



FIVE-YEAR STRATEGIC PLAN FY2023-FY2027

Version 1.2



About JTA

The Jacksonville Transportation Authority (JTA) is an independent public authority serving Jacksonville, Florida and Northeast Florida with multi-modal responsibilities. The JTA provides varied public transportation services and is a builder of roads, bridges, and other infrastructure to enhance mobility in the region. Public transportation services include Bus Rapid Transit (BRT) and regular bus service, paratransit, the St. Johns River Ferry, Skyway automated monorail, and other mobility and on-demand services in Duval, Clay, Baker, Nassau and St. Johns counties.

The JTA serves the largest city in the continental U.S. in terms of land area. An integrated transportation network is a critical element in any community to properly manage growth, provide mobility, and offer a good quality of life.



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List of Acronyms

ADA	– Americans with Disabilities Act
AI	– Artificial Intelligence
APTA	– American Public Transportation Association
AV	– Autonomous Vehicles
BRT	– Bus Rapid Transit
BSIC	– Bay Street Innovation Corridor
CAV	– Connected and Autonomous Vehicles
CEO	– Chief Executive Officer
COJ	– City of Jacksonville
EV	– Electric Vehicles
FCCR	– First Coast Commuter Rail
FDOT	– Florida Department of Transportation
FSCJ	– Florida State College at Jacksonville
FTA	– Federal Transit Administration
GHG	– Greenhouse Gas
HCM	– Human Capital Management
HVAC	– Heating Ventilation Air Conditioning
IJJA	– Infrastructure Investment and Jobs Act
JAA	– Jacksonville Airport Authority
JAXPORT	– Jacksonville Port Authority
JEA	– Jacksonville Energy Authority
JRTC	– Jacksonville Regional Transportation Center
JTA	– Jacksonville Transportation Authority
JTM	– Amalgamated Transit Union Local 1197
LOGT	– Local Option Gas Tax
MaaS	– Mobility as a Service
MOVE2027	– Mobility Optimization through Vision and Excellence 2023-2027
PE	– Preliminary Engineering
SOV	– Single Occupancy Vehicle
TDM	– Transportation Demand Management
TOD	– Transit Oriented Development
TSP	– Transit Signal Priority
U²C	– Ultimate Urban Circulator
UMA	– Unified Mobility App
ZEV	– Zero Emission Vehicles



Letter from the Board Chair

Ari Jolly

Friends and Colleagues,

Mobility Optimization through Vision and Excellence 2023-2027 (MOVE2027), the JTA's five-year strategic plan, outlines a roadmap for the initiatives, strategies, and tactics that are needed to make Northeast Florida accessible, equitable, and sustainable for all. MOVE2027 is a continuation of the groundwork laid by the MOVE Phase 1 Plan created in 2020 to guide us through the COVID-19 pandemic. It represents the JTA's outlook for the future of mobility for the First Coast.

MOVE Phase I provided a response to the impact of the pandemic that reflected our values of providing safe transportation for daily commuters and occasional riders and focused on three themes: *know your core, build on your strengths, and collaborate for success*. It identified pathways for the agency to succeed depending on the pace of pandemic recovery from rapid rebound to moderate momentum, and lingering lifestyle changes.

The pandemic challenged us to be more agile and collaborative, and from that experience new opportunities arose. MOVE2027 is the JTA's blueprint for enhancing mobility and connectivity for customers, partners, and supporters. The Board of Directors skillfully guided the agency through the pandemic and we are emerging on the other side with numerous initiatives and strategies that will make the JTA better than ever.

MOVE2027 is made possible through collaboration, thoughtful contributions, and the support of partners from the greater Northeast Florida community. Our process invited them to the table and incorporated their ideas on what the community needs from existing and future mobility solutions. The JTA Board thanks everyone who participated and looks forward to ongoing collaboration and coordination.

Mobility infrastructure is the connective tissue that supports the major organs of cities – business, healthcare, education, housing, and recreation. The best cities in America provide this with an unapologetic focus on the future. MOVE2027 outlines the ways the JTA aspires to develop a more connected transportation system that enhances service delivery and geographic reach by investing in new infrastructure and by adapting what we already have in place.

The JTA is at a critical juncture and better equipped than ever to make Florida's First Coast more accessible with multiple modes of travel and connectivity. The Board of Directors enthusiastically supports the bold vision captured in MOVE2027 and the commitment to deliver a best-in-class mobility system now and in the future.

Sincerely,

Ari Jolly, Chair
JTA Board of Directors



Letter from the CEO

Nathaniel P. Ford Sr.

Dear Colleagues and Supporters,

I am proud to introduce the JTA's five-year strategic plan, Mobility Optimization through Vision and Excellence 2023-2027, **MOVE2027**. The Authority, in collaboration with stakeholders throughout the region, has outlined a bold vision for a thriving and connected Northeast Florida powered by seamless multimodal mobility solutions.

COVID-19 gave us the ultimate test. However, JTA employees showed true resiliency and strength in enduring the emergency and continued to support the public through the MOVE Phase 1 Plan. In May 2020, we opened the state-of-the-art Jacksonville Regional Transportation Center (JRTC) at LaVilla; advanced the plan to transform the Skyway into the Ultimate Urban Circulator (U²C); partnered with medical and community service organizations to alleviate the impacts of the pandemic on our citizens; and completed the First Coast Flyer Orange Line in Fall 2021, among other accomplishments.

MOVE2027 comes at an opportune time as the passage of the Infrastructure Investment and Jobs Act (IIJA) represents an unprecedented federal investment in infrastructure. At the same time, the Northeast Florida region is experiencing rapid population growth. The greater Jacksonville area is now ranked third among U.S. cities with the largest net gain in residents. Also, Jacksonville is rated as the fifth strongest job market in the nation, according to a recent analysis from the Wall Street Journal and Moody's Analytics, which assessed job, labor and wage growth.

It comes as no surprise to us that people across the nation have uncovered our hidden gem. But as we continue to attract a strong, diverse, and innovative talent pool from other locales, there is an increasing demand for integrated and expanded transportation connectivity, health and education services, affordable housing, workforce development, and job creation. Seamless mobility solutions are a critical element to address the region's rapid growth and stimulate economic development.

Regional collaboration will be essential in maximizing Northeast Florida's share of new federal funds. MOVE2027 engaged stakeholders to formulate a collaborative vision for mobility investment in Northeast Florida. The JTA understands that partnerships with the Florida Department of Transportation (FDOT) and regional entities are imperative to deliver the significant programs and projects that are planned for the region through 2027 and beyond. MOVE2027 builds on our strong foundation and guides the priority focus of the Authority in the coming years. You can count on the JTA team to execute this plan and demonstrate what we can accomplish when we work together.

In community,

Nathaniel P. Ford Sr.
Chief Executive Officer

MOVE2027 introduces seven core initiatives to guide the agency for the next five years:

- **TEAMWORKS** – developing a strong and resilient organization to prepare for future challenges.
- **TRANSITWORKS** – creating a more convenient and nimble transit network.
- **MOBILITYWORKS** – building out multimodal infrastructure for safety and resiliency.
- **CUSTOMERWORKS** – improving the customer experience and integrating regional mobility services.
- **REGIONALWORKS** – establishing a seamless transportation network across Northeast Florida.
- **INNOVATIONWORKS** – furthering the JTA's leadership in clean and innovative mobility solutions.
- **COMMUNITYWORKS** – cultivating strong relationships with community partners.



Executive Summary

The Jacksonville Transportation Authority (JTA) is an independent public authority serving Jacksonville and Northeast Florida with multi-modal responsibilities. The JTA provides varied mass public transportation services and is a builder of roads, bridges, and other infrastructure to enhance mobility in the region.

The JTA's Mobility Optimization Through Vision and Excellence 2023-2027 (MOVE2027) Strategic Plan was developed to respond to current and future needs of Northeast Florida and sets an ambitious agenda for the JTA over the next five years to keep the Authority at the forefront of a changing region and mobility landscape. As the JTA and the region recover from the COVID-19 pandemic, **now is the time to think boldly about seamless mobility solutions for Northeast Florida.**

“ The Northeast Florida region is experiencing rapid population growth. The greater Jacksonville area is now ranked third among U.S. cities with the largest net gain in residents, and Jacksonville is rated as the fifth strongest job market in the nation. MOVE2027 comes at an opportune time to support this growth and leverage the passage of the federal Infrastructure Investment and Jobs Act (IIJA). ”

Nathaniel P. Ford Sr.
Chief Executive Officer

MOVE2027 was designed to respond to local and national trends and challenges, such as:

Local	National
<ul style="list-style-type: none"> • Rapidly growing region • Need for regionalism • Access to opportunity gaps • Affordable housing needs • Community revitalization and addressing sprawl 	<ul style="list-style-type: none"> • Climate and resiliency • Technological change and automation • Post-COVID-19 shifts in travel behavior • Demand for multi-modalism • New funding opportunities • Government and private-sector partnerships



A Collaboratively Developed Plan

The JTA convened industry experts, held conversations with leaders across the region, solicited feedback from all levels of the organization, and surveyed the public to better understand the local and national context that will shape mobility over the next five years.

Input was sought through:

- Focus groups of employees and stakeholders
- Interviews with key stakeholders
- Customer survey
- Updates and briefings to agencies and community groups

Working with representatives from all corners of Jacksonville's business, government, healthcare, education, and non-profit communities, the charge to develop an action-oriented plan was clear – make connecting people to work, play, education, healthcare resources, and recreation more reliable, accessible, safe, and equitable.



