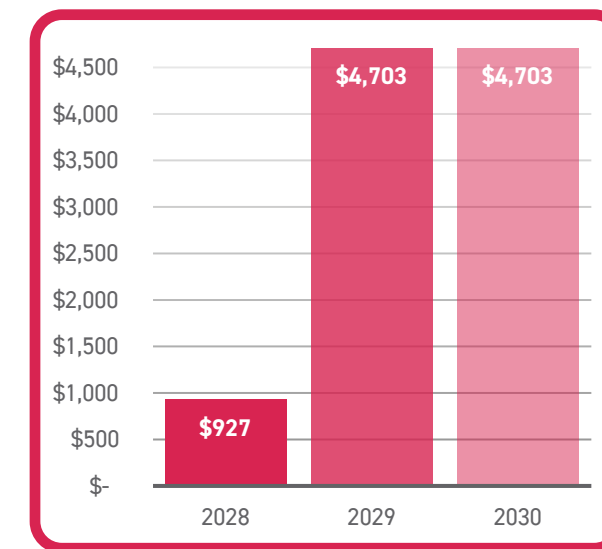


# Emerald Trail Segment 4 S-Line Connector

## Description

The Emerald Trail Segment 4 project provides the missing trail segments along the existing S-Line Trail. This establishes the opportunity for future development along the abandoned rail corridor while connecting the community to the Andrew Robinson Elementary School. The trail will be improved to include a 10-12 foot wide path with signage and safety lighting.

## Projected Expenditures (in thousands)



## Location/Limits

- City of Jacksonville - Council District 7 (Peluso)
- Lenox Avenue from Normandy Boulevard to Cassat Avenue (FDOT-owned, City-maintained)

## Phase

- Planning: 2028 (est.)
- Permitting, Design, ROW acquisition: 2028 (est.)
- Construction: 2029–2030 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map

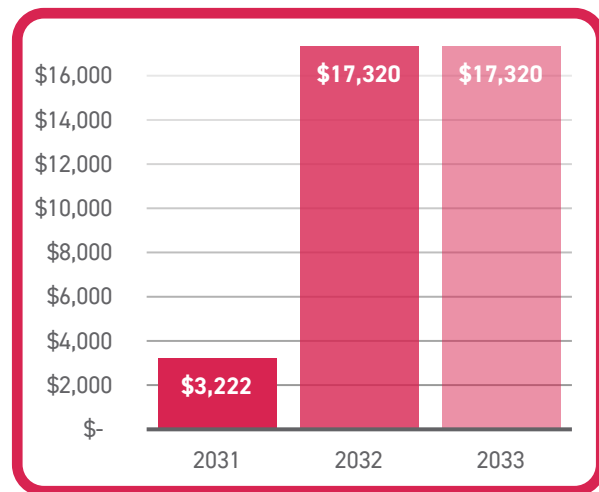


# Emerald Trail Segment 6 Westside Connector

## Description

The Westside Connector begins at McCoys Creek Greenway on the south end at the active rail line. The greenway will transition to a side path at King Street and cross the active rail line within the existing road crossing. With the high traffic volume along Beaver Street, the trail is proposed to cross over Beaver Street at the existing signalized intersection at King Street prior to becoming a greenway trail again along the McCoys Creek tributary north of Beaver Street. The Westside Connector will complete a 4.1-mile loop trail connection for the City of Jacksonville's westside neighborhoods.

## Projected Expenditures (in thousands)



## Location/Limits

- City of Jacksonville – Council District 7 (Peluso) and Council District 9 (Clark-Murray)

## Phase

- Permitting, Design, and Right-of-Way Acquisition: 2031 (est.)
- Construction: 2032–2033 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map

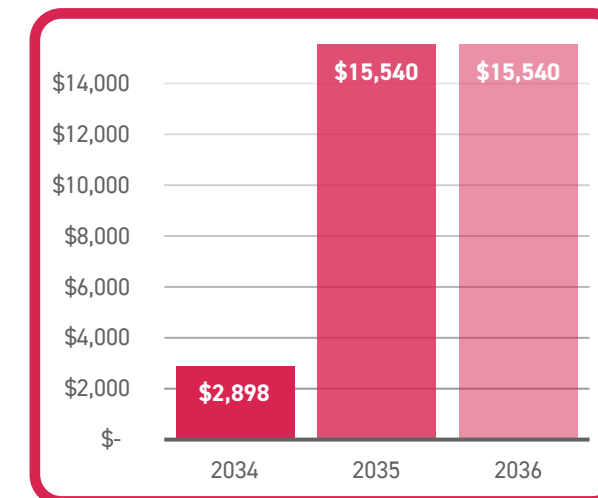


# Emerald Trail Segment 7 Northwest Connector

## Description

The Northwest Connector is proposed as a series of side paths and neighborhood greenways connecting the City of Jacksonville's northwest neighborhoods of New Town, College Gardens, and Durkeeville. The proposed connections on and along low-volume streets will provide a delineated route for residents to get to Smart Pope Livingston Elementary School, Edward Waters College, James Weldon Johnson Academic and Career Center, Susie E. Tolbert Elementary School, St. Pius Parish School, and Stanton College Preparatory School. Segment 7 is 3.5 miles long.

## Projected Expenditures (in thousands)



## Location/Limits

- City of Jacksonville – Council District 8 (Gaffney Jr.) and Council District 9 (Clark-Murray)

## Phase

- Permitting, Design, and Right-of-Way Acquisition: 2034 (est.)
- Construction: 2035–2036 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



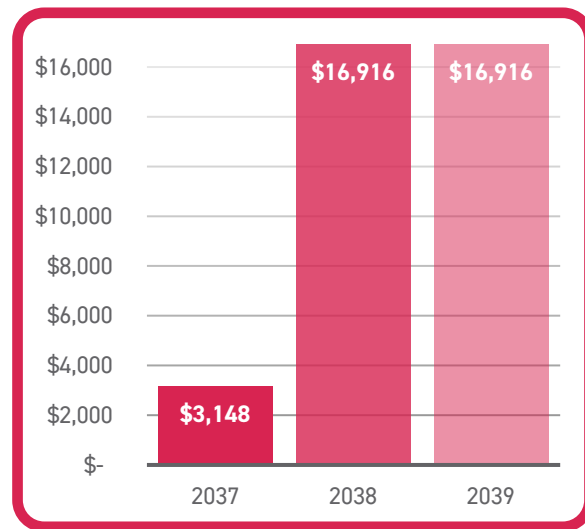


# Emerald Trail Segment 8 Eastside Connector

## Description

The Eastside Connector will provide connections to the Springfield and Phoenix neighborhoods and add additional bicycle/pedestrian connections from the S-Line Rail Trail and the Hogans Creek Greenway. On the north end of the trail segment, the proposed connector will follow Liberty Street as a side path and transition to a green alley within the Springfield neighborhood, east of Liberty Street. This segment is 3.7 miles long.

## Projected Expenditures (in thousands)



## Location/Limits

- City of Jacksonville – Council District 7 (Peluso)

## Phase

- Permitting, Design, and Right-of-Way Acquisition: 2037 (est.)
- Construction: 2038–2039 (est.)

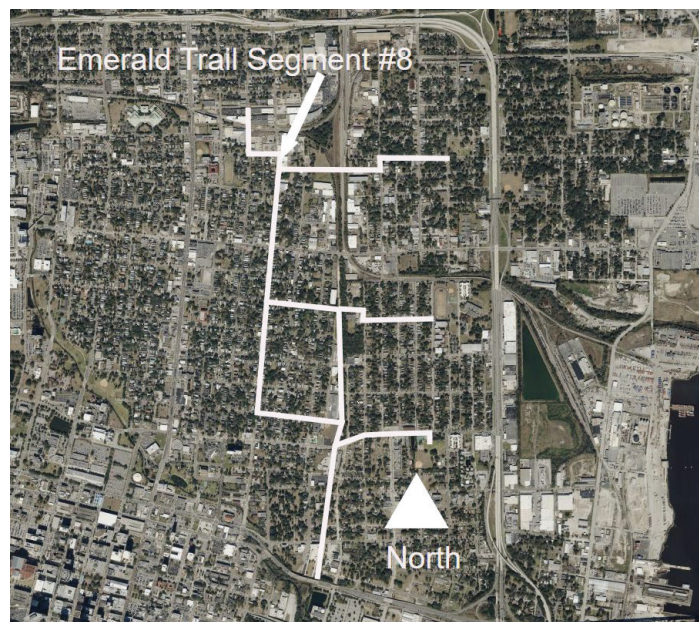
## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map

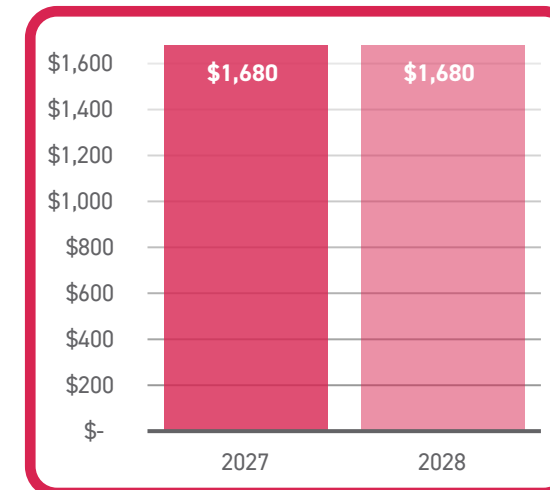


# Jacksonville Regional Transportation Center At Lavilla Rail Terminal Project Development

## Description

The project consists of coordinating and requesting the Federal Transit Administration to enter into the Project Development Phase and thus completing the PD&E/NEPA analysis and documentation for the proposed Jacksonville Regional Transportation Center at LaVilla (JRTC) Rail Terminal Project. Specific deliverables include producing 30% design plans for the track and associated infrastructure to support the PD&E/NEPA analysis, obtaining commitments on the right-of-way required for the station, and developing defined capital cost estimates.

## Projected Expenditures (in thousands)



## Location/Limits

- City of Jacksonville – Council District 7 (Peluso)

## Phase

- Planning: 2026–2027 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map

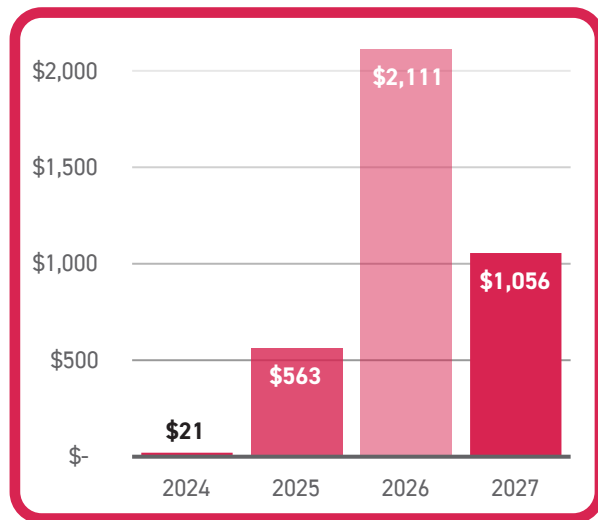


# Mandarin Pedestrian Safety Improvements

## Description

The Mandarin Sidewalk and Safety Improvements project will repair sidewalks along Mandarin Road from Orange Picker Road to Red Cypress Drive and construct new sidewalks along Mandarin Road from Red Cypress Road to Walter Jones Historic Park. These improvements align well with JTA's complete streets program and enhance the safety and quality of life for all members of the community.

## Projected Expenditures (in thousands)



## Location/Limits

- City of Jacksonville – Council District 6 (Boylan)
- Mandarin Road from Orange Picker Road to County Dock Road (City-maintained)

## Phase

- Permitting: 2024 (est.)
- Design: 2025 (est.)
- Construction: 2026–2027 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- None

## Location Map

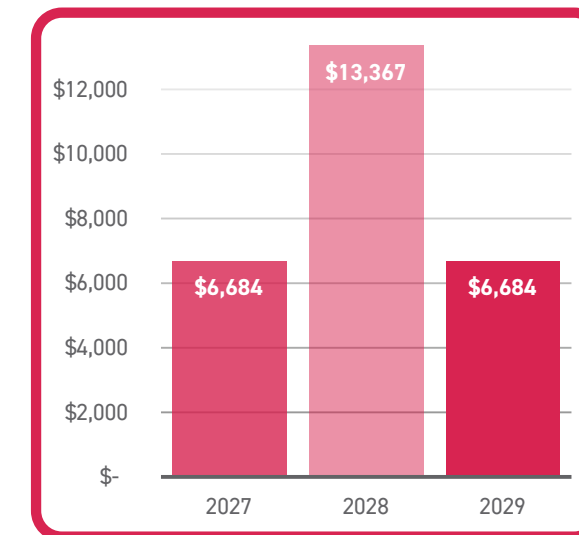


# New Ferry Vessel

## Description

The project consists of purchasing a new ferry vessel for the St. Johns River Ferry and the associated docking facilities.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location/Limits

- City of Jacksonville – Council District 2 (Gay) and Council District 13 (Diamond)
- Ferry to follow existing ferry route, crossing the St. Johns River from the Fort George landing to the Mayport landing

## Phase

- Planning: 2023
- Permitting, Design, and Right-of-Way Acquisition: 2027 (est.)
- Construction: 2028–2029 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

## Location Map



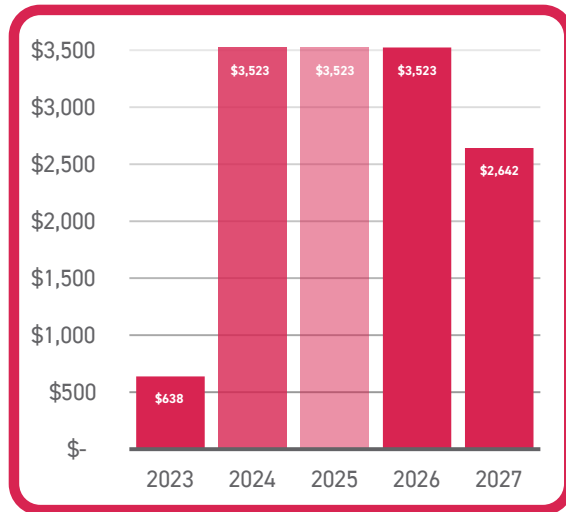
<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Northwest Jacksonville Corridor Improvements

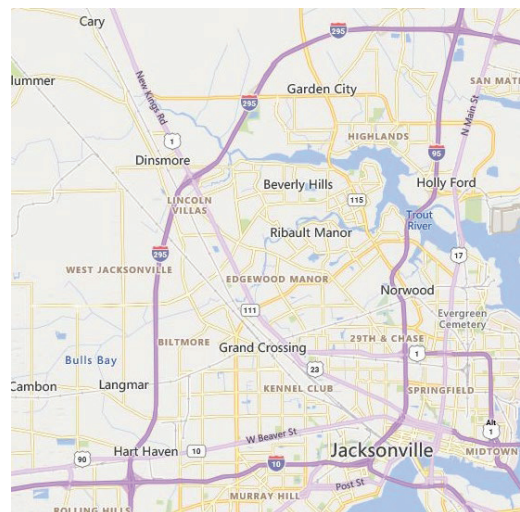
## Description

This project will improve 111 bus stops within Northwest Jacksonville. Of the total, 17 stops are located along the City's Soutel Road Diet Corridor. The City's Road Diet project includes converting four lanes to three lanes and improving pedestrian and bicycle infrastructure. This project also provides additional improvements to bus stops by focusing on locations near transit-dependent properties (schools, community centers, assisted living facilities, etc.) in underserved areas of the county, including the Northwest Jacksonville area. Improvements include new amenities (shelters, poles, leaning benches, etc.) and lighting.

## Projected Expenditures (in thousands)<sup>1</sup>



## Location Map



## Location/Limits

- City of Jacksonville – Council District 7 (Peluso), Council District 8 (Gaffney, Jr.), Council District 9 (Clark-Murray), and Council District 10 (Pittman)

## Phase

- Transit Stops Assessments, Permitting, Design, and Construction: 2023–2027 (est.)

## Permitting Status

- 0%

## Right-of-Way Status

- TBD

ANNUAL REPORT  
(FINANCIALS)



FISCAL YEAR 2024 BUDGET REPORT

<sup>1</sup> Projected expenditures differ from project costs identified in LOGT legislation due to inflation, market factors, and supply chain impacts to material and labor costs.

