MINUTES OF THE
JACKSONVILLE TRANSPORTATION AUTHORITY
BOARD STRATEGIC PLANNING RETREAT
WEDNESDAY, SEPTEBMBER 3, 2025 AND THRUSDAY, SEPTEMBER 4, 2025

The Jacksonville Transportation Authority Board of Directors Annual Strategic Retreat was held on Wednesday, September 3, 2025 and Thursday, September 4, 2025 at Four Points by Sheraton, 11 First Street North, Jacksonville Beach, Florida 32250.

BOARD MEMBERS PRESENT: Aundra Wallace, Pat Sams, Donald Horner, Max Glober, and Elaine Brown.

JTA STAFF PRESENT: Nathaniel P. Ford, Sr., Cleveland Ferguson, Greer Gillis, Hether Obora, Jeffery Smith, Jessica Shepler and Katie Smith.

OTHERS PRESENT: Richard Milian, General Counsel

WEDNESDAY, SEPTEMBER 3, 2025

WELCOME: The Retreat was called to order by Vice Chair Wallace at 10:02 a.m. He extended a welcome and thanked the Board for taking time to attend the retreat.

Mr. Ford provided welcome and opening remarks highlighting the topics and discussion for the retreat.

SESSION 1: RETREAT ONBOARDING – THE YEAR THAT WAS: A STAFF PERSPECITIVE

Mr. Ferguson provided the Board with an overview of JTA history and the State of the JTA, as well as the purpose of the annual strategic retreat. He highlighted the Enterprise Metric Management System, the Mobility Ecosystem, the JTA economic impact on Northeast Florida and JTA's commitment to a better quality of life for staff as well as customers and the greater community through Transit Oriented Development (TOD), the Ultimate Urban Circulator (U^2C), and JTA University to name a few.

SESSION II: MOVING FORWARD: BETTER MOBILITY, STRONGER COMMUNITY

Mr. Smith provided the Board with a look at the operations team.

A. Riders, Ridership & Service Delivery in FY25: Mr. Smith shared an overview of the JTA Services (Fixed Route Services, Ferry Service and Skyway Service and Connexion and Connexion Plus Service) which highlighted service hours, number of operator positions and service area. He also provided a look at the makeup of the Fixed Route rider and the ridership trends. A snapshot of the service quality was provided.

B. Service Enhancements: What's next for FY26: Mr. Smith provided the Board with information related to opportunities for cost savings and efficiencies for Fixed Route, Connexion and Connexion Plus, and ReadiRide and the strategic initiatives staff have implemented, which includes service enhancements to ensure services meet the needs of current and future customers.

C. What Customers are Experiencing: A Preliminary Report: Mrs. Shepler shared details of the preliminary Customer Service report and highlighted improvements that have been made to provide a better quality of service for customers.

The Board and staff had discussions around advertising, the Ferry Commission meetings and the difference between Connexion Plus and ReadiRide Service.

PUBLIC COMMENT: There were no requests to speak.

INVESTMENT UPDATE: Ms. Obora stated that the agenda is being adjusted slightly to allow Richard Pengally with PFM to provide the Board with an overview of JTA's Investments and current market trends, as he was not able to attend the retreat on September 4, 2025 to present during the finance session.

SESSION III: WORKING LUNCH – ETHICHS TRAINING

Kirby Oberdorfer and her team from the City's Ethics, Compliance and Oversight Office provided the Board with interactive Ethics Training. The training included Sunshine and Public Records Law, Government Ethics, Board Governance and resources for the Board should they ever have questions or need any guidance.

SESSION IV: SUPPORTING SERVICE DELIVERY

A. National View: Investing in Workforce Development: Mrs. Gillis introduced Scott Belcher from ACES Coalition, Doug Brauer, Dean of FSCJ, Dinero Washington,11 SPORTran, and Greg Ragan, AFL who joined the retreat virtually to provide the Board with a national view of Workforce Development and the workforce of the future.

B. Local View: JTA Employee Engagement Preliminary Report: Mr. Ferguson provided a summary of the annual JTA employee engagement preliminary report.