30+

Organizations Engaged



20+

Interviews with Top Leaders



5

Focus Groups



Customer Survey

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. Through discussions with agency staff, the public, and stakeholders, a clear vision and strategic direction took hold, and 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.

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, Equity, Affordability, Collaboration, and Agile Innovation**

The JTA's Goals

To reach JTA's five-year vision, the Board has laid out seven goals for the Authority:

- 1. Safety and Security:** Ensure safety and security throughout the transportation system and in the Authority work environment
- 2. Employee Success:** Strengthen workforce through professional development opportunities that enhance knowledge, skills, and leadership abilities
- 3. Customer Satisfaction:** Deliver a superior and reliable customer experience
- 4. Financial Stability:** Ensure long-term financial stability
- 5. Organization Efficiency and Effectiveness:** Attain the highest level of agency performance
- 6. Sustainability:** Advance transportation solutions that support environmental goals and are mindful of the context of our community
- 7. Transformative Mobility Solutions:** Deliver innovative transportation choices that provide accessible mobility throughout the community



Vision:

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

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

Core Values:

TEAM EXCELLENCE

EQUITY

AFFORDABILITY

COLLABORATION

AGILE INNOVATION

Goals:

SAFETY AND SECURITY

EMPLOYEE SUCCESS

CUSTOMER SATISFACTION

FINANCIAL STABILITY

ORGANIZATION EFFICIENCY AND EFFECTIVENESS

SUSTAINABILITY

TRANSFORMATIVE MOBILITY SOLUTIONS

MOVE2027 Initiatives Summary

The outcome of the MOVE2027 Plan is seven strategic initiatives. **INITIATIVES** are business actions, projects, and programs that are grouped and aligned by key categories for achieving the JTA's vision and goals over the next five years. Each initiative has unique branding to help tie in the

JTA's daily activities to the JTA's goals and vision. Together, all seven initiatives have a common aim – to provide seamless mobility solutions for JTA customers. The full plan describes in more detail the strategies and tactics in each initiative.

MOVE2027 INITIATIVES



TEAMWORKS

develop a stronger and more resilient organization prepared to meet any challenges ahead.



TRANSITWORKS

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.



MOBILITYWORKS

build out multi-modal services and infrastructure for a safer and more resilient region.



CUSTOMERWORKS

improve the customer experience and make the JTA the regional integrator of mobility services.



REGIONALWORKS

establish a seamless transportation network across Northeast Florida.



INNOVATIONWORKS

further its leadership in innovative and clean mobility solutions.



COMMUNITYWORKS

leverage its resources and relationships with partners to strengthen the region.

Conclusion and Path Forward

Through MOVE2027, the JTA strives to be the regional integrator of mobility solutions, enabling its customers to make seamless trips regardless of how and where they travel in Northeast Florida. This will be done through a holistic focus on the entire passenger experience, from a trip planning and payment tool; to safe and comfortable first and last mile connections; to enhanced transit service; to integration with all modes, even those not operated by the JTA. MOVE2027 recommends a range of strategies to enable the Authority to deliver on its vision for seamless mobility for all. All of these strategies incorporate equity, improving internal operations, and focusing on sustainability and resiliency to meet the current and future needs of the region.

Introduction and Background

The COVID-19 pandemic has changed the transportation landscape of Northeast Florida and the nation. The rise in remote work and more flexible work schedules have lessened the dominance of 9-to-5 commuting. The pandemic has stressed supply chains and illustrated the importance of mobility providers like the Jacksonville Transportation Authority (JTA) in ensuring essential workers can do their job and essential industries operate without disruption. There has also been a national increase in traffic fatalities over the last two years, with Jacksonville consistently being ranked nationally in the top 10 regions; the National Highway Traffic Safety Administration (NHTSA) reported a 16-year high in traffic fatalities in 2021. All these challenges require new approaches to mobility.

JTA's Mobility Optimization Through Vision and Excellence 2023-2027 (MOVE2027) Strategic Plan sets an ambitious agenda for the JTA over the next five years. MOVE2027 picks up where MOVE Phase 1, the JTA's 18-month pandemic recovery plan, leaves off. **As the JTA and the region recover from the COVID-19 pandemic, now is the time to think boldly.**

The Authority has a vision for a **thriving and connected Northeast Florida powered by seamless mobility solutions for all.** MOVE2027 is about identifying what the JTA can do to achieve that vision, regardless of where they live or what transportation mode they use. Northeast Florida requires a holistic approach to mobility that ensures people can easily and safely get where they need to go by transit, on foot, by bicycle, and by car.





To accomplish this vision, the JTA has laid out seven initiatives for the next five years that will touch nearly every aspect of the organization:

TEAMWORKS, **TRANSITWORKS**, **MOBILITYWORKS**, **CUSTOMERWORKS**, **REGIONALWORKS**, **INNOVATIONWORKS**, and **COMMUNITYWORKS**.

MOVE2027 plan is divided into the following sections:

- 1. Introduction:** The plan begins with an introduction to the current context of mobility and transportation, from both the local and national perspectives. MOVE2027 included extensive engagement with key stakeholders and the public, and major findings are outlined here as well.
- 2. JTA's Vision, Mission, Core Values, and Goals:** This chapter outlines the strategic framework intended to guide the Authority and this plan.
- 3. MOVE2027 Initiatives, Strategies, and Tactics:** The plan consists of seven initiatives named: **TEAMWORKS**, **TRANSITWORKS**, **MOBILITYWORKS**, **CUSTOMERWORKS**, **REGIONALWORKS**, **INNOVATIONWORKS**, and **COMMUNITYWORKS**. Each initiative has been carefully designed and curated with strategies and tactics that the Authority plans to realize over the next five years.
- 4. Implementation:** The Implementation chapter explains how JTA plans to accomplish MOVE2027, from an analysis of costs to performance monitoring and program governance.
- 5. Conclusion:** Closing thoughts on MOVE2027.

Current Context

The JTA strives to lead the mobility landscape for a changing region. The MOVE2027 plan was developed to respond to current and future needs of Northeast Florida. The Authority convened industry experts, held conversations with leaders across the region, solicited feedback from all levels of the organization, and surveyed the public to better understand the local and national context that will shape transportation over the next five years.

Local Context

Rapidly Growing Region: The JTA serves a rapidly growing region. Between 2020 and 2030, the population of Northeast Florida is forecast to grow by 14 percent, twice the projected national rate. While population growth creates new economic opportunities, the region will need to invest in transportation infrastructure to accommodate that growth. The JTA plays an essential role in ensuring Northeast Florida remains able to absorb new people and jobs.

Need for Regionalism: Mobility in the region does not stop at county lines. Increasingly, there is a need for strong regional and state collaboration to usher in bold investments in the transportation network. The JTA believes there is an opportunity to bring together state, federal, and local partners and jurisdictions to establish a seamless Northeast Florida regional transportation network.

Access to Opportunity: Northeast Florida grapples with structural inequality, with one's race and neighborhood of origin being a major predictor of health, education, and economic outcomes throughout a lifetime.

The region ranks poorly in both measures of economic mobility and income inequality. The JTA serves a critical role in addressing structural inequality by improving access to services, jobs, and education.

Affordability: Between January 2021 and February 2022, housing prices and rents in Jacksonville surged by over 25 percent. Transportation and housing affordability are closely linked. Searching for affordable housing causes families to move farther away from jobs and services, increasing transportation costs. The JTA plays an important role in supporting affordability by providing the public low-cost mobility to access more housing and job opportunities.

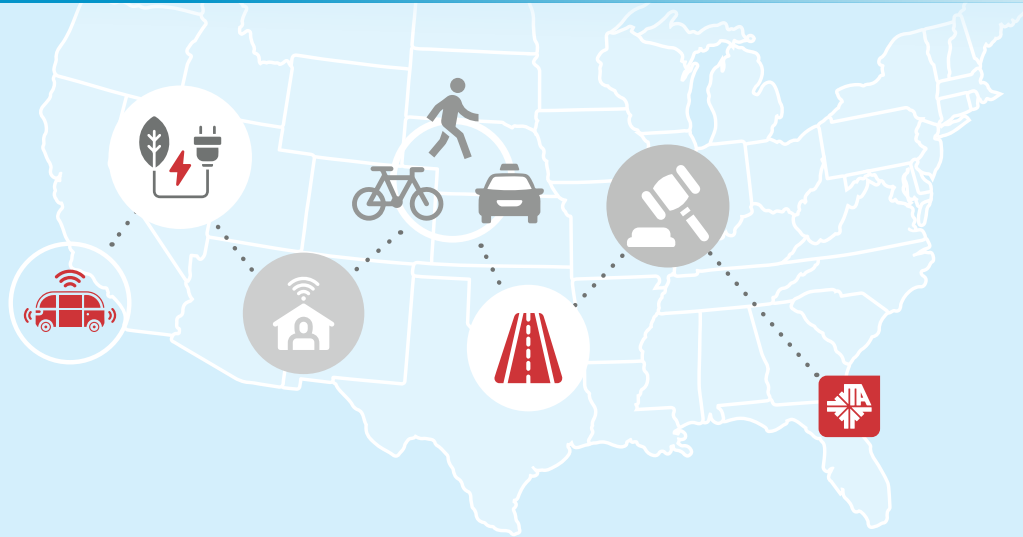
Plan for the Future Workforce: The JTA will be developing its people for future roles and will also be the engine to support the region's growing workforce. New technologies and automation are ushering in the need for new skills. The region already faces labor shortages that constrain economic growth. The JTA can be part of the solution by creating pathways to recruit and train the region's future workforce.