# Financials

The JTA has remained on solid financial footing and continues to be responsible stewards of taxpayer funds.

The JTA finished 2022 with a strong financial outlook. Fitch Ratings upgraded the Authority's bonds from AA- to AA, while reaffirming its previous AA- rating on the local option gas tax bonds the JTA issued in 2015 and 2020.

The upgraded rating was due to the JTA's secure reserve funds and low-pension obligations, as well as its labor burden and

ability to recover from the pandemic. The JTA's fiscal acumen resulted in revenues outpacing expenses by \$23 million for the fiscal year.

A \$15 million grant from the U.S. DOT to make the JTA's bus fleet and facilities sustainable was another financial boost for the organization.



# STATEMENT OF NET POSITION (Unaudited)

## Statement of Revenues, Expenses & Changes in Fund Net Position

Year ended September 30, 2022

	GOVERNMENTAL ACTIVITIES	BUSINESS-TYPE ACTIVITIES	TOTAL
<b>ASSETS</b>			
Current Assets:			
Cash and Cash Equivalents	\$95,478,610	\$14,878,340	\$110,356,950
Investments	37,677,928	-	37,677,928
Internal Balances	2,824,258	(2,824,261)	(3)
Due from Other Governments	1,980,486	16,929,584	18,910,070
Accounts Receivable, Net	2,491,283	3,093,854	5,585,137
Inventory	-	3,307,316	3,307,316
Prepays	0	1,364,985	1,364,985
Noncurrent Assets:			
Restricted Cash and Cash Equivalents	14,608,823	-	14,608,823
Restricted Investments	41,824,966	-	41,824,966
Restricted Due from Other Governments	-	-	-
Net Pension Asset	-	12,731,621	12,731,621
Capital Assets (Net of Accumulated Depreciation):			
Land	9,910,660	25,321,871	35,232,531
Construction in Progress	187,819,612	144,924,625	332,744,237
Land Improvements	-	18,167,977	18,167,977
Buildings and Improvements	1,363	45,380,155	45,381,518
Vehicles	0	61,835,098	61,835,098
Furniture and Office Equipment	1	191,895	191,896
Other Equipment	-	10,913,899	10,913,899
<b>Total Assets</b>	<b>394,617,990</b>	<b>356,216,958</b>	<b>750,834,948</b>
<b>DEFERRED OUTFLOW OF RESOURCES</b>			
Deferred Amounts for Pensions	7,695,901	6,288,605	13,984,506
Deferred Amounts for OPEB	10,549	-	10,549
<b>Total Deferred Outflows</b>	<b>\$7,706,450</b>	<b>\$6,288,605</b>	<b>\$13,995,055</b>

# STATEMENT OF NET POSITION (Unaudited)

## Statement of Revenues, Expenses & Changes in Fund Net Position

Year ended September 30, 2022

	GOVERNMENTAL ACTIVITIES	BUSINESS-TYPE ACTIVITIES	TOTAL
<b>LIABILITIES</b>			
Current Liabilities:			
Accounts Payable	\$8,688,569	\$13,517,137	\$22,205,706
Accrued Expenses	4,779,450	2,495,948	7,275,398
Due to Other Governments	-	-	-
Claims Payable	-	2,457,430	2,457,430
Accrued Compensated Absences - Current	381,524	392,135	773,659
Accrued Interest	936,188	-	936,188
Revenue Bonds Payable	6,733,780	-	6,733,780
Note Payable	375,323	-	375,323
Noncurrent Liabilities:			
Claims Payable	-	3,764,896	3,764,896
Accrued Compensated Absences - Noncurrent	299,740	1,319,858	1,619,598
Net Pension Liability	21,378,881	(573,585)	20,805,296
Revenue Bonds Payable	132,474,730	-	132,474,730
Note Payable	1,175,777	-	1,175,777
OPEB Obligation	119,352	-	119,352
Custodial Projects - Due to Other Governments	185,905,995	-	185,905,995
<b>Total Liabilities</b>	<b>363,249,309</b>	<b>23,373,819</b>	<b>386,623,128</b>
<b>DEFERRED INFLOW OF RESOURCES</b>			
Deferred Amounts for Unavailable Revenue	5,573,358	-	5,573,358
Deferred Amounts for Pensions	2,227,617	7,818,556	10,046,173
Other Post-Employment Benefits	53,989	-	53,989
Hedging Activities	-	2,333,854	2,333,854
<b>Total Deferred Inflows</b>	<b>7,854,965</b>	<b>10,152,410</b>	<b>18,007,375</b>
<b>NET POSITION</b>			
Net Investment in Capital Assets	9,912,024	306,735,519	316,647,543
Restricted	-	-	-
Unrestricted	21,308,142	22,243,815	43,551,957
<b>Total Net Position</b>	<b>\$31,220,166</b>	<b>\$328,979,334</b>	<b>\$360,199,500</b>

# STATEMENT OF ACTIVITIES (Unaudited)

Year ended September 30, 2022

Functions/Programs	Expenses	PROGRAM REVENUE			NET (EXPENSE) REVENUE & CHANGES IN NET POSITION		
		Charges for Services	Operating Grants & Contributions	Capital Grants & Contributions	Primary Government		
					GOV Activities	Business- Type Activities	Total
<b>Transportation Authority:</b>							
Governmental Activities:							
General Government	\$7,087,067.95	\$-	\$-	\$-	\$(7,087,068)	\$-	\$(7,087,068)
Transportation & Infrastructure	14,339,722.00	-	-	15,671,718	1,331,996	-	1,331,996
Interest on Long-Term Debt	6,265,830.12	-	-	-	(6,265,830)	-	(6,265,830)
<b>Total Governmental Activities</b>	<b>27,692,620.07</b>	<b>-</b>	<b>-</b>	<b>15,671,718</b>	<b>(12,020,902)</b>	<b>-</b>	<b>(12,020,902)</b>
Business-Type Activities:							
Bus System	119,425,874.15	7,214,136.57	24,196,399.61	23,810,181.00	-	(64,205,156.97)	(64,205,156.97)
Automated Skyway Express	10,430,800.31	-	62,966.96	513,642.42	-	(9,854,190.93)	(9,854,190.93)
Community Transportation Coordinator	20,882,468.39	2,525,683.60	328,949.03	964,552.45	-	(17,063,283.31)	(17,063,283.31)
Ferry	3,949,706.34	1,432,549.10	119,939.84	1,292,783.17	-	(1,104,434.23)	(1,104,434.23)
<b>Total Business-Type Activities</b>	<b>154,688,849</b>	<b>11,172,369</b>	<b>24,708,255</b>	<b>26,581,159</b>	<b>-</b>	<b>(92,227,065)</b>	<b>(92,227,065)</b>
<b>Total Transportation Authority</b>	<b>182,381,469.26</b>	<b>11,172,369</b>	<b>24,708,255</b>	<b>42,252,877</b>	<b>(12,020,902)</b>	<b>(92,227,065)</b>	<b>(104,247,967)</b>
<b>General Revenues:</b>							
Sales Taxes					2,032,848	-	2,032,848
Intergovernmental Revenues					-	104,067,603	104,067,603
Investment Earnings					(1,164,902)	119,238	(1,045,664)
Local Assistance					253,366	-	253,366
Other					195,927	-	195,927
Special Item - Ferry					-	-	-
Gain/(Loss) on Fuel Derivatives					-	3,813,095	3,813,095
Gain/(Loss) on Acquisition on Disposal of Capital Assets					10,336,989	27,826	10,364,815
Transfers					4,309,811	3,300,217	7,610,028
<b>Total General Revenues</b>					<b>15,964,040</b>	<b>111,327,980</b>	<b>127,292,019</b>
Change in Net Position					3,943,138	19,100,914	23,044,052
Net Position - Beginning of Year					34,282,020	309,878,420	344,160,440
Prior Period Adjustment					(7,004,992)	-	(7,004,992)
Change in Fund Classification					-	-	-
<b>Net Position - Beginning of Year (Restated)</b>					<b>27,277,028</b>	<b>309,878,420</b>	<b>337,155,448</b>
<b>Net Position - End of Year</b>					<b>\$31,220,166</b>	<b>\$328,979,334</b>	<b>\$360,199,500</b>

# GOVERNMENTAL FUNDS (Unaudited)

## Balance Sheet

Year ended September 30, 2022

	GENERAL FUND	SPECIAL REVENUE FUND	CAPITAL PROJECTS FUND	CUSTODIAL PROJECTS FUND	OTHER GOV FUNDS	TOTAL GOV FUNDS
<b>ASSETS</b>						
Cash and Cash Equivalents	\$90,161,354	\$5,136,061	\$181,195	\$-	\$-	\$95,478,610
Investments	37,677,928	-	-	-	-	37,677,928
Due from Other Funds	20,301	225,334	-	2,199,484	1,252,457	3,697,576
Due from Other Governments	195,404	876,529	1	258,030	650,522	1,980,486
Accounts Receivable	2,447,988	-	-	43,295	-	2,491,283
Prepaid Expenses	-	-	-	-	-	-
Restricted Assets:						
Cash and Cash Equivalents	-	-	8,805,097	-	5,803,726	14,608,823
Investments	-	1,827,078	26,154,321	-	13,843,567	41,824,966
<b>Total Assets</b>	<b>130,502,975</b>	<b>8,065,002</b>	<b>35,140,614</b>	<b>2,500,809</b>	<b>21,550,272</b>	<b>197,759,671</b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>						
Liabilities:						
Accounts Payable	909,478	-	2,672,433	247,971	2,161,134	5,991,016
Accrued Expenses	2,901,594	-	1,859,145	18,713	-	4,779,452
Due to Other Funds	-	-	873,317	-	-	873,317
<b>Total Liabilities</b>	<b>3,811,072</b>	<b>-</b>	<b>5,404,895</b>	<b>266,684</b>	<b>2,161,134</b>	<b>11,643,785</b>
Deferred Inflows of Resources:						
Unavailable Revenue	2,400,410	-	-	-	3,172,948	5,573,358
Fund Balances:						
Nonspendable:						
Prepays	-	-	-	-	-	-
Spendable:						
Restricted	-	8,065,002	29,735,719	2,234,125	16,216,190	56,251,036
Assigned	117,106,820	-	-	-	-	117,106,820
Unassigned	7,184,672	-	-	-	-	7,184,672
<b>Total Fund Balances</b>	<b>124,291,492</b>	<b>8,065,002</b>	<b>29,735,719</b>	<b>2,234,125</b>	<b>16,216,190</b>	<b>180,542,528</b>
<b>Total Liabilities, Deferred Inflows of Resources &amp; Fund Balances</b>	<b>\$130,502,974</b>	<b>\$8,065,002</b>	<b>\$35,140,614</b>	<b>\$2,500,809</b>	<b>\$21,550,272</b>	<b>\$197,759,672</b>

# GOVERNMENTAL FUNDS (Unaudited)

## Statement of Revenues, Expenditures & Changes in Fund Balances

Year ended September 30, 2022

	GENERAL FUND	SPECIAL REVENUE FUND	CAPITAL PROJECTS FUND	CUSTODIAL PROJECTS FUND	OTHER GOV FUNDS	TOTAL GOV FUNDS
<b>REVENUE</b>						
Intergovernmental:						
Sales Taxes	\$2,032,848	\$-	\$-	\$-	\$-	\$2,032,848
Federal and State Grants	-	-	-	1,856,381	-	1,856,381
City of Jacksonville	-	6,010,087	-	-	7,805,250	13,815,337
Investment Earnings	(1,298,964)	14,620	127,192	-	-	(1,157,152)
Miscellaneous	195,927	-	-	-	-	195,927
Local Assistance	-	-	253,366	-	-	253,366
<b>Total Revenues</b>	<b>929,811</b>	<b>6,024,707</b>	<b>380,558</b>	<b>1,856,381</b>	<b>7,805,250</b>	<b>16,996,708</b>
<b>EXPENDITURES</b>						
Current:						
General Government	4,034,238	-	-	-	-	4,034,238
Transportation and Infrastructure	-	2,133	22,757,049	531,890	6,407	23,297,479
Debt Service:						
Principal Payment	-	-	-	-	5,794,673	5,794,673
Other Fiscal Charges	-	-	-	-	7,750	7,750
Interest and Other	-	-	70,521	-	6,195,309	6,265,830
Other Fiscal Charges	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>4,034,238</b>	<b>2,133</b>	<b>22,827,570</b>	<b>531,890</b>	<b>12,004,139</b>	<b>39,399,970</b>
Excess (Deficiency) of Revenue Over (Under) Expenditures	(3,104,427)	6,022,574	(22,447,012)	1,324,491	(4,198,889)	(22,403,262)
Other Financing Sources (Uses):						
Transfers In	-	8	-	-	5,044,960	5,044,968
Transfers Out	(686,901)	(42,150)	(6,106)	-	-	(735,157)
Proceeds - Issuance of Debt	-	-	-	-	-	-
Proceeds - Sale of Property	10,976,000	-	-	-	-	10,976,000
<b>Total Other Financing Sources (Uses)</b>	<b>10,289,099</b>	<b>(42,142)</b>	<b>(6,106)</b>	<b>-</b>	<b>5,044,960</b>	<b>15,285,811</b>
<b>Net Change in Fund Balances</b>	<b>7,184,672</b>	<b>5,980,432</b>	<b>(22,453,118)</b>	<b>1,324,491</b>	<b>846,071</b>	<b>(7,117,451)</b>
<b>Fund Balances, Beginning of Year</b>	<b>117,106,820</b>	<b>2,084,570</b>	<b>52,188,837</b>	<b>909,634</b>	<b>15,370,119</b>	<b>187,659,980</b>
<b>Change in Fund Classification</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balances, End of Year</b>	<b>\$124,291,492</b>	<b>\$8,065,002</b>	<b>\$29,735,719</b>	<b>\$2,234,125</b>	<b>\$16,216,190</b>	<b>\$180,542,528</b>

# PROPRIETARY FUNDS (Unaudited)

## Statement of Revenues, Expenses & Changes in Fund Net Position

Year ended September 30, 2022

	BUS	ASE	CTC	FERRY	TOTALS
<b>OPERATING REVENUES</b>					
Passenger	\$6,405,955	\$-	\$658,367	\$1,432,549	\$8,496,871
Agency	5,091	-	1,867,167	-	1,872,258
Charter	-	-	-	-	-
Auxiliary Transportation	436,518	-	-	-	436,518
Non-Transportation	366,572	-	150	-	366,722
<b>Total Operating Revenues</b>	<b>7,214,137</b>	<b>-</b>	<b>2,525,684</b>	<b>1,432,549</b>	<b>11,172,369</b>
<b>OPERATING EXPENSES</b>					
Labor	37,953,500	2,806,407	2,546,560	211,908	43,518,376
Fringe Benefits	18,850,099	1,428,166	1,316,968	107,415	21,702,649
Materials and Supplies	9,794,880	1,285,380	1,936,135	525,216	13,541,612
Services	32,808,443	1,119,233	13,293,877	2,109,992	49,331,545
Casualty and Insurance	2,529,129	77,846	3,337	86,279	2,696,591
Taxes and Licenses	45,145	-	6,959	7,173	59,277
Other	4,855,140	714,126	1,247,218	202,671	7,019,155
Depreciation Expense	12,589,538	2,999,642	531,414	699,051	16,819,645
<b>Total Operating Expenses</b>	<b>119,425,874</b>	<b>10,430,800</b>	<b>20,882,468</b>	<b>3,949,706</b>	<b>154,688,849</b>
<b>Operating Loss</b>	<b>(112,211,738)</b>	<b>(10,430,800)</b>	<b>(18,356,785)</b>	<b>(2,517,157)</b>	<b>(143,516,480)</b>
<b>NON-OPERATING REVENUES</b>					
Public Funding					
United States Government	17,770,503	62,967	328,949	119,940	18,282,359
State of Florida	6,425,896	-	-	-	6,425,896
City of Jacksonville	102,653,750	-	1,413,853	-	104,067,603
Investment Earnings	118,320	918	-	-	119,238
Loss on Disposal of Capital Assets	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
Gain/(Loss) on Sale of Fuel Derivatives	3,813,095	-	-	-	3,813,095
Gain/(Loss) on Disposal of Capital Assets	27,826	-	-	-	27,826
<b>Total Non-Operating Revenues</b>	<b>130,809,390</b>	<b>63,885</b>	<b>1,742,802</b>	<b>119,940</b>	<b>132,736,017</b>
<b>Loss Before Capital Contributions, Transfers &amp; Special Items</b>	<b>18,597,653</b>	<b>(10,366,915)</b>	<b>(16,613,982)</b>	<b>(2,397,217)</b>	<b>(10,780,462)</b>
Capital Contributions	23,810,181	513,642	964,552	1,292,783	26,581,159
Special Items	-	-	-	-	-
Transfers In	(102,496)	9,073,700	15,211,348	1,577,232	25,759,784
Transfers Out	(22,361,293)	-	-	(98,274)	(22,459,567)
Transfer from Change in Fund Classification	-	-	-	-	-
<b>Change in Net Position</b>	<b>19,944,045</b>	<b>(779,573)</b>	<b>(438,082)</b>	<b>374,524</b>	<b>19,100,914</b>
<b>Net Position, Beginning of Year (Restated)</b>	<b>219,254,563</b>	<b>66,173,804</b>	<b>1,220,024</b>	<b>23,230,029</b>	<b>309,878,420</b>
<b>Change in Fund Classification</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Position, Beginning of Year, Restated</b>	<b>219,254,563</b>	<b>66,173,804</b>	<b>1,220,024</b>	<b>23,230,029</b>	<b>309,878,420</b>
<b>Net Position, End of Year</b>	<b>\$239,198,608</b>	<b>\$65,394,231</b>	<b>\$781,942</b>	<b>\$23,604,553</b>	<b>\$328,979,334</b>

