

**MINUTES OF THE
JACKSONVILLE TRANSPORTATION AUTHORITY
BOARD WORK SESSION
THURSDAY, APRIL 20, 2023**

The Jacksonville Transportation Authority Board of Directors held a Work Session Thursday, April 20, 2023 in the Board Room of the Jacksonville Regional Transportation Center located at 100 LaVilla Center Drive, Jacksonville, Florida 32204.

BOARD MEMBERS PRESENT: Debbie Buckland, Ray Driver, Aundra Wallace, Abel Harding, and Stephanie Burch.

JTA STAFF PRESENT: Nathaniel P. Ford Sr., Greer Gillis, Charles Frazier, Jessica Shepler and Katie Smith.

OTHERS PRESENT: Richard Milian, General Counsel

I. WELCOME: Chair Buckland called the Work Session to order at 12:06 p.m.

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

III. LONG RANGE PLANNING AND SYSTEM DEVELOPMENT

a. **Comprehensive Fare Study – Phase II:** Ms. Gills provided the Board with information related to the Comprehensive Fare Study Phase II. She began with the background and activities. For Phase I of the Fare Study, April 2021 through July 2022 and the objectives related to assessing the strengths and weaknesses of the current fare collection system, identifying modifications to the fare policy and structure, and integrating new fare strategies, among other objectives. Staff held stakeholder workshops and regional workshops.

Ms. Gillis then provided the Phase I findings related to fare structure, products, and pricing, as well as fare collection and payment systems. She followed that with the recommendations related to passes, mobile app and to procure a new fare collection system.

Ms. Gillis shared the Phase II Scope Overview which shows the timeline of October 2022 to September 2023 and those objectives. There was a technical assessment related to data collection and understanding the user experience and assessing the complexity of fare structure. Staff used this data and analysis for a workshop in February 2023 which discussed JTA's goals, overall fare

strategies and critical topics driving decisions including rider's access to fare media and information along with equity and future fare policies that can improve customer access and experience. She then provided a look at the Phase II findings, which included the Fare products and access and usage by riders.

Ms. Gillis detailed the Phase II Fare Policy priorities, which are the guiding principles for future fare policy and collection strategies. The recommendations were determined to focus on fare simplification, regional integration, fare collection upgrades, enhancing the Authority's website and create targeted, robust marketing and educational campaigns. Staff is looking in to one type of media across all modes.

She then highlighted how these recommendations align with the MOVE 2027 Plan. The presentation concluded with the timeline for implementation and the next steps.

The Board discussed what options there are to look at other agencies' fare box recovery and how to divide out items that don't associate with actual fares. Mr. Ford shared some of the differences in agencies based on their local government. The Board and staff also discussed fare increases and the proper way to do that, also how transfers can be adjusted to meet the needs of the customers. Staff is looking at the upcoming fare increase based on the fare policy adopted by the Board a few years ago.

Director Harding inquired if the JTA app works with Apple Pay and CashApp. Mr. Gillis said the app does connect with Apple Pay, but not currently with CashApp. Ms. Gillis also responded to the Board's inquiries about new fare technology and stated that staff will begin reaching out to retailers in advance to prepare for any change to fare/pass purchase options, as well options for direct pay or pass programs for students.

Director Burch inquired when the last fare study was conducted, Mr. Ford responded in 2012. This has been quite a while and a lot has changed with technology since 2012. Staff is prepared to determine the best options for the future of the Authority.

IV. SERVICE DELIVERY

a. Paratransit and Alternative Services Update: Mr. Frazier provided the Board with an update on the contract for Paratransit and Alternative Services and a look back at the steps to get the Board briefed to take action for the approval of this contract. He stated that staff will present the recommendation to the Board for approval at the meeting following this work session.

Mr. Frazier also shared the timelines for the current contracts and how those services will be rolled into the new contract with MV. He also shared the RFP structure and how this structure

aligns with the MOVE 2027 Plan, which was also shared with the Board in February.

An overview of the contract and the fiscal impact were highlighted, as well as the terms and options for the contract.

Director Driver asked about the process to enter into the next option of the contract. Mr. Frazier explained that the options will be negotiated and updated to mirror the conditions at that time. The Board and the staff shared their appreciation of the work on this innovative contract and the positive impact it will have on the community.

V. FINANCE AND ADMINISTRATION

a. **Long Term Financial Projection** – Mr. Hayes shared that Deloitte pressured tested the JTA’s financial projection. The Board will be provided with information on those findings in advance of the budget coming to the Board for approval at the May meeting.

b. **FY24 Preliminary Budget** – Mr. Hayes began the presentation with a look at JTAs cash investments and reserves. He outlined the Board policy and the specific allocations for the investments.

Mr. Hayes provided the schedule for preparing the budget, which includes reducing and consolidating the expenses. He also provided the budget strategy to include integrating the MOVE Plan priorities, positioning the Authority for incremental services increases and managing resources efficiently. There was also an overview of the operating budget revenue assumptions for Fiscal Year 2024. Mr. Hayes confirmed with Director Harding that although the numbers appear to show gas and sales tax are lower than expected, the actual is above budget due to true-ups that the Authority receives throughout the year.

Mr. Hayes then provided a look at the revenues for Fiscal Year 2024 and the comparison to the Fiscal Year 2023 budget. He also shared that after submission to the City of Jacksonville (City), there will be adjustments based on the City’s projections for revenues that the JTA will receive. He also shared that the budget does include the fare increase that is set to be implemented in the coming fiscal year.

Director Wallace asked what the value of the proposed fare increase is. Mr. Hayes responded in dollar value it is \$1.1 million. There was discussion on having the opportunity to delay the increase if the need arises. Mr. Milian provided the Board with the verbiage of the fare policy and that the Board has the right to adjust as they deem appropriate. Mr. Ford shared that the first fare increase was slated for 2020 but was deferred due to the pandemic.

Mr. Hayes then shared the details of the expenses for the preliminary operating budget,

including salary for union and non-union employees. He then moved to the expense allocation and headcount for 2019 – 2024.

Mr. Hayes concluded with a summary of the preliminary Fiscal Year 2024 budget which shows a \$4.9 million funding gap. He explained the contingency from Fiscal Year 2023 that will be used to help close the gap for Fiscal Year 2024. Mr. Hayes stated that during the one-on-ones with each Board member over the next month, staff will share how the funding gap will be closed.

Due to timing to begin the Board meeting, the Board and staff determined that the Board would receive the Capital Budget presentation at their budget one-on-ones.

VI. ROUNDTABLE: There were no items for Roundtable.

There being no further business, the work session adjourned at 2:10 p.m.

Debbie Buckland, Chair

SEAL

Abel Harding, Secretary