Revitalization and Alternatives to Sprawl: In a 2014 national study, Jacksonville ranked as the most sprawling large metro area in Florida and among the most sprawling in the nation. Low density development leads to greater transportation costs for residents, infrastructure costs for governments, and environmental costs for society. The region is investing in countering sprawl through investments in compact walkable centers, notably Downtown Jacksonville. Multi-modal transportation solutions, like those provided by the JTA, are essential to support revitalization of Northeast Florida's historic urban centers and provide the region a better alternative to sprawl.

Climate and Resiliency: Northeast Florida faces a climate crisis due to sea-level rise and the increasing frequency of extreme weather events. The JTA plays a key role in ensuring the region is more resilient, from reducing the carbon footprint of transportation to incorporating green infrastructure into our projects that help absorb rainfall and reduce flooding.



National Context



Technological Change and

Automation: Several parallel technological advances impact transportation organizations like the JTA. Advances in automation have made self-driving vehicles go from science fiction to reality. The widespread adoption of smartphones provides the public access to on-demand services and real-time information previously unavailable. Teleworking technologies have changed the nature of work, leading to shifts in travel demand. The JTA has been an industry leader in adopting new technology, but with the rapid pace of change, it will have to continue to invest in new solutions and build internal expertise.

Green Solutions: The pressing need to reduce carbon emissions has led to a boom in green technologies, from low-cost solar panels to the widespread adoption of electric vehicles. Nationwide, transit providers are shifting to zero-emission vehicles at a rapid rate. For the JTA, adopting a zero-emission fleet can have a widespread impact on agency operations, such as the need to build out charging or alternative fueling infrastructure.

Post-COVID-19 “New Normal”:

The COVID-19 pandemic has led to permanent shifts in how we travel and work. The widespread adoption of teleworking has changed the nature of commuting. While vehicle miles traveled have returned to pre-pandemic levels, the nation has experienced a significant change in when and why people are traveling. These shifts in travel behavior are here to stay, requiring the JTA to adapt to a new normal.

Demand for Multi-Modalism:

Americans across the political spectrum support investments in multi-modal transportation, including public transit, bicycle, and pedestrian infrastructure. The nationwide success of major transit ballot measures illustrates this growing support for transportation systems that are not built solely around the private car. The JTA can play a key role in helping reduce auto dependency in Northeast Florida, from building new infrastructure and operating transit services to helping decision-makers achieve a regionally shared vision for transportation.

New Funding Opportunities:

The Federal Infrastructure Investment and Jobs Act (IIJA), passed by Congress in November 2021, represents a once-in-a-generation federal investment in transportation. The IIJA unlocks new funding opportunities for the JTA, from expanding existing transit, roadway, and rail funding programs to offering new grant opportunities for vehicle electrification and transportation equity investments.

Government as the Convener:

Over the last decade, the United States has seen renewed private-sector investment in transportation, from the emergence of mobility services such as ride-hailing or shared micromobility programs to private infrastructure investments like the Brightline rail here in Florida. Public agencies support these investments by building partnerships with the private sector and helping to convene stakeholders across government and private industry to realize new mobility solutions.

Who We've Engaged

In line with JTA's commitment to connecting people seamlessly throughout the Northeast Florida region and to improve the quality of life, robust and active public engagement was essential for the MOVE2027 visioning process. Working with representatives from all corners of the region's business, government, healthcare, education, and non-profit communities, the charge to develop an action-oriented plan was clear – make connecting people to work, play, education, healthcare resources, and recreation more reliable, accessible, safe, and equitable.

The MOVE2027 engagement framework embodied the following principles:

- **Inform and educate stakeholders:** Create a comprehensive and inclusive engagement strategy that uses various techniques for interested parties to provide input.
- **Use stakeholder input to direct planning:** Communicate how the stakeholders' contribution will influence decision-making and prioritization strategies.
- **Develop and maintain stakeholder relationships:** Lead and facilitate two-way dialogue to build partnerships between JTA and stakeholders throughout the plan development process.
- **Build stakeholder support for execution:** Leverage and expand acceptance and ownership of the recommendations and projects outlined in the plan.



Throughout the engagement effort, the project team sought input directly from the community to hear from diverse voices to yield new ideas and give stakeholders a place at the table in the planning process.

Engagement Formats:

- **Employee Focus Groups** – Town hall meetings, conducted virtually with employees at all levels of the organization, focused on service delivery and workforce development.
- **Stakeholder Focus Groups** – Local partners were invited to participate in focus groups and offer input on regional priorities and community needs.
- **Interviews with Key Stakeholders** – Representatives from the project team met with Jacksonville's top leaders in business, government, education, healthcare, and other industries for interviews to collect input on regional priorities and needs.
- **Stakeholder Surveys** – Survey tools were developed to collect input from external and internal stakeholders throughout the process.
- **Updates and Briefings to Agencies and Community Groups** – Project team members presented updates on the MOVE2027 Plan to local and regional organizations and provided opportunities for input via the MOVE2027 Online Survey.
- **Customer Satisfaction Survey** – JTA engaged customers to identify service gaps and collect feedback on services, amenities, and safety concerns.

30+
Organizations Engaged

20+
Interviews with Top Leaders

5
Focus Groups

Customer Survey

- Business
- Community and Civic
- Education
- Government
- Healthcare
- Non-Profit
- Real Estate
- Recreation
- Technology
- Tourism

- Executive Leadership
- Frontline Workers
- Community Groups
- Regional Partners (2)

- Across the Region
- High Participation
- Positive Sentiment



Key Insights from the engagement process:

- Desire for **regional collaboration** and coordination – planning, capital expenses, policymaking
- **JTA's role as a mobility leader** in the region has potential to consolidate all mobility and transportation responsibility, including parking
- **Mobility supports economic stimulus** in the region, notably Downtown Jacksonville
- Interest in transportation supporting **affordable housing**
- Desire to strengthen and **expand core services**
- **Desire for equitable transportation** across the region
- Need to **simplify the messaging** and communication from JTA
- Need for **broader marketing campaigns** to the community
- **Regional workforce development** – addressing shortages and training needs
- **Support for complete streets** and their connection to the economy, health, and safety

The process was open and transparent to ensure that the plan is reflective of the desires of all who were involved. It gathered input and meaningful information and allowed for a 360-degree perspective of the JTA, which helped in determining and identifying opportunities for the next five years. Each community leader, stakeholder group, and organization had unique perspectives, opinions, and insights about what the region needs to address growth and what the JTA needs to do to be successfully aligned with regional priorities. Ideas from those sessions are incorporated into the strategic plan initiatives for the next five years.

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.

The JTA's Goals

To reach JTA's five-year vision, the Board has laid out seven goals for the Authority. Goals are high level statements of what the JTA hopes to achieve.



Safety and Security

Ensure safety and security throughout the transportation system and in the Authority work environment

A safe and secure experience builds public trust and improves employee morale. This goal can be achieved by having well-trained staff, certified public safety professionals, a modern fleet, safe infrastructure, up-to-date state of good repair needs, and a culture of integrity and safety among employees and the riding public.



Employee Success

Strengthen workforce through professional development opportunities that enhance knowledge, skills and leadership abilities

The JTA's employees are its most important asset. Investing in employee success fosters a workforce that is nimble and ready take on any challenge. The JTA should be an employer of choice that continues to attract and retain top talent at all levels of the organization.



Customer Satisfaction

Deliver a superior and reliable customer experience

The JTA is nothing without its customers. The JTA strives to provide a superior and reliable customer experience across all modes and services it provides.



Financial Stability

Ensure long-term financial stability

The JTA must ensure its long-term financial stability to continue providing reliable service for years into the future. Several factors contribute to long-term financial stability, from building strong revenue streams to an ongoing focus on controlling costs and maximizing agency value.



Organizational Efficiency and Effectiveness

Attain the highest level of agency performance

The JTA aims for the highest level of agency performance by maximizing agency efficiency and effectiveness. An efficient and effective organization is one that is nimble, staffed with the right talent, and results-oriented at all levels.



Sustainability

Advance transportation solutions that support environmental goals and are mindful of the context of our community

The JTA plays an essential role in creating a greener transportation system that allows the region to combat climate change, become more resilient, and improve environmental quality.



Transformative Mobility Solutions

Deliver innovative transportation choices that provide accessible mobility throughout the community

The JTA is a true multi-modal agency that meets an array of travel needs and trip types. The Authority is constantly incorporating innovations that ensure it is providing the best service and solutions for its customers.



Initiatives, Strategies, and Tactics



Overview

The outcome of the MOVE2027 Plan is seven strategic initiatives. **INITIATIVES** are business actions, projects, and, programs that are grouped and aligned by key categories for achieving the JTA's vision and goals over the next five years. Each initiative has unique branding, to help tie in the JTA's daily activities to the JTA's goals and vision.

Together, all seven initiatives have a common aim – to provide seamless mobility solutions for our customers.