# PROPRIETARY FUNDS (Unaudited)

## Statement of Net Position

Year ended September 30, 2022

	BUS	ASE	CTC	FERRY	TOTALS
<b>ASSETS</b>					
Current Assets:					
Cash and Cash Equivalents	\$14,861,332	\$16,821	\$187	-	\$14,878,340
Accounts Receivable, Net	2,630,929	93,058	118,463	251,404	3,093,854
Due from Other Funds	-	-	-	-	-
Due from Other Governments	15,175,672	151,761	1,547,829	54,322	16,929,584
Inventories	1,896,571	1,410,738	8	-	3,307,316
Prepaid Expenses	946,359	366,267	3,640	48,718	1,364,985
<b>Total Current Assets</b>	<b>35,510,864</b>	<b>2,038,646</b>	<b>1,670,126</b>	<b>354,444</b>	<b>39,574,079</b>
Noncurrent Assets:					
Net Pension Asset	12,731,621	-	-	-	12,731,621
Capital Assets, Net of Accumulated Depreciation	215,973,910	64,572,091	2,107,433	24,082,052	306,735,486
<b>Total Noncurrent Assets</b>	<b>228,705,531</b>	<b>64,572,091</b>	<b>2,107,433</b>	<b>24,082,052</b>	<b>319,467,107</b>
<b>Total Assets</b>	<b>264,216,395</b>	<b>66,610,737</b>	<b>3,777,559</b>	<b>24,436,496</b>	<b>359,041,186</b>
<b>DEFERRED OUTFLOW OF RESOURCES</b>					
Deferred Amounts for Pension	6,288,605	-	-	-	6,288,605
Deferred Amounts for Hedging Activities	-	-	-	-	-
<b>Total Deferred Outflow</b>	<b>6,288,605</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,288,605</b>
<b>LIABILITIES</b>					
Current Liabilities:					
Accounts Payable	9,651,808	934,061	2,883,801	47,433	13,517,103
Accrued Expenses	1,581,141	84,775	45,523	784,511	2,495,950
Due to Other Funds	2,824,445	(184)	-	-	2,824,261
Due to Other Governments	-	-	-	-	-
Claims Payable	2,457,430	-	-	-	2,457,430
Accrued Compensated Absences	351,014	25,937	15,184	-	392,135
Unearned Revenue	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>16,865,837</b>	<b>1,044,589</b>	<b>2,944,509</b>	<b>831,944</b>	<b>21,686,879</b>
Noncurrent Liabilities:					
Net Pension Obligation	(573,585)	-	-	-	(573,585)
Claims Payable	3,681,342	83,554	-	-	3,764,896
Accrued Compensated Absences	1,180,387	88,363	51,108	-	1,319,858
<b>Total Noncurrent Liabilities</b>	<b>4,288,144</b>	<b>171,917</b>	<b>51,108</b>	<b>-</b>	<b>4,511,169</b>
<b>Total Liabilities</b>	<b>21,153,981</b>	<b>1,216,506</b>	<b>2,995,617</b>	<b>831,944</b>	<b>26,198,048</b>
<b>DEFERRED INFLOW OF RESOURCES</b>					
Deferred Amounts for Pension	7,818,556	-	-	-	7,818,556
Deferred Amounts for Hedging Activities	2,333,854	-	-	-	2,333,854
<b>Total Deferred Outflow</b>	<b>10,152,410</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,152,410</b>
<b>NET POSITION</b>					
Net Investment in Capital Assets	215,973,910	64,572,091	2,107,433	24,082,052	306,735,486
Unrestricted (Deficit)	23,224,698	822,140	(1,325,491)	(477,499)	22,243,848
<b>Total Net Position</b>	<b>\$239,198,608</b>	<b>\$65,394,231</b>	<b>\$781,942</b>	<b>\$23,604,553</b>	<b>\$328,979,334</b>

A P P E N D I X

JACKSONVILLE TRANSPORTATION AUTHORITY  
INVESTMENT POLICY



Date Approved: April 26, 2018

I N V E S T M E N T  
P O L I C Y



F I S C A L Y E A R 2 0 2 4 B U D G E T R E P O R T



F I S C A L Y E A R 2 0 2 4 B U D G E T R E P O R T

Date Approved: April 26, 2018



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**I. PURPOSE**

The purpose of this Investment Policy (hereinafter “Policy”) is to set forth the investment objectives and parameters for the management of public funds of the Jacksonville Transportation Authority (hereinafter “JTA”). This Policy is designed to safeguard JTA’s funds, insure the availability of operating and capital funds when needed, and achieve an investment return competitive with comparable financial market indices.

**II. SCOPE**

In accordance with §218.415, Florida Statutes, this Policy applies to all cash and investments under the direct investment supervision and control of the JTA and may include operating reserve funds. In connection with the investment of proceeds of bonds issued by the JTA, the bond resolution permitted investments will be in addition to the authorized investments in this Policy. However, this Policy excludes pension funds, trust funds and certain funds held under indentures to the extent subject to other investment restrictions.

**III. INVESTMENT OBJECTIVES**

**A. Safety of Principal**

Safety of principal is regarded as the foremost objective of the investment program. Investments of the JTA shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. Investment transactions shall seek to be consistent with the other investment objectives, which are to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

**B. Liquidity of Funds**

The secondary objective of the JTA investment portfolio shall address the need for the portfolio to provide sufficient liquidity so as to enable the JTA to meet reasonably anticipated cash flow requirements in a timely manner. Periodic cash flow analysis will be completed in order to ensure that the portfolio is positioned to provide sufficient liquidity.

**C. Return on Investment**

The JTA’s investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the JTA’s investment risk constraints and liquidity needs. Return on investment is third in importance compared to the safety and liquidity objectives described above. However, return is attempted through active management where the Investment Advisor utilizes a total return strategy (which includes both realized and unrealized gains and losses in the portfolio). This total return strategy seeks to increase the value of the portfolio through reinvestment of income and capital gains. The core of

investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, an Investment Advisor may trade to recognize a loss from time to time to achieve a perceived relative value based on its potential to enhance the total return of the portfolio.

#### **IV. DELEGATION OF AUTHORITY**

Responsibility for the operation of the investment program is hereby delegated to the Chief Financial Officer (CFO), or designee who shall carry out established written procedures and internal controls for the operation of the investment program consistent with this Policy. The CFO shall be responsible for all transactions undertaken and shall establish a system of internal controls to regulate the activities of subordinate employees.

JTA may employ a service provider to assist in managing some of the portfolios (the “Investment Advisor”). Such Investment Advisor must be registered with the Securities Exchange Commission under the Investment Advisers Act of 1940.

#### **V. STANDARD OF PRUDENCE**

The standard of prudence to be used by investment officials shall be the “Prudent Person” standard and shall be applied in the context of managing the overall investment program. Investment officers acting in accordance with written procedures and this Policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectation are reported to the JTA’s Board in a timely fashion and appropriate action is taken to minimize adverse developments. The “Prudent Person” rule states the following:

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

While the standard of prudence to be used by investment officials who are officers or employees is the Prudent Person standard. Any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of “Prudent Expert”. The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the service provider shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

#### **VI. ETHICS AND CONFLICTS OF INTEREST**

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their

ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose to the Board Investment Committee any material financial interests in financial institutions that conduct business with JTA, and they shall further disclose any material personal financial/investment positions that could be related to the performance of JTA’s investment program.

#### **VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES**

The CFO or designee shall establish a system of internal controls and operational procedures that are in writing and made a part of JTA’s financial operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees. The written procedures should include reference to safekeeping, repurchase agreements, separation of transaction authority from accounting and recordkeeping, wire transfer agreements, banking service contracts, collateral/depository agreements, and “delivery-vs-payment” procedures. No person may engage in an investment transaction except as authorized under the terms of this Policy.

The JTA’s internal auditors and independent auditors as a normal part of the annual financial audit to JTA shall conduct a review of the system of internal controls to ensure compliance with policies and procedures.

#### **VIII. CONTINUING EDUCATION**

The CFO and/or designee shall annually complete 8 hours of continuing education in subjects or course of study related to investment practices and products.

#### **IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS**

The CFO shall maintain a list of financial institutions authorized to provide investment services. This list shall automatically consist of broker/dealers that are included on the Federal Reserve Bank of New York’s list of “Primary Dealers” (Source of information: [http://www.newyorkfed.org/markets/pridealers\\_current.html](http://www.newyorkfed.org/markets/pridealers_current.html)), banks, and savings and loan associations that are approved by the State of Florida as a “Qualified Public Depository”. A listing of the Qualified Public Depositories is available at [https://apps8.fldfs.com/CAP\\_Web/PublicDeposits/ActiveQPDDisplayList.aspx](https://apps8.fldfs.com/CAP_Web/PublicDeposits/ActiveQPDDisplayList.aspx). Additionally, other financial institutions can be included as authorized broker/dealers pursuant to a review of the financial condition of the institution and the consideration of other appropriate documentation and registrations.

An annual review of the financial condition and registrations of qualified bidders will be conducted by the CFO. A current audited financial statement is required to be on file for each financial institution and broker/dealer in which the JTA invests.

JTA’s Investment Advisor shall utilize and maintain its own list of approved primary and non-primary dealers.

Authorized Staff shall only enter into Repurchase agreements with “Primary Dealers” as designated by the Federal Reserve Bank of New York and financial institutions that are state qualified public depositories.

#### **X. MATURITY AND LIQUIDITY REQUIREMENTS**

To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Investments of current operating funds (short term portfolio) shall have maturities of no longer than twelve (12) months from settlement date. Investments of operating reserves and other non-operating funds (“core funds”) shall have a term appropriate to the need for funds; however, maturities shall not exceed five and one-half (5.50) years as measured from settlement date. In addition the weighted average effective duration shall not exceed three (3) years. The maturities of the underlying securities of a repurchase agreement will follow the requirements of the Master Repurchase Agreements.

#### **XI. RISK AND DIVERSIFICATION**

Assets held shall be diversified to control risks resulting from over concentration of assets in a specific maturity, issuer, instruments, dealer, or bank through which these instruments are bought and sold. The Board Investment Committee will review the diversification strategies within the established guidelines.

#### **XII. MASTER REPURCHASE AGREEMENT**

Repurchase agreements must be in written form and shall conform in all material respects to the Security Industry and Financial Markets Association (SIFMA) Master Repurchase Association format.

#### **XIII. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS**

After the CFO or designee or Investment Advisor has determined the approximate maturity date based on cash flow needs and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) reputable, qualified, and financially sound banks and/or dealers must be contacted and asked to provide bids on securities in questions. Bids will be held in confidence until the highest bid is determined and awarded.

However, on an exception basis, securities may be purchased utilizing the comparison to current market price method. Acceptable current market price providers include, but are not limited to:

- A. Tradeweb,
- B. Bloomberg Information Systems,
- C. The Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing,
- D. Daily market pricing provided by JTA’s custody agents or their correspondent institutions.

Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Investment Advisor, the CFO, or designee, competitive bidding would inhibit the selection process.

Examples of when this method may be used include:

- A. When time constraints due to unusual circumstances preclude the use of the competitive bidding process.
- B. When no active market exists for the issue being traded due to the age or depth of the issue.
- C. When a security is unique to a single dealer, for example, a private placement.
- D. When the transaction involves new issues or issues in the “when issued” market.

Overnight sweep repurchase agreements will not be bid, but may be placed with the depository bank relating to the demand account for which the repurchase agreement was purchased.

#### **XIV. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION**

Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and JTA’s needs change.

Assets held shall be diversified to control the risk of loss resulting from over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which these instruments are bought and sold. Diversification strategies shall be reviewed and revised periodically as necessary by the appropriate management staff.

The following are the investment requirements and allocation limits on security types, issuers, and maturities as established by JTA. Diversification strategies within the established guidelines shall be reviewed and revised periodically as necessary by the CFO. JTA shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocations requirements for investment types and issuers are calculated based on the original cost of each investment, at the time of purchase. Investments not listed in this Policy are prohibited. The following requirements do not apply to funds derived from the sale of debt.

Security Type	Minimum Rating Requirement <sup>1</sup>	Maturity Limits	Maximum Allocation Limit	Maximum Issuer Limit
The Florida Local Government Surplus Funds Trust Funds (“Florida Prime”)	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A	25%	N/A
United States Government Securities	N/A	5.5 Years	100%	N/A
Agency, Government Sponsored Enterprise	N/A	5.5 Years	80%	40% <sup>2</sup>
Supranational where U.S. is a shareholder and voting member	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.5 Years	25%	10%
Agency Mortgage-Backed Securities (MBS)	N/A	5.5 Years <sup>3</sup>	20%	5% <sup>2</sup>
Asset-Backed Securities (ABS)	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.5 Years <sup>3</sup>	25%	5%
Non-Negotiable Interest Bearing Time Certificates of Deposit or Savings Accounts	N/A	1 Year	25%	5%
Repurchase Agreements	Highest Counterparty Rating Category (A-1/P-1, or equivalent)	90 Days	25%	15%
Commercial Paper	Highest ST Rating Category (A-1/P-1, or equivalent)	270 Days	35% <sup>4</sup>	5%
Corporate Notes	Three Highest LT Rating Categories (A-/A3 or equivalent)	5.5 Years	50% <sup>4</sup>	5%
State and/or Local Government Taxable and/or Tax-Exempt Debt	Highest ST or Three Highest LT Rating Categories (SP-1/MIG 1, A-/A3, or equivalent)	5.5 Years	20%	10%
Registered Investment Companies (Money Market Mutual Funds)	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A	75%	25%

Security Type	Minimum Rating Requirement <sup>1</sup>	Maturity Limits	Maximum Allocation Limit	Maximum Issuer Limit
Fixed Income Mutual Funds	Subject to specific review and approval by Board Investment Committee	N/A	75%	50%
Intergovernmental Investment Pool	Highest Fund Quality and Volatility Rating Categories by all NRSROs, if rated (AAAm/AAAf, S1, or equivalent)	N/A	50%	25%

<sup>1</sup> Rating by at least one Nationally Recognized Statistical Ratings Organization (“NRSRO”). ST=Short-term; LT=Long-term.  
<sup>2</sup> Maximum exposure to any one Federal agency, including the combined holdings of Agency debt and Agency MBS, is 40%.  
<sup>3</sup> The maturity limit for MBS and ABS is based on the expected average life at time of purchase, measured using Bloomberg or other industry standard methods.  
<sup>4</sup> Maximum allocation to all corporate and bank credit instruments is 50% combined.

**A. The Florida Local Government Surplus Funds Trust Funds (“Florida Prime”)**

**1. Purchase Authorization**

Florida Local Government Surplus Funds Trust Fund (“Florida Prime”).