SESSION V: SYSTEM DEVELOPMENT

Mrs. Gillis stated that she will be providing the Board with updates related to Capital Programs, Mobility Vision Plan 2050, U^2C and NAVI.

She began with Capital Progams and shared the accomplishments in Fiscal Year 2025 for the Emeral Trail, MobilityWorks and various other capital projects. She also provided highlights of the engagements, execution and planning for each of these programs. Ms. Gillis concluded by sharing the path forward for the programs related to program delivery and strategic funding.

Mrs. Gillis then moved to the Mobility Vision Plan 2050 and shared the purpose, scope of work and objective of the plan. She shared the study area of the plan includes Nassau, Baker, Clay and St. Johns Counties and the focus is to set mobility and land use goals to create actionable, community-driven strategies. She concluded this update by stating that a recommendation for Board of approval of the Mobility Vision Plan 2050 will be presented at the Board meeting following the retreat for consideration.

Mrs. Gillis then shared the U^2C update and provided information related to Phase I, II and III of the program. She also shared the integration of JTA's ReadiRide service into the U^2C program in the future and what that would look like. There was also an update on the Armsdale Test and Learn track and the potential to expand local Autonomous Vehicle (AV) testing. Mrs. Gillis shared the integration timeline for Holon and their AVs from 2025 to 2027.

She concluded by providing the Board with an update on the NAVI service. Mrs. Gillis shared information related to deployment and operations since service began on June 30, 2025. She also shared the KPIs for the NAVI service and the Ambassador Program that was put in place to educate, while building trust, excitement, and continuous feedback loops to enhance community ties. Mrs. Gillis concluded by providing a look ahead for the NAVI Service.

SESSION VI: ECONOMIC DEVELOPMENT

Mrs. Shepler provided the Board with the economic development updated and shared a breakdown of the Non-Fare Revenue for Fiscal Year 2025 and a look at the Non-Fare Revenue for Fiscal Year 2026. She also provided a breakdown of the JTA's real property portfolio, and the economic impact from leases, parking management and advertising.

A. TOD Update: Mrs. Shepler shared details of developments that are Transit Oriented Developments (TOD) and the breakdown of the leases for each of the properties. These TODs include: Artea, Montana/Manning, and Rosa Parks. She also shared future TODs for the Johnson Lot, Gateway Mall and Brookly parcels.

Mrs. Shepler concluded by providing the Board with information on the FTA pilot grant award to JTA for Phase II of the Green Line Study along the Northwest Jacksonville corridor in the amount of $1,500,000.

SESSION VII: GOVERNMENT AFFAIRS UPDATE

Mrs. Shepler provided a detailed overview of the state legislative session, local activities and recommendations and was joined by Government Affairs Consultants from Holland & Knight, Ballard Partners and The Southern Group to provide a look at the current and future events at the national, state and local level.

Vice Chair Wallace called the Retreat to a recess at 4:56 p.m. and announced that the Retreat would reconvene at 9:00 a.m. the following morning, Thursday, September 4, 2025.

THURSDAY, SEPTEMBER 4, 2025

Vice Chair Wallace reconvened the Retreat at 9:02 a.m.

SESSION VIII: LONG-TERM FUNDING AND INVESTMENT UPDATE

A. Investment Update: Ms. Obora provided a brief overview as a follow-up to the presentation by PFM on day one of the retreat. She shared JTA's reserve policy and its five specific allocation areas.

Ms. Obora then provided a snapshot of the JTA's debt profile and debt service, as well as the Authority's cash position.

B. FY25 Budget Amendment: Ms. Obora provided the Board with an overview of the process for the five-year capital budget that prioritizes projects. She explained how funding is budgeted, and projects are prioritized to match available funding. She then shared changes in funding for the five-year capital projects budget and the need for the Fiscal Year 2026 Capital Budget to be amended to reflect the changes in funding. Ms. Obora concluded with information on future alternative funding to replace the funding that was removed from the Fiscal Year 2026 Capital Budget. She added that the budget amendment request would be presented at the Board meeting following the retreat for Board consideration.