- **TEAMWORKS** implements strategies to make JTA a more resilient and agile organization.
- **TRANSITWORKS** focuses on improving and expanding JTA's fixed-route and on-demand transit services in order to respond to evolving customer needs.
- **MOBILITYWORKS** develops multi-modal services and infrastructure for a safer and more livable region.
- **CUSTOMERWORKS** enhances the customer experience and makes JTA services easier to use through investments in customer communication and technology.
- **REGIONALWORKS** leverages JTA's role as a mobility integrator to create a more seamless transportation network across Northeast Florida.
- **INNOVATIONWORKS** continues JTA's leadership in transportation innovation through the implementation of autonomous vehicle technology and sustainability investments.
- **COMMUNITYWORKS** leverages JTA assets to support our community and strengthen Northeast Florida.

Within each initiative are **STRATEGIES – activities to accomplish the five-year goals**. Finally, within each strategy are **TACTICS** – specific action items to be undertaken to facilitate accomplishing the strategies. This chapter outlines the full list of Initiatives, Strategies, and Tactics in the MOVE2027 Plan.

Note on Numbering:

For easy navigation and reference, the initiatives, strategies, and tactics are assigned numerical identifiers that are referenced throughout this report. IDs without decimal points (1,2,3) are used for initiatives; one decimal point (1.01, 2.03) is used for strategies; two decimal points (1.01.02) are used for tactics. The identifiers allow the reader to quickly identify how initiative, strategies, and tactics fit together.

FIGURE: MOVE2027 PROGRAM HIERARCHY



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
<p>1.01: APTA Racial Equity Commitment Program</p> 	<p>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.</p>
<p>1.02: Human Capital Management and Planning</p>	<p>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.</p>
<p>1.03: Employee Engagement</p>	<p>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.</p>
<p>1.04: Employee Wellness Program</p>	<p>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.</p>
<p>1.05: Technology Integration in Daily Work</p>	<p>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.</p>
<p>1.06: Employment and Support Services</p>	<p>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.</p>

STRATEGY 1.01: APTA RACIAL EQUITY COMMITMENT PROGRAM

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.

Tactic Number	Tactic Name	Description
1.01.01	Undertake Annual Assessment	Undertake an annual diversity, inclusion, and organization climate assessment.
1.01.02	Review Demographic Data	Review and analyze internal and external demographic data to determine impact on racial equity.
1.01.03	Implement Inclusive Policies	Implement evidence-based policies, programs, and practices to maintain an inclusive environment.
1.01.04	Engage on All Levels	Establish tools, programs, and resources to engage all levels of the organization (Board, executive, and staff) on the meaning and importance of racial equity. Ensure all members of the JTA team have an opportunity to provide feedback and contribute to the goal of equity.



STRATEGY 1.02: HUMAN CAPITAL MANAGEMENT AND PLANNING

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.

Tactic Number	Tactic Name	Description
1.02.01	Workforce Development	Expand the Authority’s organizational development program to provide internal leadership and workforce development training, skills, and career pathways for employees to address emerging and changing technology and to develop the internal subject matter expertise to fulfill JTA’s jobs of the future.
1.02.02	Total Compensation Analysis	Review of employee pay in relation to the Authority’s benefits package and pay philosophy. It will take into account both internal equity and external competitiveness to ensure fair pay that can attract, engage, and retain talent.
1.02.03	Human Capital Management Platform	Develop practices that relate to people resource management. An HCM software provides more core administrative support with personnel administration, performance management, benefits administration, and talent management.
1.02.04	Succession and Staff Resiliency Plan	Conduct annual updates to the succession plan and procedures for the agency that ensure the loss of any staff person does not threaten core functions or capabilities at the JTA. The plan would be a living document that identifies key personnel in each department based on responsibility or skillset and sets up pathways for advancement and training to build organizational resiliency.
1.02.05	Develop and Monitor Effectiveness of New Flexible Work Procedures to Attract and Retain Talent	Monitor and adjust labor policies to provide employees flexibility and ensure JTA remains competitive in the job market.

STRATEGY 1.03: EMPLOYEE ENGAGEMENT

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.

Tactic Number	Tactic Name	Description
1.03.01	Implement the Baldrige Performance Excellence Framework and Strive for a Baldrige Award	Establish eligibility and review award qualifications for the Malcolm Baldrige National Quality Award. This prestigious award is the nation's only presidential award for organizational performance excellence and is given out annually by the U.S. Department of Commerce.

STRATEGY 1.04: EMPLOYEE WELLNESS PROGRAM

Align wellness programs to address areas such as chronic disease, physical fitness, and stress reduction. Launch complete wellness programs like healthy eating, promote physical fitness practices, healthy finances, and balanced life skills. Launch wellness fair, fitness fair, and employee appreciation events.



Tactic Number	Tactic Name	Description
1.04.01	Identify Health and Wellness Needs	Evaluate medical plans claims utilization information from insurance brokers to identify chronic illness and prescription use.
1.04.02	Launch Complete Wellness Program	Launch complete wellness program: healthy eating, healthy physical practices, healthy finances, and balance life skills. Launch wellness fair, fitness fair, and employee appreciation events.

STRATEGY 1.05: TECHNOLOGY INTEGRATION IN DAILY WORK

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.

Tactic Number	Tactic Name	Description
1.05.01	AI and Machine Learning for Maintenance Functions	Deploy machine learning to vehicle maintenance, allowing adaptive servicing based on individual driver behaviors and route stressors. System would create customized maintenance plans for vehicles based on these unique attributes instead of merely relying on distance and age-based measures.
1.05.02	Strategic Plan Dashboard	Create an externally-facing MOVE2027 dashboard and website that shares progress towards implementing promised projects and programs.
1.05.03	Enterprise Content Management System	Deploy Enterprise Content Management system across all JTA systems and operations, including asset management.

STRATEGY 1.06: EMPLOYMENT AND SUPPORT SERVICES

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.

Tactic Number	Tactic Name	Description
1.06.01	Workforce Housing	Develop affordable housing options for operators as a way to attract and retain talent. JTA would provide 20 units of subsidized workforce housing. Program can be implemented initially as a housing subsidy but over the long-run JTA may have the opportunity to develop housing as part of future TOD.
1.06.02	Transportation Assistance	Provide JTA employees a multi-modal transportation subsidy.
1.06.03	Employee Childcare Program	Provide JTA employees a childcare subsidy. Explore feasibility of creating an onsite childcare center on JTA property.



TEAMWORKS

Implementation Schedule

Strategy Name	Tactic Name	Today	FY23	FY24	FY25	FY26	FY27
1.01: APTA Racial Equity Commitment Program	1.01.01: Undertake Annual Assessment	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.01.02: Review Demographic Data	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.01.03: Implement Inclusive Policies	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.01.04: Engage on All Levels	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
1.02: Human Capital Management and Planning	1.02.01: Workforce Development	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.02.02: Total Compensation Analysis	Implementation	Implementation	Monitor	Monitor	Monitor	Monitor
	1.02.03: Human Capital Management Platform	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.02.04: Succession and Staff Resiliency Plan	Implementation	Implementation	Monitor	Monitor	Monitor	Monitor
	1.02.05: Develop and Monitor Effectiveness of New Flexible Work Procedures to Attract and Retain Talent	Implementation	Monitor	Monitor	Monitor	Monitor	Monitor
1.03: Employee Engagement	1.03.01: Implement the Baldrige Performance Excellence Framework and Strive for a Baldrige Award	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
1.04: Employee Wellness Program	1.04.01: Identify Health and Wellness Needs	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.04.02: Launch Complete Wellness Program	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
1.05: Technology Integration in Daily Work	1.05.01: AI and Machine Learning for Maintenance Functions	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.05.02: Strategic Plan Dashboard	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.05.03: Enterprise Content Management System	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
1.06: Employment and Support Services	1.06.01: Workforce Housing	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.06.02: Transportation Assistance	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	1.06.03: Employee Childcare Program	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation

KEY: Implementation Monitor




TRANSITWORKS

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
2.01: Transit Network Optimization	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.
2.02: Transit Amenity and ADA Accessibility	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.
2.03: Microtransit Expansion	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.
2.04: Paratransit Enhancements	Enhance paratransit through operating and marketing improvements that will make using those services easier and more accessible for customers.
2.05: Transit Equity Prioritization	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.

**STRATEGY 2.01:
TRANSIT NETWORK OPTIMIZATION**

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.



Tactic Number	Tactic Name	Description
2.01.01	Continuous Transit Service Evaluation and Improvement Program	Complete the Route Optimization Initiative (ROI) 2.0 to make the network more responsive to post-COVID travel needs. Upon completion, institute ongoing service monitoring efforts to track changes in ridership patterns. Adjust route network to meet changes in travel demand. Opportunity to implement full system redesign but ideally a more significant realignment of service should wait until ROI 2.0 changes are implemented and travel patterns settle into a new normal. Coordinate fixed route planning with roll-out of microtransit.
2.01.02	Countywide Mobility Programs	Target service improvements to improve accessibility to regional centers across Duval County. An early action item of the program should be the expansion of fixed-route transit to Southside/St. Johns Town Center through new and extended bus service. JTA should identify additional activity centers to target with service improvements.
2.01.03	Reduce Number of Service Changes	Reduce the number of schedule changes per year from four to three or two. Reducing the number of service changes will reduce disruption for riders. Alongside reducing the overall quantity of changes, this tactic will see improved communication around service changes, including a revisiting of relevant communication SOPs to ensure riders are aware of planned network adjustments.



STRATEGY 2.02: TRANSIT AMENITY AND ADA ACCESSIBILITY

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.