**2. Due Diligence Requirements**

A thorough investigation of the Florida PRIME is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool.

**B. United States Government Securities**

**Purchase Authorization**

Negotiable direct obligations or obligations the principal and interest of which are unconditionally guaranteed by the United States Government. Such securities will include, but not be limited to the following:

- Treasury Securities – State and Local Government Series (“SLGS”)
- Treasury Bills
- Treasury Notes
- Treasury Bonds
- Treasury Strips

## C. Agency, Government Sponsored Enterprise

### Purchase Authorization

US Dollar (USD) denominated obligations, participations or other instruments of any Federal agency, instrumentality or United States government-sponsored enterprise, including those issued or fully guaranteed as to the principal and interest by Federal agencies, instrumentalities or United States government sponsored enterprises.

## D. Supranational

### Purchase Authorization

Debt obligations issued by multi-national financial organizations of which the U.S. is a shareholder and voting member, and which are denominated in U.S. dollars.

## E. Agency Mortgage-Backed Securities (MBS)

### 1. Purchase Authorization

Agency Mortgage-backed securities (MBS), Passthrough or CMO, which are a debt instrument with a pool of underlying mortgages as collateral and that, are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.

### 2. Maturity Limitations

A maximum length to maturity for an investment in any MBS is five (5.5) years from the date of settlement.

The maturity of mortgage-backed securities shall be considered the date corresponding to its average life. This date reflects the point at which an investor will have received back half of the original principal (face) amount. The average life may be different from the stated legal maturity included in a security's description.

## F. Asset-Backed Securities (ABS)

### 1. Purchase Authorization

Asset-backed securities (ABS) which are a debt instrument with a pool of assets other than real estate mortgages as collateral

### 2. Maturity Limitations

A maximum length to maturity for an investment in any ABS is five (5.5) years from the date of settlement.

The maturity of asset-backed securities shall be considered the date corresponding to its average life. This date reflects the point at which an investor will have received back half of the original principal (face) amount. The average life may be different from the stated legal maturity included in a security's description.

## G. Non-Negotiable Interest Bearing Time Certificate of Deposit or Saving Accounts

### Purchase Authorization

Non-negotiable interest bearing time certificates of deposits or savings accounts in banks organized under the laws of this state and/or in national banks organized under the laws of the United States and doing business and situated in the State of Florida, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes.

To the extent this Policy permits, JTA will endeavor to utilize local and regional financial institutions that are Qualified Public Depositories in Duval County.

## H. Repurchase Agreements

### Purchase Authorization

Repurchase agreements collateralized by United States Government Securities, and Agencies and Federal Instrumentalities with any registered broker-dealer subject to the Securities Investors Protection Act or any commercial banks insured by the FDIC, provided:

- a. Firms are required to sign SIFMA's Master Repurchase Agreement prior to execution of a repurchase agreement transaction.
- b. A third party custodian with whom JTA has a current custodial agreement shall hold the collateral for all repurchase agreements with a term longer than one (1) business day. A clearly marked receipt that shows evidence of ownership must be supplied to the CFO or designee and retained.
- c. Securities authorized for collateral must have maturities less than five (5) years and with market value for the principal and accrued interest of 102 percent of the value and for the term of the repurchase agreement.
- d. The overnight sweep arrangement shall adhere to the agreement between JTA and JTA's depository bank.

Overnight repurchase agreements shall require collateral with a market value of principal and accrued interest of at least 100% of the repurchase agreement. Term repurchase agreements which may be entered into from time to time shall be limited to primary governmental security dealers. The actual collateral requirements for such term repurchase agreements will be based upon economic and financial conditions existing at the time of execution, as well as the particular broker/dealer which enters into the repurchase agreement with the JTA. However, such term repurchases agreements shall require collateral with a market value of principal and accrued interest of at least 103% of the term repurchase agreement.

Such collateral shall be held by an independent third party with whom the JTA has a current custodial agreement. The right of collateral substitution may be granted; however, in on event shall the collateral securities to be accepted represent securities other than those recognized as authorized investments for the JTA.

Reverse repurchase agreements are not permitted.

## **I. Commercial Paper**

### **Purchase Authorization**

Commercial paper of any United States company that is rated, at the time of purchase, in the highest short term rating category by any Nationally Recognized Statistical Ratings Organizations (NRSRO). If the commercial paper is backed by a letter of credit (“LOC”) to receive such rating, the long-term debt of the LOC provider must be rated in one of three highest ratings categories by any two NRSROs.

## **J. Corporate Notes**

### **Purchase Authorization**

Corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States.

## **K. State and/or Local Government Taxable and/or Tax-Exempt Debt**

### **Purchase Authorization**

State and/or local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds.

## **L. Registered Investment Companies (Money Market Mutual Funds)**

### **1. Purchase Authorization**

Shares in open-end, no load money market mutual funds provided such funds are registered under the Federal Investment Company Act of 1940 and operate in accordance with 17C.F.R / 270.2a-7.

## **2. Due Diligence Requirements**

A thorough investigation of the money market mutual fund is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool.

## **M. Fixed Income Mutual Funds**

### **1. Purchase Authorization**

A mutual fund whose investment guidelines are otherwise in substantial compliance with this Policy. Substantial compliance is determined by the Board Investment Committee.

### **2. Duration Requirements**

- a. Funds must provide liquidity no less frequently than monthly.
- b. The average duration of the underlying investments must be in substantial compliance with this Policy.

### **3. Due Diligence Requirements**

A thorough investigation of the mutual fund is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool.

## **N. Intergovernmental Investment Pool**

### **1. Purchase Authorization**

Intergovernmental investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act whose investment guidelines are otherwise in substantial compliance with this Policy, as provided in Section 163.01, Florida Statutes and provided that said funds contain no derivatives.

### **2. Due Diligence Requirements**

A thorough investigation of the Intergovernmental Investment Pool is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool.

## **XV. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS**

Investment in any derivative products or the use of reverse repurchase agreements requires specific Board Investment Committee approval prior to their use. If the Board Investment Committee approves the use of derivative products, the CFO shall develop sufficient understanding of the derivative products and have the expertise to manage them. A "derivative" is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or indices or asset values. If the Board Investment Committee approves the use of reverse repurchase agreements or other forms of leverage, the investment shall be limited to transactions in which the proceeds are intended to provide liquidity and for which the CFO has sufficient resources and expertise to manage them.

## **XVI. PERFORMANCE MEASURES**

In order to assist in the evaluation of the portfolio's performance, JTA will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow JTA to measure its returns against other investors in the same markets.

1. The current operating funds ("short-term portfolio") shall be designed with the annual objective of exceeding the weighted average return of the S&P Rated GIP Index 30-Day Gross of Fees Yield.
2. The core funds ("long term portfolio") shall be designed with the annual objective of exceeding the return of the ICE BofA Merrill Lynch 1-3 Year Government Index or the ICE BofA Merrill Lynch 1-5 Year Government Index. The portfolio's total rate of return will be compared to one of these benchmarks. The appropriate index will have a duration and asset mix that approximates the portfolio and will be utilized as a benchmark to be compared to the portfolio's total rate of return.

## **XVII. REPORTING**

JTA's CFO and/or Investment Advisor shall provide quarterly investment reports on JTA's Investments to the Board Investment Committee. Schedules in the quarterly report should include the following:

1. A listing of individual securities held at the end of the reporting period.
2. Unrealized gains or losses resulting from appreciation or depreciation by listing the amortized cost and market value of securities.
3. Coupon, discount or earning rate.
4. Average life or duration and final maturity of all investments
5. Par value, and market value
6. Average weighted yield to maturity of portfolio on JTA investments as compared to applicable benchmarks.

7. Listing of investment by maturity date.
8. The percentage of the total portfolio which each type of investment represents. The report will be provided to the Chief Executive Officer and the JTA Board.
9. The CFO shall sign the report stating the investments are in compliance with the JTA's Investment Policy and Chapter 218.415, Florida Statutes. If the investments are not in compliance with the JTA's Investment Policy or Chapter 218.415, Florida Statutes, JTA's CFO shall state in the report the reason for non-compliance and the action being taken to correct the issue.

In addition, the quarterly investment reports summarize but are not limited to the following:

1. Recent market conditions, economic developments and anticipated investment conditions.
2. The investment strategies employed in the most recent quarter.
3. Any areas of policy concern warranting possible revisions to current or planned investment strategies. The market values presented in these reports will be consistent with accounting guidelines in GASB Statement 31.
4. Notations of corrections/planned corrections of instances of non-compliance (if any) with the Investment Policy.

## **XVIII. THIRD-PARTY CUSTODIAL AGREEMENTS**

Securities, with the exception of certificates of deposits, shall be held with a third party custodian; and all securities purchased by, and all collateral obtained by JTA should be properly designated as an asset of JTA. The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida as defined Section 658.12, Florida Statutes, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposits.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the CFO and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, shall be permitted unless by such a duly authorized person.

Monthly, the custodian shall provide the CFO or designee and/or JTA's Investment Advisor with detailed information on the securities held by the custodian. Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the

transaction. Only after receiving written authorization from the CFO shall authorized securities be delivered “free”. Securities held as collateral shall be held free and clear of any liens.

### XIX. BOARD INVESTMENT COMMITTEE

The JTA has established a Board Investment Committee for the purpose of formulating alternative investment strategies within the guidelines herein set forth and for monitoring the performance and structure of the portfolios. The Board Investment Committee membership shall include up to 5 members. The Board Investment Committee shall review the JTA’s quarterly investment reports and make recommendations to the CFO on risk, allocation, return on investment, and service of the Investment Advisor. The Board Investment Committee shall review the Investment Policy annually and comment on the adequacy of the Policy in a report to the CFO. However, it is not within the Board Investment Committee's charge to make investment recommendations regarding the acquisition or disposal of specific investment securities.

### XX. RESERVATION OF AUTHORITY AND INVESTMENT POLICY ADOPTION

Approved:

\_\_\_\_\_  
Chief Financial Officer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
Date



T A M / S T A T E O F  
G O O D R E P A I R

F I S C A L Y E A R 2 0 2 4 B U D G E T R E P O R T

Date Approved: January 6, 2023

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**Board of Directors**

- Ari Jolly  
*Chair*
- Debbie Buckland  
*Vice-Chair*
- G. Ray Driver, Jr.  
*Secretary*
- Abel Harding  
*Treasurer*
- Kevin J. Holzendorf  
*Immediate Past Chair*
- Greg Evans  
*Board Member*

**Chief Executive Officer**

Nathaniel P. Ford Sr.

**Administration**  
Jacksonville Regional  
Transportation Center  
at LaVilla  
100 LaVilla Center Drive  
Jacksonville, FL 32204

**Operations**  
P.O. Drawer "0"  
100 N. Myrtle Avenue  
Jacksonville, FL 32203

Main (904) 630-3181  
Fax (904) 630-3166  
[www.jtafla.com](http://www.jtafla.com)


**Approvals**

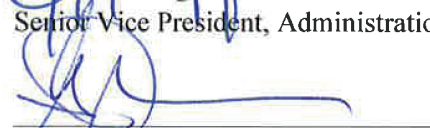
Transit asset management plans are required for all Federal Transit Administration (FTA) grantees per MAP-21 legislation (P.L. 112-141), FAST Act (P.L. 114-94), IIJA (P.L. 117-58), and the FTA Transit Asset Management Final Rule (49 CFR Part 625). Moreover, developing a transit asset management plan makes good business sense as the previous four years under the original TAM Plan have proven for the Jacksonville Transportation Authority (JTA). The benefits from enhanced asset management practices included improved system safety and reliability, reduced costs, better customer service, optimized resource allocation, and the ability to target investments to where they are needed most to maintain state of good repair.

With aging infrastructure, limited funding and a growing demand for service, the JTA must identify ways to better manage and extend the life of its existing assets while optimizing its investment in new capital projects. This understanding is born out in the Authority's five-year strategic plan, Mobility Optimization through Vision & Excellence 2023-2027 (MOVE2027), approved by the JTA Board of Directors on June 20, 2022. The TAM Plan is critical to achieving the MOVE2027 strategic plan and is woven into each goal and initiative as depicted in Section 2 and 6.2 of the TAM Plan. Not only to meet all Federal requirements, but to reach beyond the requirements to identify, target, and guide investments that prioritize and maintain a state of good repair for our multimodal facilities and other assets in order to provide safe, reliable, innovative, sustainable, and dignified mobility solutions and facilities for all our customers.

**Concurrence  
(by Accountable Executives):**

  
Cleveland Ferguson  
Senior Vice President, Administration

  
Charles D Frazier  
Senior Vice President, Transit Ops

  
Greer Johnson Gillis  
Senior Vice President, System Development

**Approval:**

I, Nathaniel P. Ford, Sr., Jacksonville Transportation Authority Chief Executive Officer, do fully authorize and endorse JTA's Transit Asset Management Plan, dated September 30, 2022.



  
Date

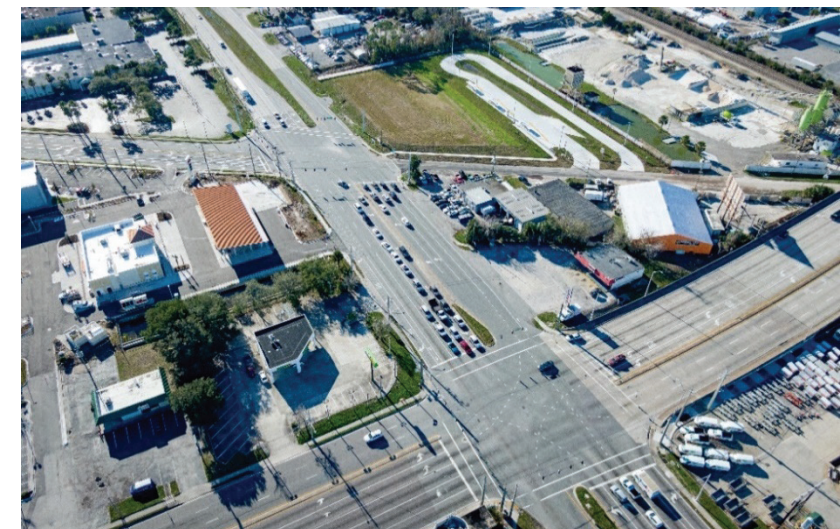
# EXECUTIVE SUMMARY

Transit is a capital-intensive industry. The Jacksonville Transportation Authority's (JTA) service delivery capabilities and cost structure involve periodic large capital expenditures on long-life capital-intensive assets such as buildings, rolling stock, equipment, systems or infrastructure. Managing these assets is a cornerstone of the JTA's business. The safe, reliable, cost-effective management of these assets is fundamental for the daily operations of delivering safe reliable transportation services to the traveling public. The effective management, performance, and replacement of these assets directly impact the risk, quality, performance, and ability of the JTA to deliver these services in alignment with federal regulation and the goals of the JTA Mobility Optimization Through Vision and Excellence 2027 (MOVE2027) strategic plan. The JTA Transit Asset Management (TAM) Plan, authorized and adopted by the Chief Executive Officer (the Accountable Executive) and the Executive Leadership Team, is an actionable TAM Plan as defined by 49 CFR Part §625 written in alignment to the JTA's MOVE2027 strategic plan for meeting the JTA's vision and goals over the next five years and provides a means through which further tactical and operational plans and programs can be established to help manage the JTA's physical assets.

## FEDERAL REQUIREMENTS

In 2012 the U.S. Department of Transportation (U.S. DOT) identified a \$89.8 billion State of Good Repair (SGR) backlog for the transportation industry nationally, including 40 percent of bus and 23 percent of rail transit assets. In response to this Congress passed the Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21; P.L. 112-141), mandating the Federal Transit Administration (FTA) to develop a rule requiring transit agencies to create, maintain, and execute TAM Plans.

The requirements enacted by MAP-21 were reaffirmed when Congress passed the Fixing America's Surface Transportation Act (FAST Act; P.L. 114-94). On July 26, 2016, the FTA published its TAM Final Rule (49 CFR Part §625) requiring recipients for Federal formula grants to develop a TAM Plan detailing their ongoing asset management planning process and provide accountability through reporting to the National Transit Database (NTD). The NTD provides the FTA with the ability to assess if agencies are meeting their TAM targets and has indicated that these will be used to also determine future funding eligibility for agencies. FTA has also designated SGR formula grant 5337 (in addition to both other discretionary grants, and agency funding) to aid agencies to fund, resource, and execute, their TAM Plans to show progress against their implementation plans during Triennials and share best practices at conferences and roundtables.