C. Fare Modification: Ms. Obora presented information related to fare modifications and began by providing the Board with FTA requirements, JTA Fare Policy Process and JTA Fare Timeline based on the Board approved Fare Index Policy.

She then highlighted the significant investments JTA has made to build an outstanding transportation system which includes improved operating performance and improved mobility services and an expanded transit system network. The challenges JTA faces related to fares was also shared and discussed.

Ms. Obora provided details on the proposed Fare Modification initiative for Fiscal Year 2026. She highlighted previous fare adjustments and a breakdown of the future fare modifications for JTA services, as well as the fare free expansion initiative for the Ride to Train pilot program.

There was a discussion related to Veterans discount pass program initiative to provide veterans with a reduced fare. Director Horner shared his appreciation of the reduced fares for veterans but would prefer for all veterans to ride for free.

Ms. Obora concluded by sharing next steps for the proposed fare modification. The Board and staff had in-depth conversation related to the fare policy and the modification process.

Vice Chair Wallace thanked Ms. Obora and the entire JTA team for the work to ensure that the Authority is in a positive financial posture and that staff should be proud of that work, as well as all the other successes to help improve the quality of life for the Northeast Florida community.

SESSION IX: MOVING FORWARD: COMMUNICATIONS DISCUSSION

Mrs. Shepler provided the Board with an update on JTA's communication activities for Fiscal Year 2025. She began by sharing the media coverage as it relates to topic, sentiment and type of coverage. She then shared that the communication goal is to generate awareness and deepen understanding of the JTA's plan to create a better-connected Northeast Florida and concluded with the strategy moving forward in Fiscal yar 2026.

SESSION X: MOVE2027 KPIS

Mr. Ferguson provided the Board with an overview of the MOVE2027 Plan and how the plan coincides with the Authority's Annual Goals and Objectives. He shared the status of the Plan as it relates to InnovationWorks, RegionalWorks, MobilityWorks, CommunityWorks, TransitWorks, CustomerWorks and TeamWorks.

A. FY25 Accomplishments: Mr. Ferguson continued with information on the key accomplishments for Fiscal Year 2025 and provided information and details on each accomplishment, as well as the numerous recognitions the JTA received for Safety Excellence and Community Recognition.

B. FY26 Goals and Objectives Recommendations: Mr. Ferguson also provided the Board with the Goals and Objectives for Fiscal Year 2026 and how they align with the MOVE2027 Plan. He added that these goals and objectives will be presented to the Board for approval at the Board meeting following the Retreat. He added that the CEO's employment agreement outlines the process for the Board approval of each fiscal year's goals and objectives that are a part of the assessment for the annual CEO evaluation.

SESSION XI: LEGAL AND COMPLIANCE UPDATE

Staff provided the Board with updates related to the Public Transportation Agency Safety Plan and Union Negotiations.

Mr. Milian provided the Board with an update on the Kings Avenue Redevelopment litigation. Director Sams stepped out of the room during these discussions.

Mr. Milian also provided the Board with the process for the annual CEO Evaluation and shared that the forms would be provided to the Board at the October Board meeting.

ROUNDTABLE/REPORT OUTS

Mr. Ferguson provided the Board with an overview of the recommendations to modify Procurement Rule 002 and Advertising Rule 007 that will come to the Board for consideration at the meeting following the retreat.

Director Horner inquired about the approved minutes from JTA Board meetings being posted on the JTA website and if they could be found easier. Mr. Ford and staff confirmed that could and would be done to ensure full transparency continues.

Mr. Ford provided closing remarks.

Vice Chair Wallace thanked staff for all the information that was provided and shared his appreciation of the Board for taking the time to attend and be engaged over the last day and a half.

There being no further business, the Retreat adjourned at 12:26 p.m.

Aundra C. Wallace
Aundra Wallace, Vice Chair

SEAL
Patricia Gillum Sams
Patricia Gillum Sams, Secretary