Tactic Number	Tactic Name	Description
2.02.01	Countywide Transit Enhancements Improvements	Continue bus stop assessment to identify bus stop upgrade needs. Will upgrade 823 bus stops to 100% ADA compliance. Install new concrete pads, shelters, amenities and site preparation.
2.02.02	Northwest Jacksonville Corridor Improvements	Completion of program underway to improve 111 bus stops including 17 along Soutel Drive. Stops will be upgraded for ADA compliance. Improvements to amenities are in line with ridership needs and access to underserved communities.
2.02.03	ADA Action Plan	Complete study identifying which locations based on level of service, ridership, and community need should be targeted for ADA upgrades, including inclusion of flexible ADA detection devices. Follow-up planning effort with phased implementation that covers a certain number of bus stops per year.
2.02.04	Bus Stops of the Future	Incorporate technology improvements such as solar lighting and real-time information at bus stops. Conduct analysis to identify priority locations based on service levels, ridership, and equity metrics. Explore the feasibility of installing bus stop infrastructure that can be easily installed or relocated, allowing the JTA to create fully accessible temporary bus stops or relocate infrastructure in instances where the bus stop moves.

STRATEGY 2.03: EXPAND MICROTRANSIT

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.

Tactic Number	Tactic Name	Description
2.03.01	Procure Microtransit Software Platform	Procure technology platform that enables dynamic real-time scheduling and routing. System should include the ability for riders to request rides via a mobile app.
2.03.02	Ongoing Microtransit System Planning and Implementation	Continue planning of JTA's microtransit program. Efficiently realign resources to implement microtransit for service continuity. Identify new microtransit service zones, in places that fixed route bus cannot effectively serve. Goal is to utilize microtransit to enable JTA to provide feeder routes that contribute to "Complete Trip" in places where bus service is not feasible or effective.



**STRATEGY 2.04:
PARATRANSIT ENHANCEMENTS**

Enhance paratransit through operating and marketing improvements that will make using those services easier and more accessible for customers.



Tactic Number	Tactic Name	Description
2.04.01	Commingle Paratransit and Microtransit Services	Integrate paratransit and on-demand services to allow drivers and vehicles to operate across both ReadiRide and Connexion with the goal of sharing resources to offer more efficient complete trip options to customer base.

STRATEGY 2.05: TRANSIT EQUITY PRIORITIZATION

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.

Tactic Number	Tactic Name	Description
2.05.01	Transit Exclusive Lanes	Begin leveraging roadway design and construction expertise to optimize on-street transit operations by piloting new bus priority lanes to support the return of riders to the system. Investments should be made where feasible on the corridors that carry the largest volume of JTA passengers. Potential to change the traditional perspective of measurement to person throughput instead of vehicle throughput as a metric to build the case for transit priority infrastructure to the public.
2.05.02	Transit Signal Prioritization	Continue to implement transit signal prioritization (TSP) to reduce delay for transit vehicles at signalized intersections.



TRANSITWORKS

Implementation Schedule

Strategy Name	Tactic Name	Today	FY23	FY24	FY25	FY26	FY27
2.01: Transit Network Optimization	2.01.01: Continuous Transit Service Evaluation and Improvement Program	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	2.01.02: Countywide Mobility Programs		Implementation	Monitor	Implementation	Monitor	Implementation
	2.01.03: Reduce Number of Service Changes		Implementation				
2.02: Transit Amenity and ADA Accessibility	2.02.01: Countywide Transit Enhancements Improvements	Implementation	Implementation	Implementation	Implementation		
	2.02.02: Northwest Jacksonville Corridor Improvements	Implementation	Implementation				
	2.02.03: ADA Action Plan			Implementation			
	2.02.04: Bus Stops of the Future			Implementation	Implementation	Implementation	Implementation
2.03: Microtransit Expansion	2.03.01: Procure Microtransit Software Platform			Implementation			
	2.03.02: Ongoing Microtransit System Planning and Implementation		Implementation	Implementation	Implementation	Implementation	Implementation
2.04: Paratransit Enhancements	2.04.01: Commingle Paratransit and Microtransit Services			Implementation	Implementation	Implementation	Implementation
2.05: Transit Equity Prioritization	2.05.01: Transit Exclusive Lanes			Implementation	Implementation	Implementation	Implementation
	2.05.02: Transit Signal Prioritization			Implementation	Implementation	Implementation	Implementation

KEY: Implementation Monitor





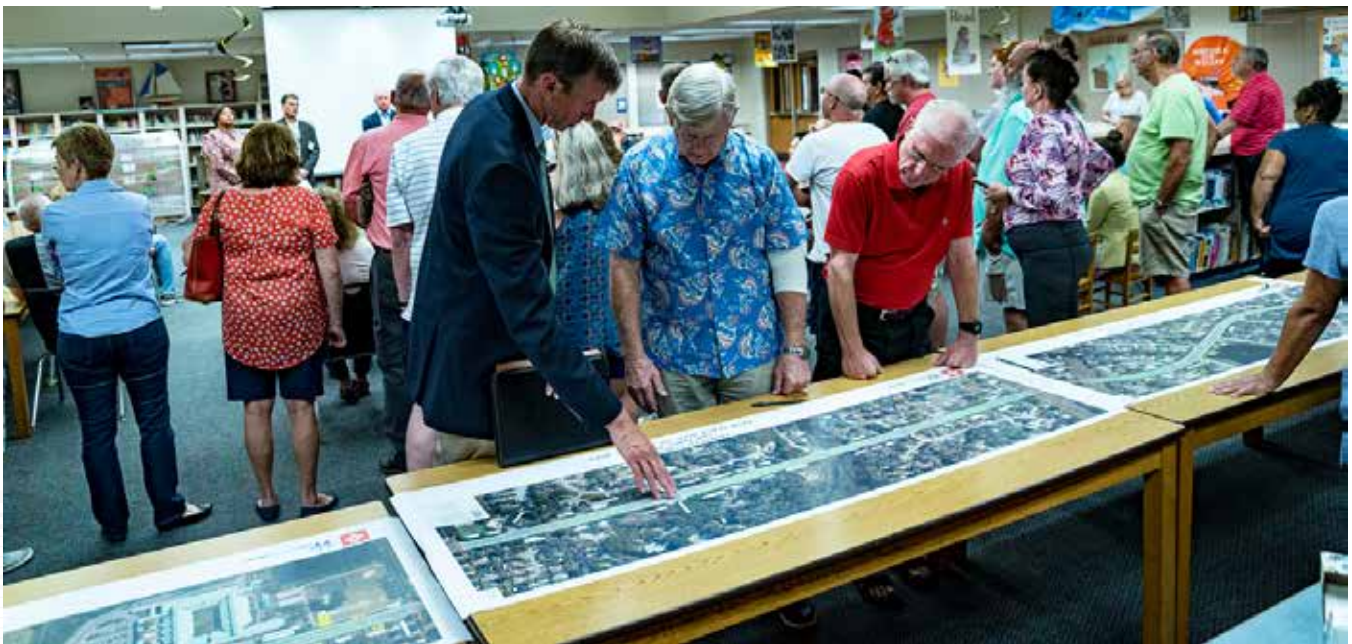
MOBILITYWORKS is JTA's initiative to build out multi-modal infrastructure for a safer and more resilient region. Quality first/last mile infrastructure is essential to provide seamless door-to-door transportation (complete trips). As part of this initiative, the JTA will further the development of complete 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
<p>3.01: Transformative Active Transportation Infrastructure</p>	<p>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.</p>
<p>3.02: Tactical Urbanism and Quick Build</p>	<p>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.</p>
<p>3.03: Complete Streets</p>	<p>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).</p>
<p>3.04: Vision Zero</p>	<p>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.</p>

STRATEGY 3.01: TRANSFORMATIVE ACTIVE TRANSPORTATION INFRASTRUCTURE

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. Beyond trails, this strategy would explore opportunities to expand sidewalk infrastructure and provide JTA customers a more comfortable first/last mile experience.

Tactic Number	Tactic Name	Description
3.01.01	Emerald Trail	Deliver approximately half of the 30 miles of trails, greenways and parks that encircle the urban core and link at least 14 historic neighborhoods to downtown, Hogans Creek, McCoys Creek and the St. Johns River.
3.01.02	First/Last-Mile Connections	Conduct an accessibility inventory of JTA bus stops to identify key areas where the lack of bicycle and pedestrian infrastructure significantly hinders access to stops. Based on that assessment, construct infrastructure (sidewalks, trails) that facilitates first and last mile connections to transit. Should be coordinated with transit amenity, ADA, and mobility hub tactics.
3.01.03	Regional Trail Plan	Either directly or in collaboration with regional partners, develop a regional trail plan that identifies active transportation projects of regional significance. Use JTA's construction expertise to develop cost estimates and initiate design to ensure the projects generated in the plan are competitive for future grant applications.





Example of Tactical Urbanist Project utilizing unused roadway space as a plaza. Source: Seattle DOT, 2015.

STRATEGY 3.02: TACTICAL URBANISM AND QUICK BUILD

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 enhances neighborhood placemaking and safety through low-cost infrastructure, art, and landscaping.

Tactic Number	Tactic Name	Description
3.02.01	Pop-Up Improvements in Underserved Communities	Create program to pilot low-cost investments to improve multi-modal transportation in underserved neighborhoods. Solutions could include new wayfinding signage, low-cost infrastructure like parklets and bump-outs, and bicycle parking. This program could be rolled as a bottom-up initiative, where neighborhood groups apply to the JTA for funding, design, and construction assistance for projects.