Currently, in 2022 the U.S. DOT, through the Infrastructure Investment and Jobs Act (IIJA Public Law 117-58), identified that the national backlog has increased to approximately \$105 billion in transit maintenance needs nationwide. As a result, Congress has entrusted the FTA with up to \$108 billion dollars in funding over the next five years for Public Transit investments nationwide to bring assets into a SGR and replace deficient transit vehicles with clean, zero emission vehicles.<sup>1,2</sup> Given both funding as well as the resources are limited nationally, and the deterioration of assets is dynamic, it is imperative that agencies manage their existing and new assets effectively to bridge any shortfalls in funding and other unforeseen delays by using data and tools to provide better insights into decision-making within the agencies risk appetite to ensure a safe system.

FTA's Final Rule defines TAM as follows:

“Transit Asset Management means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their lifecycles, for the purpose of providing safe, cost-effective, and reliable public transportation.”

## THE JTA'S 2022 TRANSIT ASSET MANAGEMENT PLAN CONTENTS

The JTA's 2022 TAM Plan:

- Addresses FTA's requirements as listed in 49 CFR Parts §625, §625.25.
- Documents the JTA's efforts to initiate, implement, and advance asset management practices for improved lifecycle management, better maintenance practices, extended useful life, reduction of total lifecycle cost, reduced risk, as well as increased asset efficiency and performance.
- Provide alignment with and support to ensure the successful achievement of all goals and initiatives outlined in the MOVE2027 Strategic Plan.

The results in this TAM Plan are summarized around five elements:

1. **The JTA's TAM Policy** – What principles rule the JTA's asset management approach, and what are the JTA's TAM goals?
2. **Asset Inventory and SGR Baseline** – What are the JTA's assets, and what is their current status with regard to SGR and investment backlog?
3. **Future SGR Capital Needs** – What is the JTA's capital need over the next 30 years to bring all assets into SGR?
4. **Average Required Funding Levels** – What annual funding levels are required to keep the JTA's assets in SGR?
5. **TAM Implementation Roadmap** – What actions in what timeframe will the JTA take to implement good asset management business practices and improve SGR?

<sup>1</sup> <https://www.transportation.gov/advancing-public-transportation-under-bipartisan-infrastructure-law-update-Federal-transit>.

<sup>2</sup> <https://www.whitehouse.gov/bipartisan-infrastructure-law/#publictransit>.

## TAM POLICY

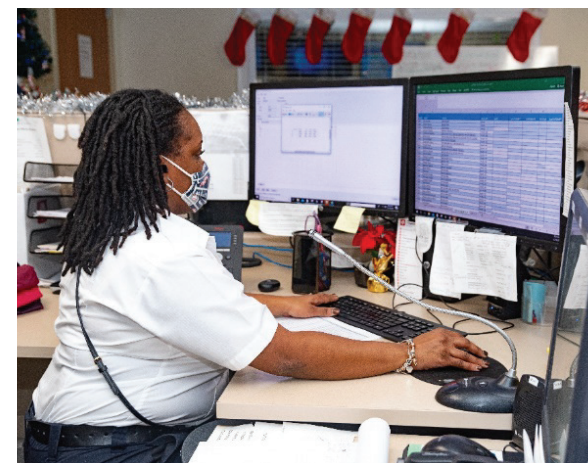
The JTA adopted a TAM policy that provides direct alignment between its mission, MOVE2027 Strategic Plan, and the TAM Plan. The policy states the JTA's commitment to effective best-in-class asset management and the continual improvement of its asset management processes. The policy provides the implementing authority to establish enterprise procedures governing asset registry, inventory, and SGR reporting and management that will drive the capital planning process.

## INVENTORY AND STATE OF GOOD REPAIR BASELINE

The JTA's current capital asset inventory is grouped into four categories and is shown below in . Only assets that have an Active status have been included in this 2022 baseline inventory.<sup>3</sup>

Table ES-1. Capital Asset Inventory and Value

Asset Category	Asset Count 2018	Asset Count 2022	Total Value (2022)
Rolling Stock	338	343	\$184,405,000
Equipment (including non-revenue vehicles)	10,069	8,457	\$36,218,246
Facilities	1,475	2,478	\$197,083,242
Infrastructure	373	2,749	\$209,013,623
<b>TOTAL</b>	<b>12,255</b>	<b>14,027</b>	<b>\$624,720,111</b>



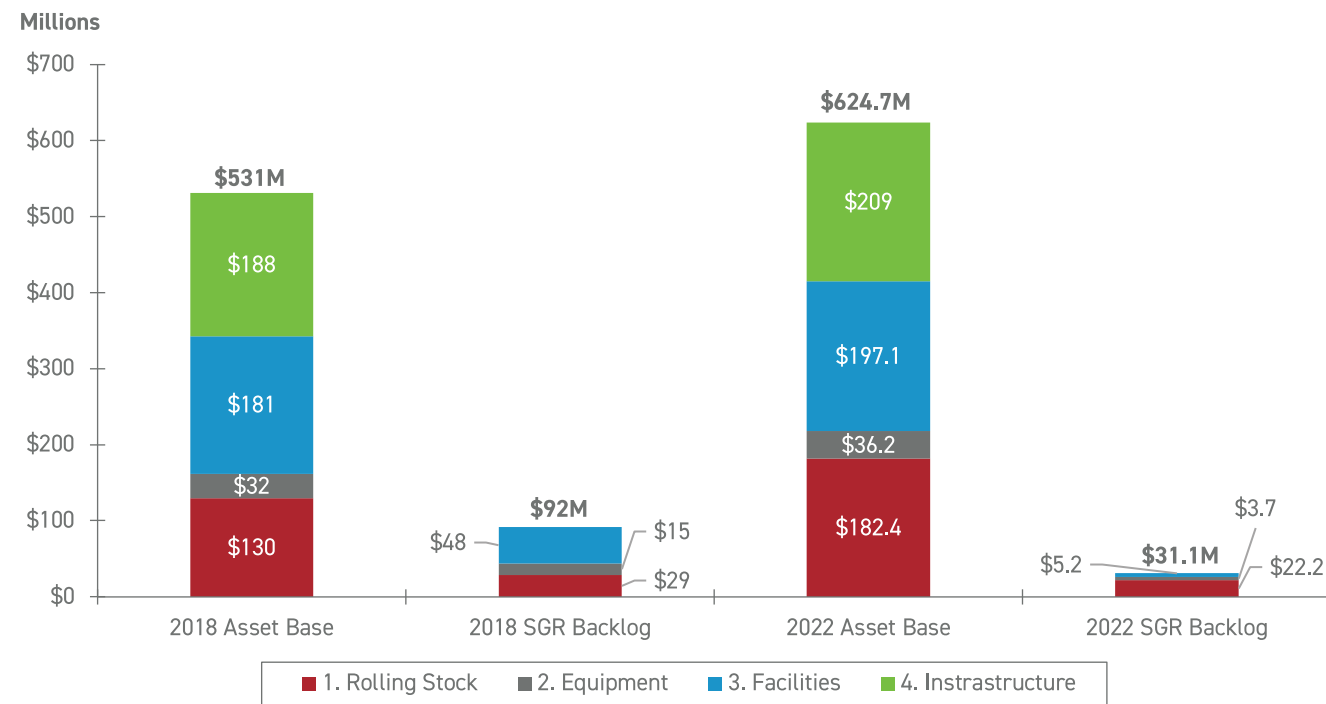
The total value of capital included in this TAM plan is \$624.7 million (in 2022 dollars).<sup>4</sup> The Skyway infrastructure and facilities (for administration, maintenance, and customers) are the two largest asset categories and represent about 65 percent of the JTA's asset base value.

Of this asset base, 95 percent (by dollar value) is in SGR and 5 percent of this asset base is not in SGR. These assets can still perform safely, due to increased maintenance efforts. However, they also may experience higher failure rates and diminishing performance. It is suboptimal for a transit agency to operate assets not in SGR. The 5 percent of the current asset base not in SGR represent the 2022 SGR backlog valued at \$31.1 million, as shown below in Figure ES-1.

<sup>3</sup> Currently in use for the provision of public transportation.

<sup>4</sup> Inflated historic replacement cost.

Figure ES-1. The JTA Baseline: Asset Base and SGR Backlog 2018 versus 2022 Comparison



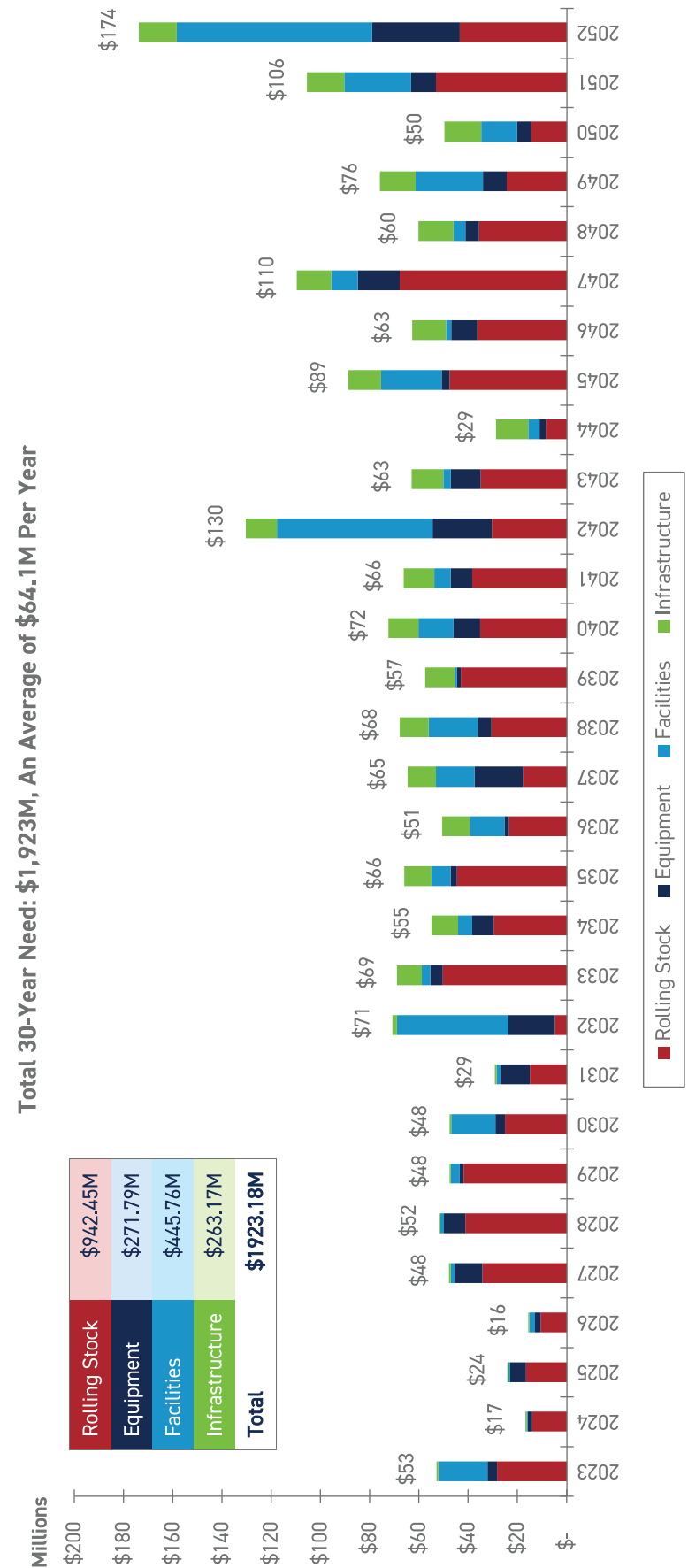
## FUTURE LIFECYCLE SGR CAPITAL NEEDS

Over a period of 30 years, many of the JTA's assets will reach the end of their useful lives and need to be replaced (some will even be replaced multiple times). The TAM Plan estimates the dollar value the JTA will need to invest into these replacements and refers to this as future capital SGR need.

From 2023 through 2052, the JTA's SGR need will be about \$1.92 billion (see Figure ES-2). The replacement need fluctuates from year to year and can be as low as \$16 million or as high as \$174 million. Key years that observe major needs (over \$100 million in value) in funding are:

- 2042 — Due to facilities rehabilitation, replacement or renewal.
- 2047 and 2051 — Due to fleet replacement.
- 2052 — Due to Fleet and Facilities rehabilitation, replacement or renewal.

Figure ES-2. Annual Capital SGR Needs 2023–2052: All Assets



Combining the 2022 SGR need of \$31.1 million with the 30-year SGR needs of \$1.92 billion results in a total SGR need of \$1.95 billion or about \$65.1 million annually

Note: This 30-year capital needs forecast has been developed with a goal of \$0 backlog by 2052 and does not consider the undefined additional assets that will result as part of future service expansion outlined in MOVE2027 strategic plan. The Local Option Gas Tax (LOGT) funding for Skyway and Ferries has been included in the \$0 backlog by 2052 scenario.

Continuing to provide stable funding sources such as the Local Option Gas Tax will provide the JTA with the funding to both reduce the backlog and create a smoother trend in capital needs for future needs.

## REQUIRED FUNDING LEVELS

During the development process for the 2022 TAM Plan a 30-year funding level estimate based on both past and present annual funding allocations was also applied against the total 30-year need. This estimate amounts to an annual average funding amount of \$34 million (a total of \$1.02 billion from 2023 through 2052). Based on the above total SGR need over a 30-year period of \$1.95 billion, a funding gap of approximately \$934 million develops over the next 30-year reporting period.

The 2022 TAM Plan development process also conducts four separate investment scenario analysis (see Figure ES-3) to apply alternative funding levels to see how they will affect the SGR backlog:

1. Continuing at current funding levels of \$34 million per year will increase the investment backlog to \$349 million by 2052 (from today \$31.1 million) and the asset SGR backlog would increase to 31 percent (from today's level of 5 percent).
2. Managing the SGR backlog at 15 percent of the asset base value in 2052 would require about \$48.4 million per year, on average. SGR backlog would increase to about \$229 million. It is assumed that a 15 percent backlog in low-risk assets is acceptable.
3. Managing the SGR backlog to 10 percent of the asset base value in 2052 would require about \$53 million per year, on average. SGR backlog would increase to about \$153 million. It is assumed that a 10 percent backlog in low-risk assets is acceptable.
4. Maintaining current SGR backlog levels at 5 percent and addressing all annual SGR needs would require funding of about \$59 million per year, on average.