STRATEGY 3.03: COMPLETE STREETS

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).



Tactic Number	Tactic Name	Description
3.03.01	Low-Cost ADA/SRTS Program Management	As program manager for small scale roadway projects, partner with agencies to manage design and construction of ADA and bike/ped infrastructure. Focus on first/last mile connections to help facilitate JTA's objective of providing a "seamless trip" for its users.
3.03.02	Develop and Implement Active Transportation Small Area Plans	Plan and initiate implementation of bicycle and pedestrian infrastructure improvements for targeted locations in the region. A potential starting point is the Southside/ St. Johns Town Center, where the lack of bicycle and pedestrian infrastructure makes it hard to bike or walk and impedes access to transit. Additional small area plans can be developed in partnership with jurisdictions across the region.
3.03.03	Integrate Complete Streets and Bus Priority Planning	Integrate complete streets planning and BRT or bus priority projects as appropriate. Review the 10 existing Complete Streets projects in the LOGT program for potential bus priority enhancements.
3.03.04	Identify First/Last-Mile and Bike/Ped/Safety Deficiencies	In coordination with City of Jacksonville (COJ) and Florida Department of Transportation (FDOT), identify first/ last-mile and bike/ped/safety deficiencies to advance, and roll out a plan to address immediate opportunities currently identified in CIP and Work Programs. Include advance planning, preliminary engineering and design priorities overlapping key JTA Mobility Corridors including Edgewood, Arlington Expressway, Lem Turner, University/Merrill and Park/Blanding. Include public engagement that in part targets key employers to assess needs. Consider encouraging the COJ to prepare a sidewalk inventory as the basis for deficiency analysis, possibly by collaborating to obtain grant funding for the task.

STRATEGY 3.04: VISION ZERO

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.

Tactic Number	Tactic Name	Description
3.04.01	Vision Zero Program	JTA would develop an internal Vision Zero program focused on identifying and addressing safety hot spots along JTA infrastructure, JTA bus stops and along JTA routes. The JTA plays a role in supporting vision zero in Northeast Florida as most JTA riders start and end their trip as pedestrians. The Authority can undertake a safety audit to identify locations with critical safety issues. Based on the audit findings, the JTA would undertake a range of improvements: relocation of bus stops (e.g., nearside to far side) to improve the visibility of pedestrians and access to crosswalks; construction of improved crosswalks near bus stops; and, investments in bicycle and pedestrian infrastructure connecting to bus stops or hubs. For safety needs that cannot be addressed solely by the JTA, work with local jurisdictions to identify solutions and implement improvements.





MOBILITYWORKS

Implementation Schedule

Strategy Name	Tactic Name	Today	FY23	FY24	FY25	FY26	FY27
3.01: Transformative Active Transportation Infrastructure	3.01.01: Emerald Trail	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	3.01.02: First/Last-Mile Connections	Monitor	Monitor	Implementation	Implementation	Implementation	Implementation
	3.01.03: Regional Trail Plan	Monitor	Monitor	Monitor	Implementation	Implementation	Implementation
3.02: Tactical Urbanism and Quick Build	3.02.01: Pop-Up Improvements in Underserved Communities	Monitor	Monitor	Implementation	Implementation	Implementation	Implementation
3.03: Complete Streets	3.03.01: Low-Cost ADA/SRTS Program Management	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
	3.03.02: Develop and Implement Active Transportation Small Area Plans	Monitor	Implementation	Implementation	Implementation	Implementation	Implementation
	3.03.03: Integrate Complete Streets and Bus Priority Planning	Monitor	Monitor	Implementation	Implementation	Implementation	Implementation
	3.03.04: Identify First/Last-Mile and Bike/Ped/Safety Deficiencies	Monitor	Monitor	Implementation	Monitor	Monitor	Monitor
3.04: Vision Zero	3.04.01: Vision Zero Program	Monitor	Implementation	Implementation	Implementation	Implementation	Implementation

KEY: Implementation Monitor






CUSTOMERWORKS

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
4.01: Complete Trips	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.
4.02: Fare Structure and Policy	Evaluate pricing of all the JTA services, including transit fares, to address issues of affordability and equity.
4.03: Advanced Customer Service and Information	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.
4.04: JTA Ambassadors	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.
4.05: Transportation Demand Management Program	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.

STRATEGY 4.01: COMPLETE TRIPS

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 a new unified mobility app, a universal basic mobility program, and establishment of a guaranteed ride home program.



Tactic Number	Tactic Name	Description
4.01.01	Unified Mobile App (UMA)	Implement JTA app for trip planning, scheduling, and fare payment under one system. Explore integration with third party mobility services to create a true MaaS solution. Ensure flexible payment options that accommodate future changes to fare structure, policy, and payment method. The UMA app will enable an account-based fare system that could be expanded to accommodate non-JTA mobility services eventually. The account-based system will help reduce dependency on cash, allow riders to use their fares for a variety of services, reduce the loss of funds due to a lost or stolen fare card, and enable JTA to better engage with their customers.
4.01.02	Universal Basic Mobility Program	Leveraging mobility wallet and negotiating power of governing agencies to provide transportation subsidies for underserved communities with an affordable fare structure. A Universal Basic Mobility (UBM) program provides eligible persons transportation services or access for free or discounted prices. JTA and partners could do a pilot test to determine the value of the program.
4.01.03	Guaranteed Rides Home	Program to provide JTA customers a guaranteed ride home if they miss or are unable to take their regular service. The program could be structured in a few ways. For riders with a pass product, the guaranteed ride home could provide alternative travel arrangements when transit services are unavailable. The program could also arrange transportation alternatives in instances of service disruptions that cancel scheduled trips.



STRATEGY 4.02: FARE STRUCTURE AND POLICY

Evaluate pricing of all the JTA services, including transit fares, to address issues of affordability and equity.

Tactic Number	Tactic Name	Description
4.02.01	Fare-Capping	Implement fare capping that automatically caps fare payments to the equivalent of a transit pass. For instance, a rider would not be charged once they spend the equivalent of a day pass over the course of 24 hours.
4.02.02	Fare-Free	Study the feasibility of eliminating fares entirely for some or all transit services. Part of the lost revenue from eliminating fares is counterbalanced by savings related to eliminated fare collection and enforcement. Eliminating fares permanently or during select periods can bring riders back and encourage those not riding JTA services to try it out.
4.02.03	Customer Affinity Program	A customer affinity program is a way to reward frequent riders and incentivize transit usage. The program could work as a frequent traveler program, providing JTA riders points that could go toward discounted travel. JTA could also partner with local businesses to provide non-transit perks such as discounted or free services.

STRATEGY 4.03: ADVANCED CUSTOMER SERVICE AND INFORMATION

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.

Tactic Number	Tactic Name	Description
4.03.01	Artificial Intelligence and Machine Learning for Customer Service	Integrate AI and machine learning into customer service functions. AI could assist customers with routine tasks like finding schedules, locating facilities, and answering question. JTA could deploy AI powered chat-bots to provide customer service on the JTA app or website. Voice prompts on the JTA customer service line can automatically sort and respond to customer questions without requiring a service agent.
4.03.02	Avatar JTA Brand Ambassador	Create a virtual character or Avatar that can engage with customers at hubs and facilities to build brand awareness, respond to customer questions, and share information about JTA.
4.03.03	Wayfinding Strategic Plan and Technology	Develop a wayfinding strategic plan that identifies how JTA can accomplish unified wayfinding across all its services. The plan should explore both options for physical and digital wayfinding, notably solutions to help persons with disability navigate the solution. One option to consider is a smartphone app helping individuals with disabilities navigate the JTA system; such an app could help those with visual impairments navigate unfamiliar spaces with audio guidance or connect individuals with remote staff. Ideally such an app would be part of UMA. The JTA will need to evaluate its options and coordinate with the UMA team before implementing such an app.

STRATEGY 4.04: JTA AMBASSADORS

Elevate and expand 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.

Tactic Number	Tactic Name	Description
4.04.01	Ambassador Recruitment and Training	Elevate and expand existing Outreach Specialist Program, build upon existing program and enhance responsibilities as ambassadors. The first step is to build a relationship and trust between the JTA and community organizations. Develop a description of ambassador roles and responsibilities, including level of commitment, compensation, and participant measures of effectiveness. Set targets for the number of ambassadors, including identifying target communities to recruit from. Finally execute plan.

STRATEGY 4.05: TRANSPORTATION DEMAND MANAGEMENT PROGRAM

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.

Tactic Number	Tactic Name	Description
4.05.01	Stand-up a TDM Department within JTA	Develop a JTA-led TDM program responsible for overseeing TDM incentive and marketing initiatives and the employer partner program. Would be closely coordinated with behavioral science-based incentives noted below. Would require the hiring of a TDM manager, one to two staff members to do employer engagement, and a marketing manager, to start the program. Prior to program launch, the JTA will develop a strategic a strategic plan to guide the services, marketing campaigns, goals, and program evaluation plan. Ideally the TDM program could be funded through a partnership with the City of Jacksonville and proffer funds from major developments.
4.05.02	Behavioral Science-based Incentives	Partner with a university or private consultant specializing in behavioral research to develop targeted customer incentives. Conduct market research to identify messaging and incentives that resonate with target audiences. Develop an incentive program that applies the latest findings of behavior change science to tailor messaging and incentives to attract new transit riders. This tactic can inform other customer affinity initiatives and allow the JTA to refine their marketing.
4.05.03	Employer Partner Program	Implement a structured employer engagement program with the goal of expanding the adoption of pre-tax commuter benefits, employers purchase of transit passes, and adoption of benefits that support a variety of sustainable commute modes (e.g., carpooling, active transportation etc.). The JTA can develop an internal program that administers pre-tax commuter benefits for employers and provide to increase employer subsidization of transit use. This is a potential area for collaboration with the ridesharing efforts of the North Florida TPO.
4.05.04	Residential Partner Program	Similar to an employer-provided transit pass, neighborhoods can join a residential-based discounted transit pass program. For example, the program could require that all homes within an applying neighborhood be included in an transit pass contract and residents must be approved by a neighborhood association to be eligible.
4.05.05	Mobility Wallet Subsidy	Leverage the mobility wallet and collective negotiation power to partner with employers and property developers to provide subsidies for active transportation and transit. Differs from employer or residential partner programs as it is focused on obtaining subsidies to support the mobility wallet of JTA customers across all eligible modes, including non-JTA services.
4.05.06	Travel Training and Customer Education	Establish a travel training and customer education program within JTA focused on getting community members familiar with and comfortable using transit and other non-SOV (single occupancy vehicle) modes. Conduct customer education to improve digital literacy and the adoption of new mobility tools and technology.



CUSTOMERWORKS

Implementation Schedule

Strategy Name	Tactic Name	Today	FY23	FY24	FY25	FY26	FY27
4.01: Complete Trips	4.01.01: Unified Mobile App (UMA)	Implementation	Implementation	Implementation	Monitor	Monitor	Monitor
	4.01.02: Universal Basic Mobility Program						Implementation
	4.01.03: Guaranteed Rides Home		Implementation	Implementation	Implementation	Implementation	Implementation
4.02: Fare Structure and Policy	4.02.01: Fare-Capping			Implementation	Monitor	Monitor	Monitor
	4.02.02: Fare-Free			Implementation	Monitor	Monitor	Monitor
	4.02.03: Customer Affinity Program			Implementation	Monitor	Monitor	
4.03: Advanced Customer Service and Information	4.03.01: Artificial Intelligence and Machine Learning for Customer Service				Implementation		
	4.03.02: Avatar JTA Brand Ambassador				Implementation		
	4.03.03: Wayfinding Strategic Plan and Technology		Implementation				
4.04: JTA Ambassadors	4.04.01: Ambassador Recruitment and Training		Implementation	Implementation	Monitor	Monitor	Monitor
4.05: Transportation Demand Management Program	4.05.01: Stand-up a TDM Department within JTA			Implementation	Monitor	Monitor	Monitor
	4.05.02: Behavioral Science-based Incentives			Implementation			
	4.05.03: Employer Partner Program			Implementation	Implementation	Monitor	Monitor
	4.05.04: Residential Partner Program			Implementation	Implementation	Monitor	Monitor
	4.05.05: Mobility Wallet Subsidy					Implementation	
	4.05.06: Travel Training and Customer Education		Implementation	Implementation	Implementation		

KEY: Implementation Monitor

INITIATIVE 5



REGIONALWORKS



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
5.01: First Coast Commuter Rail	Support the development of regional rail in Northeast Florida by completing planning and environmental review.
5.02: Waterborne Transportation	Evaluate and coordinate a program of improved waterborne transportation serving communities across Northeast Florida.
5.03: Regional Transit Network Expansion	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.
5.04: Passenger Mobility Hubs	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.
5.05: Modernize and Expand Facilities	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.
5.06: Centralized Parking Management	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).
5.07: Regional Transportation Leadership	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.

STRATEGY 5.01: FIRST COAST COMMUTER RAIL

Support the development of regional rail in Northeast Florida by completing planning and environmental review.

Tactic Number	Tactic Name	Description
5.01.01	PE and NEPA for First Coast Commuter Rail and Downtown Rail Terminal	Complete Preliminary Engineering (PE) and National Environmental Policy Act (NEPA) documentation for rail terminal adjacent to JRTC. Complete preliminary engineering and environmental review for First Coast Commuter Rail (FCCR) regional rail corridor.
5.01.02	Integrated Passenger Rail Service	Bring together all rail service in Jacksonville to the Downtown rail terminal. Work with passenger railroads (e.g., Amtrak) to co-locate railroad service.

STRATEGY 5.02: WATERBORNE TRANSPORTATION

Evaluate and coordinate a program of improved waterborne transportation serving communities across Northeast Florida.



Tactic Number	Tactic Name	Description
5.02.01	Upgrade St. Johns River Ferry Facilities and Service	Upgrade St Johns River Ferry facilities (implementing 2019 master plan) and acquire zero-emission vessel by taking advantage of new Federal funding opportunities.
5.02.02	Water Taxis	Improve coordination of water taxi service on the St. Johns River in and around Downtown beginning with an assessment of specific benefits and transportation needs to be addressed to integrate the waterborne network and expand water-based services.
5.02.03	Commuter Ferry Service	Revisit the creation of a commuter ferry service network for the region that would connect to activity centers like Downtown Jacksonville. Initial step would require a study to determine alignments and travel markets.

STRATEGY 5.03: REGIONAL TRANSIT NETWORK EXPANSION

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.

Tactic Number	Tactic Name	Description
5.03.01	Expansion of Regional Local Services	Expand shuttle and bus services into more parts of the region, either directly operated by JTA or through partnerships. Provide a seamless regional transit network. Specific recommendations could be accomplished through a regional transit plan or by working with individual jurisdictions on county-level transit plans.
5.03.02	BRT/Fixed Guideway Network Expansion	Optimization and examination of existing BRT network and planning for future fixed guideway options, such as BRT or LRT. Conduct a transit corridor plan to identify key corridors to target with BRT or fixed-guideway improvements. Evaluate corridors on an ongoing basis to determine if additional upgrades are warranted. Upgrade BRT alignments but over time to advance BRT in the region. Possibility to eventually update key corridors to other fixed guideway modes like light rail. Early action item is expansion of BRT to St. Johns Town Center, a recommendation first identified in MOVE Phase I.

STRATEGY 5.04: PASSENGER MOBILITY HUBS

Develop a plan for passenger mobility hubs as part of future service planning efforts that can allow JTA to better serve customers. Hubs would bring together JTA services with other modes like micromobility and TNC services. Locations could range from higher-ridership bus stops to new transit centers.

Tactic Number	Tactic Name	Description
5.04.01	Mobility Hub Visioning Plan	Visioning, placemaking, and strategic planning exercise that identifies the location of mobility hubs across the region. Study will be conducted in close collaboration with the community to ensure they are key partners in the development of such hubs. Opportunity to take a phased incremental approach, e.g., implement quick-build pop-up hubs over the short term before undertaking longer range larger capital construction projects.

**STRATEGY 5.05:
MODERNIZE AND EXPAND FACILITIES**

Develop a strategy to modernize and expand the JTA’s operating facilities, from upgrades or a replacement of Myrtle Avenue Operations Campus, to the development of satellite operating facilities.



Tactic Number	Tactic Name	Description
5.05.01	Regional Satellite Facilities	As JTA expands its service beyond Duval County, regional satellite facilities will be needed to support operations. These facilities could range from full scale operating divisions to smaller-scale sites to reduce deadheading. Should be closely coordinated with transit service planning tactics.
5.05.02	Modernize Myrtle Ave. Operations Campus	Complete planning and design for a modernized Myrtle Avenue Operations Campus. Beyond renovating or replacing the Operations Campus, this project would allow JTA to integrate the latest technology into the complex. A modernization of Myrtle Avenue should integrate and support zero emission infrastructure and automation of some operations.

STRATEGY 5.06: CENTRALIZED PARKING MANAGEMENT

Work with local partners to establish the JTA as a regional parking agency. The Authority would take on greater responsibility for management of on- and off-street automobile parking, as well as bicycle and micromobility management. Parking and micromobility solutions can be integrated with JTA services like the UMA app.

Tactic Number	Tactic Name	Description
5.06.01	Parking Management Policy	Scalable approach that first integrates and optimizes opportunities to use current JTA parking assets to benefit and support complete trips. Provide parking benefit for pass holders.
5.06.02	Centralized Parking Management	Work with partners to determine whether there is a need for a regional manager of on- and off-street parking. Explore best practices nationwide and identify a model for governance and management of parking that meets the region’s needs.

STRATEGY 5.07: REGIONAL TRANSPORTATION COLLABORATION

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.

Tactic Number	Tactic Name	Description
5.07.01	Regional Capital Infrastructure Summit	Convene a regional meeting to facilitate buy-in and share ideas from the jurisdictions' perspectives on the priorities for developing mobility infrastructure. Initiate opportunities to collaborate and share best practices on multi-jurisdictional transportation improvements.
5.07.02	Establish Data Interoperability Standards	Establish data sharing, open data, and data interoperability standards for mobility providers that work with JTA or any of its regional partners.
5.07.03	Regional Shared Vision and Rebranding	Lead a regional collaboration to establish a shared multimodal mobility management and service integration that clearly establishes stakeholder goals, roles, timelines, and responsibilities for a set of vetted and prioritized projects. Delineate among partners who is responsible for what and outline JTA's role in regional coordination and support. Opportunity to share best practices and knowledge as part of this venue. Conduct an Authority rebranding effort as necessary to reflect the regional shared vision.
5.07.04	Regional Transportation Governance and Coordination Assessment	Based on the regional shared vision, identify ways to improve regional transportation governance to coordinate transportation investments and management across the region. As part of the effort, JTA can help identify the business case for a new regional transportation management - what issues need to be addressed, how would governance be structured, and what role could JTA play in its facilitation and operation? Opportunity to revisit the need for a regional transportation authority.