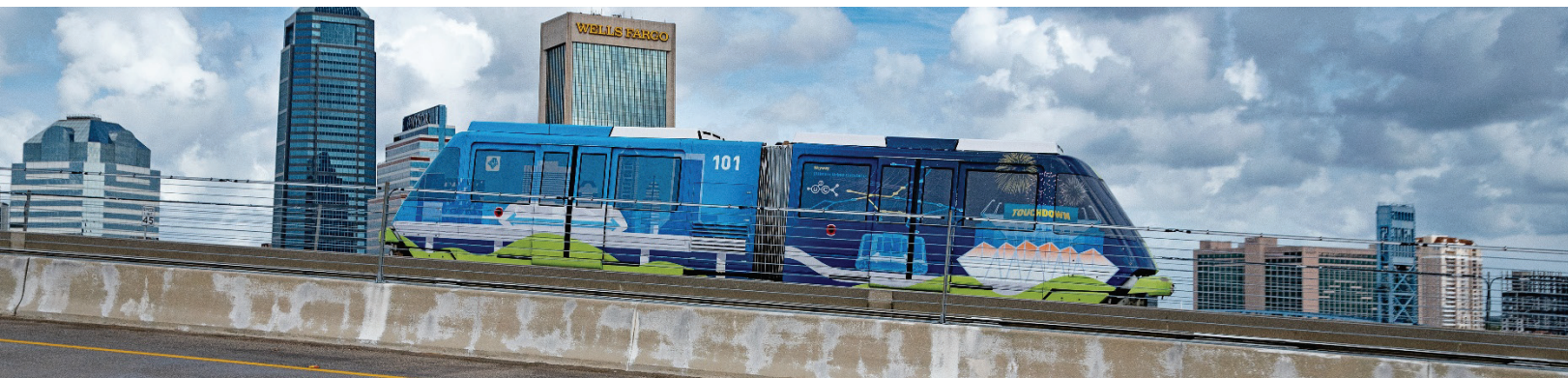
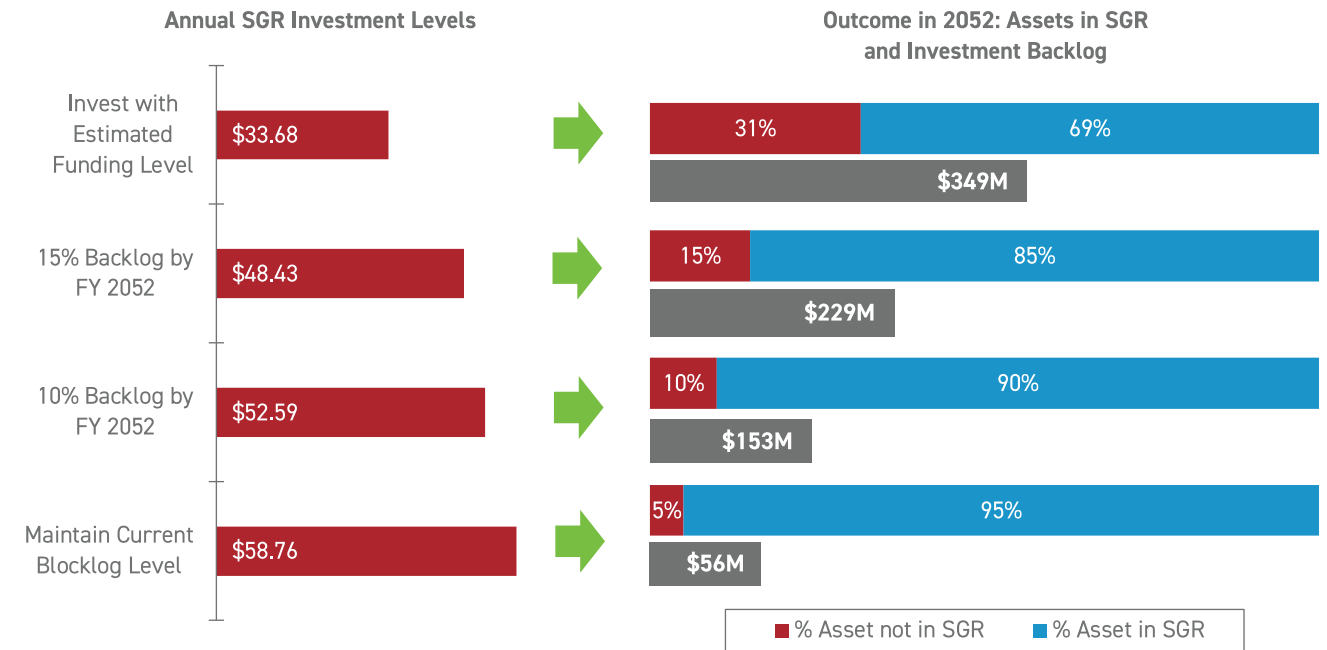


Figure ES-3. Annual SGR Investment Scenarios and Outcomes



Recognizing that the JTA's SGR backlog targets cannot be reached with current funding levels, or even infusions of additional funding alone, the JTA will address the performance and funding gap by implementing programs to increase asset efficiency, useful life, intelligent investment prioritization, and optimization of available funding.

## TAM PLAN IMPLEMENTATION

The JTA's 2022 TAM Plan includes strategies and implementing actions for maintaining and building on the process developed to prepare this plan. The figure on the next page details the strategies and packages of implementing actions over a 48+ month period. The program team has developed actions across various departments enhancing already existing business practices but also addressing annual reporting needs to FTA. A high-level roadmap illustrates the phased approach supported by detailed actions.

The key implementation strategies (Figure ES-4) addresses the need to develop and sustain a single asset registry for all assets, institutionalize the TAM Plan processes, ensure new assets acquired by the JTA through service expansion or new build, and continue with the development toward an enterprise approach in TAM. This provides the organizational and data-driven foundation from which lifecycle management practices will be improved. The objective is to reduce lifecycle cost and improve reliability to ultimately reduce the SGR backlog and increase safety. These key implementation strategies identified in Figure ES-4 are required to successfully achieve any of the previously identified investment scenarios.

Figure ES-4. Key Implementation Strategies

	12 Months	24 Months	48 Months	48+ Months
<b>Strategy 1: Create a Single Source of Truth for Data.</b>	Develop regular asset performance/condition processes for mission critical assets	Integrate financial planning process with expansion and facilities decentralization plan	Annual reviews of asset performance/condition processes for mission critical assets	Annual reviews of asset performance/condition processes for mission critical assets
	Develop TAM Plan annual review process	Increase asset portfolio captured in EAM system of record	Implement annual review process	Implement annual review process
	Clean up existing asset data	Review current IT processes and procedures for EAM	Develop process, procedures, and train to utilize current EAM	Develop process, procedures, and train to utilize current EAM
	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information	Develop and pilot root cause analysis process for asset defects that impact organizational goals	Develop and pilot performance metrics that go beyond SGR and age-based asset condition for key asset types	Develop Lifecycle Management Plans for key asset types
<b>Strategy 2: Develop Innovative Tools to Collect Data, Analyze, and Make Better Decisions With.</b>	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information
	Develop and pilot root cause analysis process for asset defects that impact organizational goals	Develop and pilot performance metrics that go beyond SGR and age-based asset condition for key asset types	Develop Lifecycle Management Plans for key asset types	Develop Lifecycle Management Plans for key asset types
<b>Strategy 3: Increase the Efficiency and Effectiveness of Agency Performance.</b>	Develop and pilot root cause analysis process for asset defects that impact organizational goals	Develop and pilot performance metrics that go beyond SGR and age-based asset condition for key asset types	Develop Lifecycle Management Plans for key asset types	Develop Lifecycle Management Plans for key asset types
	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information	Develop and invest in tools and metrics to improve efficiencies in data collection, analysis, and dissemination of asset information
<b>Strategy 4: Develop a Resilient and Sustainable Workforce.</b>	Develop review, learn, and improve process across key business processes such as onboarding, training, review and update, sustainability for workforce and skills	Develop review, learn, and improve process across key business processes such as onboarding, training, review and update, sustainability for workforce and skills	Develop review, learn, and improve process across key business processes such as onboarding, training, review and update, sustainability for workforce and skills	Develop review, learn, and improve process across key business processes such as onboarding, training, review and update, sustainability for workforce and skills
	Document/develop and continuous review all key processes and procedures across asset maintenance	Document/develop and continuous review all key processes and procedures across asset maintenance	Document/develop and continuous review all key processes and procedures across asset maintenance	Document/develop and continuous review all key processes and procedures across asset maintenance



# RESERVE POLICY



## FISCAL YEAR 2024 BUDGET REPORT

Date of Adoption: June 24, 2010  
 Last Revision: October 1, 2018  
 Amended: June 25, 2020

## FINANCIAL RESERVES POLICY

### I. Purpose and Scope.

(a) Purpose. The purpose of this policy is to set forth the funded reserves goals for the Jacksonville Transportation Authority (“JTA”) in the financial administration of its legislative roles and responsibilities. Reserves created and maintained by JTA are to be guided by the goals set forth herein; however, it is expressly recognized that from time to time JTA may not have funded reserves which satisfy the goals of this policy, and that the same shall not be deemed to be a default or deficiency under any contractual arrangement of JTA or in respect of its financial condition or financial reporting. Instead, the purpose of this policy is to permit the budgeting and setting aside, from time to time, of funds that are to be held available for use for the purposes of JTA when and as needed, including principally for the purposes herein provided. In no event shall such purposes create a barrier to the otherwise lawful use of reserves of JTA as determined by the Board of JTA.

(b) Scope. This policy shall be used as a guide for JTA staff and the Board in the development of annual budgets, the selection of capital projects, the settlement of legal claims, and the allocation of funds, from time to time.

### II. Transit Operations Reserve

(a) This reserve goal should be reviewed from time to time, and adjusted in accordance with experience for each of the matters to which this reserve corresponds and as the capital project and operations activity levels of JTA change over time.

(b) This reserve responds to several business risks of JTA’s transit operations, including labor cost uncertainties (including costs of benefits), revenue risks, and political risks. The level of the reserve is determined at 25% of the annual operating budget based on the industry best practice recommendations from the Governmental Finance Officers Association and the expectations from the financial community.

### III. Highway and Engineering

The goal for Highway and Engineering reserve is Three Million Dollars including: (i) cost overruns on capital projects, in an amount of Two Million Dollars; (ii) engineering general reserve, in the sum of One Million Dollars. In the event that JTA capital outlay programs are forecasted to change in scope, associated reserves for each of these categories should be considered for adjustment.

### IV. Legal Reserve

(a) The goal for the legal reserve is Six Million Dollars. This reserve goal should be reviewed from time to time, and adjusted in accordance with experience for each of the matters to which this reserve corresponds and as the capital projects and operations activity levels of JTA change over time. For example, in the event that JTA undertakes a significant number of new capital projects, or undertakes new transit service, the goal for the legal reserve would be expected to increase. The major portion of this reserve amount is based upon analysis of incident occurrences across transit properties in the United States, as reported through the NTD.

(b) This reserve responds to several legal risks of JTA’s road, bridge and transit operations, including: (i) tort claims and related costs (examples include bus accidents or injuries to persons or property occurring on JTA facilities), the sum of Four Million Dollars; (ii) contract claims and related costs (as distinct from contract contingencies for such matters as extra work or quantity adjustments), the sum of One Million Dollars; procurement challenges and related costs, the sum of Two Hundred-Fifty Thousand Dollars; property acquisition or damage claims and related costs, the sum of Two Hundred-Fifty Thousand Dollars; personnel claims and related costs, the sum of Two Hundred-Fifty Thousand Dollars; and legislative initiatives, the sum of Two Hundred-Fifty Thousand Dollars.

### V. Right-of-Way Reserve

(a) The goal for the right-of-way reserve is Three Million Dollars. This reserve goal should be reviewed as the capital project activity levels of JTA change over time, in light of the matters to which this reserve responds. This reserve amount is based upon historical exposures.

(b) This reserve responds to two business risks of JTA’s capital activities: (i) exposure to right-of-way acquisition cost increases from “quick-take” acquisitions, in the sum of One and a Half Million Dollars; and (ii) opportunistic right-of-way acquisitions, in the sum of One and a Half Million Dollars.

### VI. Capital Projects Fund

Any excess funds that are available once the financial reserves are met, resulting from annual operating surpluses or sales of real estate parcels, will be placed in the Capital Projects Fund. This fund may be utilized for operating or capital needs, subject to Board approval.

### VII. Overlap of Reserves; Replenishment Forecast

Each of the reserves described in this policy are intended to be distinct as to amount and purpose, and funds in one reserve do not reduce or eliminate the need to fund one or more of the other reserves described. Nonetheless, it is not the intent of this policy to rigidly control the operation, functioning or spending of JTA, limit the flexibility of moving the fund from one reserve to another, or the right and responsibility of its Board to allocate and expend JTA resources as the Board deems necessary or appropriate. Further, the reserve levels of this policy reflect a negative outlook, as of the date of the original adoption of this policy in respect of the near-term ability of JTA to replenish reserves once expended. Because it will likely be difficult for JTA to replenish reserves once expended, and in order to protect against cost overruns on capital projects, and in order for JTA to be in a position to undertake desired capital improvement projects that require matching funds and other operational shortfalls, any budget surplus that exists at the end of any fiscal year, shall immediately be allocated to the Capital Projects Fund set out in Section VI above.

### Publication

Hard copies are available without charge at JTA’s offices located at 100 LaVilla Center Drive, Jacksonville, FL 32204.]

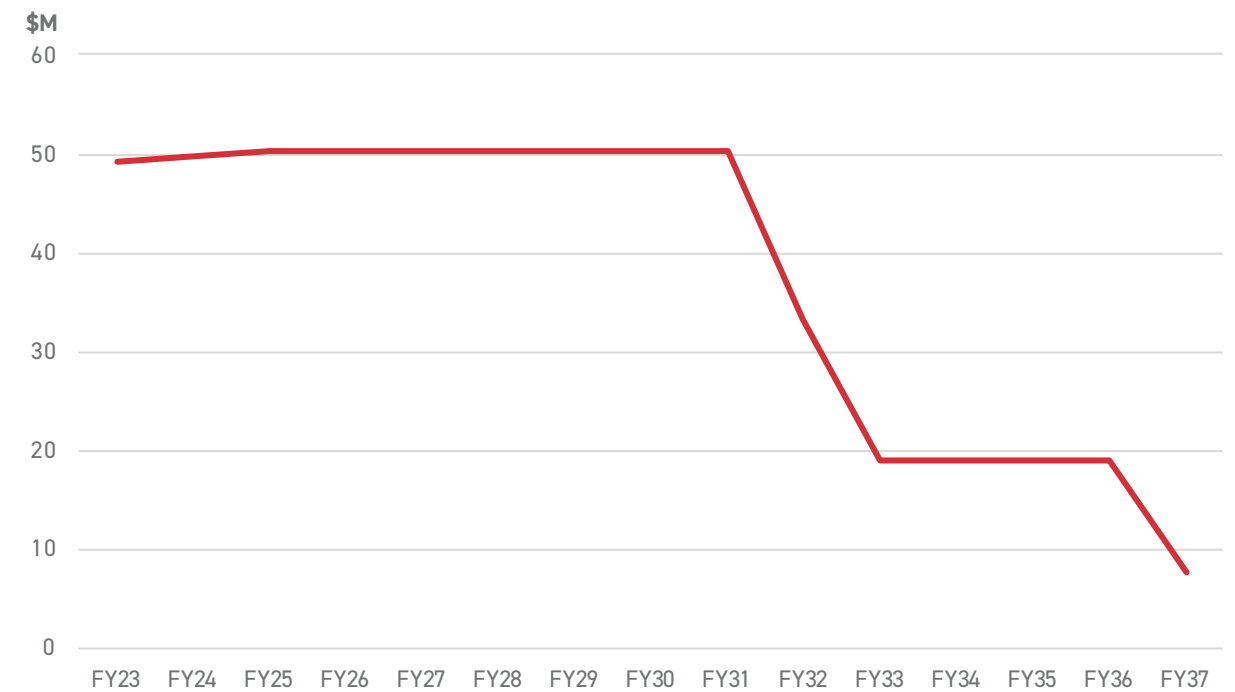
# DEBT REPAYMENT / BONDS

## Debt Repayment/Bonds Summary

### JTA OUTSTANDING DEBT

	ORIGINAL BALANCE	CURRENT BALANCE	MATURITY DATE
<b>Sales Tax Bonds</b>			
2015	\$197,295,000	\$180,525,000	2037
2018	53,180,000	18,960,000	2025
2020	155,040,000	144,515,000	2031
<b>LOGT Bonds</b>			
2015	97,485,000	77,270,000	2036
2020	35,360,000	33,720,000	2036
<b>Total</b>	<b>\$538,360,000</b>	<b>\$454,990,000</b>	

### JTA DEBT SERVICE



FISCAL YEAR 2024 BUDGET REPORT

CITY OF JACKSONVILLE  
 Transportation 2012A  
 S/F 241

Payment Date	Principal	Coupon Rate	Semi-Annual Interest	Payment Total	Fiscal Year	Fiscal Interest	Fiscal Total	Budget Principal	Budget Interest	Budget Total
10/1/20				-						
4/1/21			43,100.00	43,100.00	FY2021	43,100.00	43,100.00	-	86,200.00	86,200.00
10/1/21			43,100.00	43,100.00						
4/1/22			43,100.00	43,100.00	FY2022	86,200.00	86,200.00	2,155,000.00	86,200.00	2,241,200.00
10/1/22	2,155,000.00	4.000%	43,100.00	2,198,100.00						
4/1/23			-	-	FY2023	43,100.00	2,198,100.00			
			172,400.00	2,327,400.00		172,400.00	2,327,400.00	2,155,000.00	172,400.00	2,327,400.00

CITY OF JACKSONVILLE  
 Transportation 2012B  
 S/F 241

Payment Date	Principal	Coupon Rate	Semi-Annual Interest	Payment Total	Fiscal Year	Fiscal Interest	Fiscal Total	Budget Principal	Budget Interest	Budget Total
10/1/11					FY2012					
4/1/12			1,262,271.11	1,262,271.11					1,262,271.11	1,262,271.11
10/1/12			1,248,400.00	1,248,400.00	FY2013	2,510,671.11	2,510,671.11	9,675,000.00	2,496,800.00	12,171,800.00
10/1/13	9,675,000.00	2.000%	96,750.00	10,923,400.00						
4/1/14			1,151,650.00	1,151,650.00	FY2014	2,400,050.00	12,075,050.00	2,205,000.00	2,303,300.00	4,508,300.00
10/1/14	2,205,000.00	3.000%	33,075.00	3,356,650.00						
4/1/15			1,118,575.00	1,118,575.00	FY2015	2,270,225.00	4,475,225.00	2,185,000.00	2,237,150.00	4,422,150.00
10/1/15	2,185,000.00	4.000%	43,700.00	3,303,575.00						
4/1/16			1,074,875.00	1,074,875.00	FY2016	2,193,450.00	4,378,450.00	3,350,000.00	2,149,750.00	5,499,750.00
10/1/16	3,350,000.00	4.000%	67,000.00	4,424,875.00						
4/1/17			1,007,875.00	1,007,875.00	FY2017	2,082,750.00	5,432,750.00	3,575,000.00	2,015,750.00	5,590,750.00
10/1/17	3,575,000.00	5.000%	89,375.00	4,582,875.00						
4/1/18			918,500.00	918,500.00	FY2018	1,926,375.00	5,501,375.00	5,720,000.00	1,837,000.00	7,557,000.00
10/1/18	5,720,000.00	5.000%	143,000.00	6,638,500.00						
4/1/19			775,500.00	775,500.00	FY2019	1,694,000.00	7,414,000.00	6,055,000.00	1,551,000.00	7,606,000.00
10/1/19	6,055,000.00	5.000%	151,375.00	6,830,500.00						
4/1/20			624,125.00	624,125.00	FY2020	1,399,625.00	7,454,625.00	6,380,000.00	1,248,250.00	7,628,250.00
10/1/20	6,380,000.00	5.000%	159,500.00	7,004,125.00						
4/1/21			464,625.00	464,625.00	FY2021	1,088,750.00	7,468,750.00	10,115,000.00	929,250.00	11,044,250.00
10/1/21	10,115,000.00	5.000%	252,875.00	10,579,625.00						
4/1/22			211,750.00	211,750.00	FY2022	676,375.00	10,791,375.00	8,470,000.00	423,500.00	8,893,500.00
10/1/22	8,470,000.00	5.000%	211,750.00	8,681,750.00						
4/1/23			-	-	FY2023	211,750.00	8,681,750.00	57,730,000.00	18,454,021.11	76,184,021.11
			18,454,021.11	76,184,021.11		18,454,021.11	76,184,021.11	57,730,000.00	18,454,021.11	76,184,021.11



CITY OF JACKSONVILLE  
Transportation 2015  
S/F 241

Payment Date	Principal	Coupon Rate	Semi-Annual Interest	Payment Total	Fiscal Year	Fiscal Interest	Fiscal Total	Budget Principal	Budget Interest	Budget Total
12/30/15										
4/1/16	14,285,000.00	3.000%	1,976,445.75	1,976,445.75	FY2016	1,976,445.75	1,976,445.75	14,285,000.00	5,885,898.87	20,170,898.87
10/1/16			3,909,453.13	18,194,453.13						
4/1/17	3,695,178.13	2.000%	3,695,178.13	7,390,356.25	FY 2017	7,390,356.25	21,889,631.25	3,695,178.13	7,390,356.25	7,780,356.25
10/1/17			3,695,178.13	4,085,178.13						
4/1/18	3,691,278.13	3.000%	3,691,278.13	7,382,556.25	FY 2018	7,382,556.25	7,776,456.25	3,695,000.00	7,382,556.25	7,777,556.25
10/1/18			3,685,353.13	4,086,278.13						
4/1/19	410,000.00	3.000%	3,685,353.13	7,376,631.25	FY 2019	7,376,631.25	7,771,631.25	410,000.00	7,370,706.25	7,780,706.25
10/1/19			3,679,203.13	4,095,353.13						
4/1/20	420,000.00	2.000%	3,679,203.13	7,364,556.25	FY 2020	7,364,556.25	7,774,556.25	420,000.00	7,358,406.25	7,778,406.25
10/1/20			3,675,003.13	4,099,203.13						
4/1/21	430,000.00	3.000%	3,675,003.13	7,354,206.25	FY 2021	7,354,206.25	7,774,206.25	430,000.00	7,350,006.25	7,780,006.25
10/1/21			3,675,003.13	4,105,003.13						
4/1/22	440,000.00	2.000%	3,668,553.13	7,343,556.25	FY 2022	7,343,556.25	7,773,556.25	440,000.00	7,337,106.25	7,777,106.25
10/1/22			3,668,553.13	4,108,553.13						
4/1/23	450,000.00	2.250%	3,664,153.13	7,332,706.25	FY 2023	7,332,706.25	7,772,706.25	450,000.00	7,328,306.25	7,778,306.25
10/1/23			3,659,090.63	4,114,153.13						
4/1/24	9,835,000.00	5.000%	3,659,090.63	7,323,243.75	FY 2024	7,323,243.75	7,773,243.75	9,835,000.00	7,318,181.25	17,153,181.25
10/1/24			3,413,215.63	13,494,090.63						
4/1/25	10,385,000.00	5.000%	3,413,215.63	16,907,306.25	FY 2025	16,907,306.25	17,211,431.25	10,385,000.00	6,826,431.25	17,211,431.25
10/1/25			3,153,590.63	13,798,215.63						
4/1/26	15,325,000.00	5.000%	3,153,590.63	16,951,806.25	FY 2026	16,951,806.25	21,632,181.25	15,325,000.00	6,307,181.25	21,632,181.25
10/1/26			1,492,340.63	18,478,590.63						
4/1/27	16,155,000.00	5.000%	1,208,765.63	21,249,056.25	FY 2027	21,249,056.25	21,695,931.25	16,155,000.00	5,540,931.25	21,695,931.25
10/1/27			2,770,465.63	18,925,465.63						
4/1/28	17,030,000.00	5.000%	2,366,590.63	21,292,056.25	FY 2028	21,292,056.25	22,041,181.25	17,030,000.00	4,733,181.25	21,763,181.25
10/1/28			2,366,590.63	19,396,590.63						
4/1/29	17,940,000.00	5.000%	1,940,840.63	21,337,431.25	FY 2029	21,337,431.25	21,821,681.25	17,940,000.00	3,881,681.25	21,821,681.25
10/1/29			1,940,840.63	19,880,840.63						
4/1/30	18,905,000.00	3.000%	1,492,340.63	21,373,181.25	FY 2030	21,373,181.25	21,889,681.25	18,905,000.00	2,984,681.25	21,889,681.25
10/1/30			1,492,340.63	20,397,340.63						
4/1/31	19,545,000.00	3.000%	1,208,765.63	21,606,106.25	FY 2031	21,606,106.25	21,962,531.25	19,545,000.00	2,417,531.25	21,962,531.25
10/1/31			2,087,653.63	20,763,765.63						
4/1/32	20,210,000.00	3.250%	915,590.63	21,669,356.25	FY 2032	21,669,356.25	22,041,181.25	20,210,000.00	1,831,181.25	22,041,181.25
10/1/32			915,590.63	19,125,590.63						
4/1/33	6,505,000.00	3.250%	587,178.13	21,712,768.75	FY 2033	21,712,768.75	22,604,181.25	6,505,000.00	1,174,356.25	7,679,356.25
10/1/33			105,706.25	7,092,178.13						
4/1/34	6,715,000.00	3.250%	481,471.88	7,573,650.00	FY 2034	7,573,650.00	7,677,943.75	6,715,000.00	962,943.75	7,677,943.75
10/1/34			481,471.88	7,196,471.88						
4/1/35	6,935,000.00	3.375%	372,353.13	7,568,825.00	FY 2035	7,568,825.00	7,679,706.25	6,935,000.00	744,706.25	7,679,706.25
10/1/35			372,353.13	7,307,353.13						
4/1/36	7,170,000.00	3.500%	255,325.00	7,562,678.13	FY 2036	7,562,678.13	7,680,650.00	7,170,000.00	510,650.00	7,680,650.00
10/1/36			255,325.00	7,425,325.00						
4/1/37	7,420,000.00	3.500%	129,850.00	7,555,175.00	FY 2037	7,555,175.00	7,679,700.00	7,420,000.00	259,700.00	7,679,700.00
10/1/37			129,850.00	7,549,850.00						
4/1/38				-	FY 2038					
	197,295,000.00		102,896,680.12	300,191,680.12		102,896,680.12	300,191,680.12	197,295,000.00	102,896,680.12	300,191,680.12

CITY OF JACKSONVILLE  
Transportation 2018  
S/F 241

Payment Date	Principal	Coupon Rate	Semi-Annual Interest	Payment Total	Fiscal Year	Fiscal Interest	Fiscal Total	Budget Principal	Budget Interest	Budget Total
10/1/18										
4/1/19	8,830,000.00	5.000%	1,174,391.66	1,174,391.66	FY2019	1,174,391.66	1,174,391.66	8,830,000.00	2,503,891.66	11,333,891.66
10/1/19			1,329,500.00	10,159,500.00						
4/1/20	9,370,000.00	5.000%	1,108,750.00	2,438,250.00	FY2020	2,438,250.00	11,268,250.00	9,370,000.00	2,217,500.00	11,587,500.00
10/1/20			1,108,750.00	10,478,750.00						
4/1/21	7,260,000.00	5.000%	874,500.00	1,983,250.00	FY2021	1,983,250.00	11,353,250.00	7,260,000.00	1,749,000.00	9,009,000.00
10/1/21			874,500.00	8,134,500.00						
4/1/22	8,760,000.00	5.000%	693,000.00	1,567,500.00	FY2022	1,567,500.00	8,827,500.00	8,760,000.00	1,386,000.00	10,146,000.00
10/1/22			693,000.00	9,453,000.00						
4/1/23	10,770,000.00	5.000%	474,000.00	1,167,000.00	FY2023	1,167,000.00	9,927,000.00	10,770,000.00	948,000.00	11,718,000.00
10/1/23			474,000.00	474,000.00						
4/1/24	4,000,000.00	5.000%	204,750.00	678,750.00	FY2024	678,750.00	11,448,750.00	4,000,000.00	409,500.00	4,409,500.00
10/1/24			204,750.00	4,204,750.00						
4/1/25	4,190,000.00	5.000%	104,750.00	309,500.00	FY2025	309,500.00	4,309,500.00	4,190,000.00	209,500.00	4,399,500.00
10/1/25			104,750.00	4,294,750.00						
4/1/26				104,750.00	FY2026	104,750.00	4,294,750.00			
	53,180,000.00		9,423,391.66	62,603,391.66		9,423,391.66	62,603,391.66	53,180,000.00	9,423,391.66	62,603,391.66

CITY OF JACKSONVILLE  
Taxable Transportation 2020  
S/F 241

Payment Date	Principal	Coupon Rate	Payment Total	Fiscal Year	Fiscal Interest	Fiscal Total	Budget Principal	Budget Interest	Budget Total
10/29/20									
4/1/21	5,330,000.00	0.5500%	890,886.78	FY2021	890,886.78	890,886.78	5,330,000.00	1,945,884.28	7,275,884.28
10/1/21	14,657.50	0.5500%	6,384,997.50	FY2022	2,095,337.50	7,425,337.50	5,195,000.00	2,080,680.00	7,275,680.00
4/1/22	5,195,000.00	0.5500%	1,040,340.00	FY2023	2,066,393.75	7,261,393.75	16,300,000.00	2,052,107.50	18,352,107.50
10/1/22	14,286.25	0.7000%	1,026,053.75	FY2024	1,995,057.50	18,295,057.50	15,150,000.00	1,938,007.50	17,088,007.50
4/1/23	16,300,000.00	0.9000%	969,003.75	FY2025	1,869,832.50	17,019,832.50	15,660,000.00	1,801,657.50	17,461,657.50
10/1/23	57,050.00	1.0000%	16,560,828.75	FY2026	1,723,357.50	17,383,357.50	15,795,000.00	1,645,057.50	17,440,057.50
4/1/24	68,175.00	1.3000%	822,528.75	FY2027	1,542,390.00	17,337,390.00	15,940,000.00	1,439,722.50	17,379,722.50
10/1/24	15,150,000.00	1.4000%	719,861.25	FY2028	1,328,142.50	17,268,142.50	16,095,000.00	1,216,562.50	17,311,562.50
4/1/25	15,660,000.00	1.6000%	608,281.25	FY2029	1,087,802.50	17,182,802.50	16,290,000.00	959,042.50	17,249,042.50
10/1/25	78,300.00	1.8000%	479,521.25	FY2030	812,432.50	17,102,432.50	16,520,000.00	665,822.50	17,185,822.50
4/1/26	102,667.50	1.9500%	332,911.25	FY2031	504,752.50	17,024,752.50	16,765,000.00	343,682.50	17,108,682.50
10/1/26	102,667.50	2.0500%	171,841.25	FY2032	171,841.25	16,936,841.25	155,040,000.00	16,088,226.78	171,128,226.78
4/1/27	15,940,000.00		171,841.25						
10/1/27	111,580.00		16,659,861.25						
4/1/28	16,095,000.00		608,281.25						
10/1/28	128,760.00		16,703,281.25						
4/1/29	479,521.25		479,521.25						
10/1/29	146,610.00		16,769,521.25						
4/1/30	332,911.25		332,911.25						
10/1/30	161,070.00		16,852,911.25						
4/1/31	171,841.25		171,841.25						
10/1/31	171,841.25		16,936,841.25						
4/1/32									
	155,040,000.00		171,128,226.78		16,088,226.78	171,128,226.78	155,040,000.00	16,088,226.78	171,128,226.78

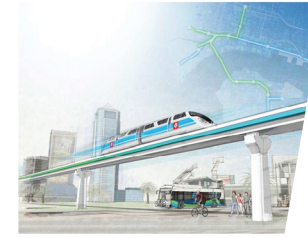
JACKSONVILLE TRANSPORTATION AUTHORITY  
Revenue Bonds 2015  
Local Option Gas Tax

Payment Date	Principal	Coupon Rate	Payment Total	Fiscal Year	Annual Principal	Annual Interest	Annual Debt Service
8/1/15				FY2015			
2/1/16	2,400,832.78		2,400,832.78		-	4,775,282.78	4,775,282.78
8/1/16	2,374,450.00		2,374,450.00				
2/1/17	2,374,450.00		2,374,450.00	FY2016	-	4,748,900.00	4,748,900.00
8/1/17	3,055,000.00	3.0000%	2,374,450.00				
2/1/18	3,150,000.00	4.0000%	5,429,450.00	FY2017	3,055,000.00	4,703,075.00	7,758,075.00
8/1/18	3,150,000.00	4.0000%	2,328,625.00				
2/1/19	3,275,000.00	4.0000%	5,478,625.00	FY2018	3,150,000.00	4,594,250.00	7,744,250.00
8/1/19	3,275,000.00	4.0000%	2,265,625.00				
2/1/20	3,405,000.00	5.0000%	5,540,625.00	FY2019	3,275,000.00	4,465,750.00	7,740,750.00
8/1/20	3,405,000.00	5.0000%	2,200,125.00				
2/1/21	3,575,000.00	5.0000%	5,605,125.00	FY2020	3,405,000.00	4,315,125.00	7,720,125.00
8/1/21	3,575,000.00	5.0000%	2,115,000.00				
2/1/22	3,755,000.00	5.0000%	5,690,000.00	FY2021	3,575,000.00	4,140,625.00	7,715,625.00
8/1/22	3,755,000.00	5.0000%	2,025,625.00				
2/1/23	3,945,000.00	5.0000%	5,780,625.00	FY2022	3,755,000.00	3,957,375.00	7,712,375.00
8/1/23	3,945,000.00	5.0000%	1,931,750.00				
2/1/24	4,140,000.00	5.0000%	5,876,750.00	FY2023	3,945,000.00	3,764,875.00	7,709,875.00
8/1/24	4,140,000.00	5.0000%	1,833,125.00				
2/1/25	4,345,000.00	5.0000%	5,973,125.00	FY2024	4,140,000.00	3,562,750.00	7,702,750.00
8/1/25	4,345,000.00	5.0000%	1,729,625.00				
2/1/26	4,565,000.00	5.0000%	6,074,625.00	FY2025	4,345,000.00	3,350,625.00	7,695,625.00
8/1/26	4,565,000.00	5.0000%	1,621,000.00				
2/1/27	4,790,000.00	5.0000%	6,186,000.00	FY2026	4,565,000.00	3,127,875.00	7,692,875.00
8/1/27	4,790,000.00	5.0000%	1,506,875.00				
2/1/28	5,030,000.00	5.0000%	6,296,875.00	FY2027	4,790,000.00	2,894,000.00	7,684,000.00
8/1/28	5,030,000.00	5.0000%	1,387,125.00				
2/1/29	5,285,000.00	5.0000%	6,417,125.00	FY2028	5,030,000.00	2,648,500.00	7,678,500.00
8/1/29	5,285,000.00	5.0000%	1,261,375.00				
2/1/30	5,550,000.00	5.0000%	6,546,375.00	FY2029	5,285,000.00	2,390,625.00	7,675,625.00
8/1/30	5,550,000.00	5.0000%	1,129,250.00				
2/1/31	5,825,000.00	5.0000%	6,679,250.00	FY2030	5,550,000.00	2,119,750.00	7,669,750.00
8/1/31	5,825,000.00	5.0000%	990,500.00				
2/1/32	6,115,000.00	5.0000%	990,500.00	FY2031	5,825,000.00	1,835,375.00	7,660,375.00
8/1/32	6,115,000.00	5.0000%	844,875.00				
2/1/33	6,420,000.00	5.0000%	6,959,875.00	FY2032	6,115,000.00	1,536,875.00	7,651,875.00
8/1/33	6,420,000.00	5.0000%	692,000.00				
				FY2033	6,420,000.00	1,223,500.00	7,643,500.00

JACKSONVILLE TRANSPORTATION AUTHORITY  
Revenue Bonds 2020  
Local Option Gas Tax

Payment Date	Principal	Coupon Rate	Semi-Annual Interest	Payment Total	Fiscal Year	Annual Principal	Annual Interest	Annual Debt Service
2/1/21			456,733.33	456,733.33				
8/1/21			884,000.00	884,000.00	FY 2015		1,340,733.33	1,340,733.33
2/1/22			884,000.00	884,000.00				
8/1/22	1,640,000.00		884,000.00	2,524,000.00	FY 2016	1,640,000.00	1,768,000.00	3,408,000.00
2/1/23			843,000.00	843,000.00				
8/1/23	1,720,000.00	5.000%	843,000.00	2,563,000.00	FY 2017	1,720,000.00	1,686,000.00	3,406,000.00
2/1/24			800,000.00	800,000.00				
8/1/24	1,805,000.00	5.000%	800,000.00	2,605,000.00	FY 2018	1,805,000.00	1,600,000.00	3,405,000.00
2/1/25			754,875.00	754,875.00				
8/1/25	1,900,000.00	5.000%	754,875.00	2,654,875.00	FY 2019	1,900,000.00	1,509,750.00	3,409,750.00
2/1/26			707,375.00	707,375.00				
8/1/26	1,990,000.00	5.000%	707,375.00	2,697,375.00	FY 2020	1,990,000.00	1,414,750.00	3,404,750.00
2/1/27			657,625.00	657,625.00				
8/1/27	2,095,000.00	5.000%	657,625.00	2,752,625.00	FY 2021	2,095,000.00	1,315,250.00	3,410,250.00
2/1/28			605,250.00	605,250.00				
8/1/28	2,195,000.00	5.000%	605,250.00	2,800,250.00	FY 2022	2,195,000.00	1,210,500.00	3,405,500.00
2/1/29			550,375.00	550,375.00				
8/1/29	2,305,000.00	5.000%	550,375.00	2,855,375.00	FY 2023	2,305,000.00	1,100,750.00	3,405,750.00
2/1/30			492,750.00	492,750.00				
8/1/30	2,420,000.00	5.000%	492,750.00	2,912,750.00	FY 2024	2,420,000.00	985,500.00	3,405,500.00
2/1/31			432,250.00	432,250.00				
8/1/31	2,540,000.00	5.000%	432,250.00	2,972,250.00	FY 2025	2,540,000.00	864,500.00	3,404,500.00
2/1/32			368,750.00	368,750.00				
8/1/32	2,670,000.00	5.000%	368,750.00	3,038,750.00	FY 2026	2,670,000.00	737,500.00	3,407,500.00
2/1/33			302,000.00	302,000.00				
8/1/33	2,805,000.00	5.000%	302,000.00	3,107,000.00	FY 2027	2,805,000.00	604,000.00	3,409,000.00
2/1/34			231,875.00	231,875.00				
8/1/34	2,940,000.00	5.000%	231,875.00	3,171,875.00	FY 2028	2,940,000.00	463,750.00	3,403,750.00
2/1/35			158,375.00	158,375.00				
8/1/35	3,090,000.00	5.000%	158,375.00	3,248,375.00	FY 2029	3,090,000.00	316,750.00	3,406,750.00
2/1/36			81,125.00	81,125.00				
8/1/36	3,245,000.00	5.000%	81,125.00	3,326,125.00	FY 2030	3,245,000.00	162,250.00	3,407,250.00
	<u>35,360,000.00</u>		<u>17,079,983.33</u>	<u>52,439,983.33</u>		<u>35,360,000.00</u>	<u>17,079,983.33</u>	<u>52,439,983.33</u>

Jacksonville Transportation Authority  
Sustainability Action Plan



# SUSTAINABILITY PLAN

## FISCAL YEAR 2024 BUDGET REPORT

## SUMMARY

This Sustainability Action Plan (SAP) builds on a strong foundation. It establishes a baseline for the Jacksonville Transportation Authority's (JTA or Authority) performance, while developing a sustainability vision and mission statement. It sets goals and provides a portfolio of actionable projects designed to meet them, while providing a healthy return on investment. The SAP will help JTA protect the environment; support its employees, partners and riders; and ensure that the Authority remains financially successful and resilient to future challenges.

With this SAP, JTA will lead by example, operating a low-impact, responsive and efficient transportation Authority. For JTA, sustainability is not achieved through a one-time effort. JTA views this plan as a living document, which establishes a system that will be managed over time to continually evaluate and improve the authority's performance.

JTA has been guided by a commitment to reduce water, energy and fuel use; minimize waste; enhance places and transportation choices; safeguard natural resources; inform and expand commitment to employees, customers and other stakeholders; and obtain the funding necessary for success. These commitments are formalized within six focus areas.

- Water Use and Pollutant Discharge
- Facility Energy Use
- Fleet Operations
- Materials Management
- Healthy Communities
- Economic Vitality

The SAP establishes 15 short term goals within each focus area to ensure accountability for results.

- Source 5% of facility energy use from renewable resources.
- Reduce facility energy consumption by 3%.
- Reduce potable water consumption for JTA Operations by 3%.
- Retrofit 5% of facilities to use non-potable water for irrigation.
- Require 25% of the revenue fleet meet Green Transportation Criteria.
- Require 15% of the non-revenue fleet meet Green Transportation Criteria.
- Divert 10% of total operations waste from the landfill.
- Require 25% of applicable purchases to meet Sustainable Purchasing Criteria.
- Increase employee Go365 Participation by 3%.
- Provide last-mile amenities at 10% of identified transit hubs.
- Provide access to local / healthy foods at 20% of identified transit hubs.
- Establish a sustainability revolving fund (SRF) and fund 25% of Sustainability Plan projects.
- Incorporate sustainability criteria into 30% of events.
- Displace 20% of fossil fuel use with Green Transportation Criteria fuels.
- Publish a sustainability progress report and provide sustainability training to 100% of current employees.

A parallel set of long-term goals set targets for the year 2040. The Project Team developed 23 projects to achieve these goals. Future iterations of this plan will introduce additional initiatives to ensure short- and long-term goals are met.

The sustainability projects included in this plan are projected to reduce operating costs by close to \$2.3 million dollars over ten years – after accounting for all estimated necessary investments. They will also conserve 108 million gallons of water, 6.5 million kilowatt-hours of electricity, 2.9 million gallons of petroleum fuels, and avoid sending 6,850 tons of waste to the landfill. In addition, they will save about 33,000 tons of greenhouse gas emissions over ten years, equivalent to taking more than 6,200 cars off the road, or the annual energy use of more than 3,500 typical homes. The projects will also benefit air quality, engage staff and other stakeholders in sustainability, improve employee's health and productivity, and ensure JTA's customers have access to convenient mobility options and healthy local foods.

- Reclaimed Water for Bus Wash
- Alternative Water Supply for Irrigation
- Water Smart Irrigation
- Flow and Flush Fixture Efficiency in New & Existing Buildings
- HVAC Upgrades
- Lighting Upgrades
- Renewable Energy Projects
- Submetering
- Green Transportation Criteria for Connexion (CTC) Vehicles
- Anti-Idling Technology
- Green Transportation Criteria for Non-Revenue Fleet
- Waste Audit and Recycling Revenue
- Paperless Office / Printer Replacement
- Establish a JTA Sustainable Purchasing Program
- Expand Recycling Infrastructure at Bus Stops
- Expand local food programs
- Implement First / Last-mile Mobility Amenities
- Increase participation in Go365 program
- Sustainability Revolving Fund
- Green Event Policies
- Sustainability Branding Program
- Sustainability Data Management / Reporting / Stakeholder Communications

Sustainability is good business and crucial for JTA's future. As the Authority implements this SAP, it will continually improve processes and monitor performance to meet new challenges and opportunities.

There are many unknowns in the years ahead. Trends in resource costs, emerging technologies and climate change all have the potential to impact daily operations. By investing in sustainability, JTA is preparing for the future. Using resources more efficiently, strengthening the community, and managing finances wisely enables JTA to pursue its mission to improve Northeast Florida's economy, environment and quality of life by providing safe, reliable, efficient and sustainable multimodal transportation services and facilities to all.

## BACKGROUND

With this Sustainability Action Plan, JTA embarks on a new journey towards sustainability. Along the way, the Authority is committed to enhancing environmental quality; supporting the well-being of its employees, customers, and other stakeholders; and strengthening the economy.

As with any journey there is a time for planning, a time for experiencing and a time for reflecting. This is similar to the “Plan, Do, Check, and Act” cycle, a proven tool used in business and government to systematically move an organization towards its long-term goals. Achieving ambitious goals requires an awareness of the conditions that exist now, defining a desired future, and setting a path to get there.

JTA has been working to improve the sustainability of its operations for many years. In 2014, JTA CEO Nathaniel P. Ford Sr. pledged to support the sustainability principles set forth by the American Public Transportation Association (APTA). The Authority inaugurated a sustainability committee to oversee its efforts and began introducing hybrid electric and Compressed Natural Gas (CNG) buses into its fleet. Other initiatives included recycling programs, bike-sharing programs, LED and solar lighting, solar compacting trash receptacles, transit signal priority systems, and promoting transit-oriented development. The Authority also began tracking various sustainability metrics, including its use of energy and fuel, waste generation and diversion, criteria air pollutants and greenhouse gas emissions. JTA began reporting these metrics and other aspects of its program to APTA. As a result, APTA recognized the Authority for “Silver-level” sustainability achievement in 2017.

JTA has designed this Sustainability Action Plan to accelerate its progress and help craft a strategic approach for the next several years. The approach used to develop this SAP measures JTA’s sustainability performance, builds capacity among staff and yields environmental and social benefits that generate economic returns. These returns can then be reinvested into future efforts.

The SAP was developed in three steps. First, sustainability opportunities were identified through assessments of current conditions. Next, JTA engaged working groups made up of representatives from across JTA’s operations. These working groups collaborated to establish a sustainability vision, goals and a portfolio of impactful projects. Finally, implementation tools were developed to achieve results. These include identifying responsible departments and staff, developing budgets and schedules, and establishing key performance indicators for measuring progress. Implementing this SAP will result in an efficient and responsive Authority which mitigates negative environmental impacts and enhances beneficial policies and projects. Sustainability is not achieved through a one-time effort; therefore, this plan establishes a process that will be managed over time to continually improve the Authority’s performance.

## OPPORTUNITIES

The first step in the Sustainability Action Plan process was to establish a baseline for the authority’s operations by thoroughly evaluating performance in six areas of JTA’s day-to-day operations where achieving a balance between people, planet and profit – known as the “triple bottom line”— is pivotal to success (Table 1).

TABLE 1: SAP FOCUS AREAS

Focus Area
Water Use and Pollutant Discharge
Facility Energy Use
Materials Management
Fleet Operations
Healthy Communities
Economic Vitality

Analysis of JTA’s diverse operational data resulted in a comprehensive picture of current operations, resource expenditures and environmental impacts. This baseline revealed opportunities for improvement and will serve as a reference for measuring progress in the future. Furthermore, interviews with JTA staff generated project ideas and additional opportunities.

The lessons learned from establishing this sustainability baseline and the process of benchmarking JTA against its peers have been incorporated throughout this plan. See the Appendix for greater detail on this baseline and benchmarking effort.

## ENGAGEMENT

A plan without proactive people is an empty promise. As part of the SAP process, the project management team worked with representatives from JTA’s departments to establish a sustainability vision, set goals and develop a portfolio of cost-effective sustainability projects. Through collaborative meetings and workshops, staff became familiar with JTA’s baseline performance and the achievements of peer cities. They were trained to imagine a desired level of future performance, then determine the incremental steps necessary to achieve it. Fifteen realistic goals for the six focus areas were established with both short and long-term timeframes. This process helped focus staff on developing projects designed to achieve these goals. For each project, staff helped calculate expected reductions in resource use and estimated the contribution of each project to the Plan’s stated goals. Project funding requirements were also calculated. Benefits, such as avoided costs or new revenues, return on investment (ROI) and Net Present Value (NPV), were projected in order to support JTA’s decision makers in prioritizing limited resources. Project managers and schedules have been identified to ensure accountability throughout the project life.

## RESULTS

This Sustainability Action Plan contains a portfolio of sustainability projects that will generate a net return of nearly \$2.3 million, while expanding public services and enhancing environmental stewardship. These returns will come from reducing energy, water and fuel use, and improving materials management through source reduction and recycling. Project benefits over a ten-year period include saving 108 million gallons of water, 6.5 million kilowatt-hours of electricity, and 2.9 million gallons of petroleum fuels, and keeping 6,850 tons of waste out of the landfill. The project portfolio's Greenhouse Gas (GHG) reduction benefits of nearly 33,000 U.S. tons are equivalent to protecting almost 35,000 acres of forest. The portfolio also includes projects designed to engage employees, improve health and fitness, provide healthy food options to riders, make JTA's events more green, identify vulnerabilities to climate change, improve resilience, and finance and evaluate sustainability projects.

Some of the notable project examples (with ten-year projected net present value in parentheses) include:

- Renewable energy projects (\$685,000)
- Green Transportation Criteria for Connexion (CTC) Vehicles (\$534,000)
- Flow and Flush Fixture Efficiency in New & Existing Buildings (\$237,000)
- Utilizing anti-idling technology (\$176,000)
- Reclaimed Water for Bus Wash (\$162,000)

The project portfolio is designed so that projects with high financial returns help fund those that are primarily advantageous for their environmental or social benefits.

The next step is to implement these projects. A program budget and schedule has been developed. For each project, a responsible department and staffer has been preliminarily identified. JTA plans to use meetings, press releases, social media, and other means to communicate the benefits of the SAP and achieve management, stakeholder, and community support. JTA will measure its performance and report results. Lessons learned will be incorporated into periodic updates of JTA's operational performance. Goals will be revisited, and new projects will be added to the portfolio in order to meet evolving expectations, take advantage of new technologies and foster partnerships. JTA plans to reinvest in these new opportunities as financial returns are realized and will also leverage external sources of funding.





JACKSONVILLE  
TRANSPORTATION  
AUTHORITY

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