REGIONALWORKS

Implementation Schedule

Strategy Name	Tactic Name	Today	FY23	FY24	FY25	FY26	FY27
5.01: First Coast Commuter Rail	5.01.01: PE and NEPA for First Coast Commuter Rail and Downtown Rail Terminal				■	■	■
	5.01.02: Integrated Passenger Rail Service					■	
5.02: Waterborne Transportation	5.02.01: Upgrade St. Johns River Ferry Facilities and Service			■	■	■	■
	5.02.02: Water Taxis			■			
	5.02.03: Commuter Ferry Service						■
5.03: Regional Transit Network Expansion	5.03.01: Expansion of Regional Local Services			■	■	■	■
	5.03.02: BRT/Fixed Guideway Network Expansion			■	■	■	■
5.04: Passenger Mobility Hubs	5.04.01: Mobility Hub Visioning Plan		■	■	■	■	■
5.05: Modernize and Expand Facilities	5.05.01: Regional Satellite Facilities				■	■	■
	5.05.02: Modernize Myrtle Ave. Operations Campus			■	■	■	■
5.06: Centralized Parking Management	5.06.01: Parking Management Policy			■	■		
	5.06.02: Centralized Parking Management				■	■	■
5.07: Regional Transportation Leadership	5.07.01: Regional Capital Infrastructure Summit		■				
	5.07.02: Establish Data Interoperability Standards		■	■	■		
	5.07.03: Regional Shared Vision and Rebranding			■	■	■	■
	5.07.04: Regional Transportation Governance and Coordination Assessment			■	■	■	■

KEY: ■ Implementation ■ Monitor



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
6.01: Advance the Development of the Sustainability Office	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.
6.02: Achieving Carbon Neutral Operations	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.
6.03: Implement U²C and Agile Network	Introduce a range of connected and autonomous transit services in Jacksonville, including the Ultimate Urban Circulator project, to improve mobility for customers.
6.04: Regional CAV/ Autonomous Transit Priority Lanes	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.
6.05: Technology Bench	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.
6.06: Advocacy for Innovative Transportation Policy	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.
6.07: Long Range Strategic Plan	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.

STRATEGY 6.01: ADVANCE THE DEVELOPMENT OF THE SUSTAINABILITY OFFICE

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.

Tactic Number	Tactic Name	Description
6.01.01	Water Management	Improve water management to reduce runoff and overall water usage. Specific actions include implementing water reclamation system at the Myrtle Avenue bus wash; implement high efficiency irrigation at JTA facilities; implement alternative water supplies for irrigation such as rainwater capture or shallow non-potable wells; retrofit facilities with low flush/flow fixtures.
6.01.02	High Efficiency Facility Upgrades	Invest in retrofitting facilities with high-efficiency HVAC and efficient lighting. Install submeters to better monitor energy usage among individual facilities.
6.01.03	Waste and Material Management	Reduce the amount of JTA waste directed at landfills. Actions include: conducting a waste audit; renegotiating waste contracts to bring in new revenue from recycling; implementation of paperless office policy; implement sustainable procurement policy; install additional recycling bins.
6.01.04	Sustainability Training	Provide sustainability training for existing employees and new hires. Set up sustainability certification program to track progress.



STRATEGY 6.02: ACHIEVING CARBON NEUTRAL OPERATIONS

Make progress toward the JTA’s goal of achieving carbon neutrality by 2050. Strategy includes adoption of zero-emission fleet and shift toward renewable energy.

Tactic Number	Tactic Name	Description
6.02.01	Energy Audit	Update JTA’s greenhouse gas (GHG) emissions inventory at least every three years. The inventory should identify ways the agency can reduce carbon emissions, including strategies that yield the greatest cost/benefit. Regular updating on the inventory will allow the JTA to identify its main sources of GHG emissions and track progress toward achieving climate goals.
6.02.02	Implement Facility Decentralization with Alternative Fueling Infrastructure Study Recommendations	JTA is developing a Facility Decentralization and Alternative Fuel Master Plan that will help guide decision-making concerning future transit facility needs. Based on study recommendations and direction, implement programs and projects and to support the transition of technologies within the next five years.
6.02.03	Transition to Zero Emissions Fleet	Transition the energy sources for the entire JTA vehicle fleet (automated vehicles, buses, trains, microtransit, paratransit, rail, ferries, micromobility, and non-revenue) from fossil fuel sources to clean energy sources. Consider electrification or hydrogen fuel cells, or some combination of the two, across all modes. Based on the vehicle retirement schedule, vehicle manufacturing capacity, and fueling/charging infrastructure constraints, identify targets for ZEV vehicles across the agency fleet that can be achieved over the next five years.
6.02.04	Shift Toward Renewable Energy	Incorporate renewable energy infrastructure (notably solar) into the construction or renovation of new facilities. Negotiate with local utilities to purchase a larger share of power from renewable sources.
6.02.05	Long-Range Funding Strategy	Develop a long-range funding strategy that accounts for shift toward electrification and alternative fuels. As gas consumption declines, JTA will need to identify new funding streams in lieu of LOGT.



STRATEGY 6.03: IMPLEMENT U²C AND AGILE NETWORK

Make progress toward the JTA's goal of achieving carbon neutrality by 2050. Strategy includes adoption of zero-emission fleet and shift toward renewable energy.

Tactic Number	Tactic Name	Description
6.03.01	Expand AV Shuttle Pilots throughout the Region	Implement AV shuttle pilots in new locations across the region as part of the agency's focus on providing additional community circulator services. These pilots will get the public familiar with riding AV services and expand JTA's expertise in establishing and operating AV services. The focus should be on serving campuses or neighborhoods that today lack good transit service.
6.03.02	Neighborhood Extensions of U ² C	Initiate neighborhood extensions of U ² C into five key corridors outside Downtown Jacksonville: West Corridor, East Corridor, North Corridor, South/Medical Complex Corridor, Southbank Corridor. As a first step, develop a phasing plan that identifies how U ² C can be deployed along these corridors, including which segments to prioritize.
6.03.03	Skyway Rehabilitation and Downtown Service Expansion	Convert the Skyway infrastructure and operations to support the autonomous vehicle network. This effort is Phase 2 of the U ² C Program.
6.03.04	Full-size Autonomous Driving Buses	Study feasibility of deploying full-size (30 ft, 40 ft, or articulated) autonomous driving buses, building upon the existing deployment of smaller vehicles as part of the Agile and U ² C network.



Rendering of CAV lanes on a highway. Source: Automotive News, 2020.

STRATEGY 6.04: REGIONAL CONNECTED AUTONOMOUS VEHICLES (CAV)/AUTONOMOUS TRANSIT PRIORITY LANES

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 operate at much higher capacities than possible on conventional roadways.

Tactic Number	Tactic Name	Description
6.04.01	Corridor Planning	In collaboration with FDOT and jurisdictions initiate a CAV corridor plan. Identify a network of corridors that could serve the region, considering factors like feasibility of implementation, travel demand, and congestion.
6.04.02	Develop a Regulatory and Enforcement Structure for CAV Lanes	Work with FDOT to establish a regulatory and enforcement structure for CAV lanes. Some key questions to answer include: what standards will be deployed to ensure vehicle interoperability; what vehicle types will be permitted to use the corridor; what type of corridor pricing or access management will be implemented; and, what the structure for enforcement will be.
6.04.03	Develop CAV Operational Plan	Develop an operations and implementation plan for the identified CAV corridor(s). Identify the governance structure for CAV lanes, including who is responsible for construction and management of the infrastructure.
6.04.04	Automated Enforcement	Right-of-way automated enforcement using detection and camera technology for dedicated transit lanes, block the box, red light running, stop sign enforcement, and school zone speeding.

STRATEGY 6.05: TECHNOLOGY BENCH

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.

Tactic Number	Tactic Name	Description
6.05.01	Streamlined Procurement Process for Innovative and Emerging Technologies	Simplify the process for external parties to bring forward project proposals for consideration without a request from the agency. Streamline the lengthy unsolicited proposal process to allow JTA to be nimbler in adopting new technologies and solutions being offered by the private sector.

STRATEGY 6.06: ADVOCACY FOR INNOVATIVE TRANSPORTATION POLICY

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 constrained by established policies and measures designed for traditional fixed-route transit.

Tactic Number	Tactic Name	Description
6.06.01	Advocacy Effort to Drive Changes in State and Federal Laws, Rules and Policy	Create a partnership with peer transportation and industry organizations (such as APTA, ITS America, etc.) to lobby for changes in transportation policy and regulations. Existing regulatory structures inhibit JTA from implementing innovative and emerging technology, from accommodating new service delivery models to constraints on procuring the new technology. The partnership would identify key regulatory or policy roadblocks and target lobbying efforts to address issues.
6.06.02	New Scorecard for Transportation Funding	Develop alternative metrics to measure the effectiveness of JTA services. Currently, the agency is evaluated against traditional transit measure of effectiveness but not as a multi-modal agency embracing new transportation solutions. There is an opportunity to adopt measures that align with JTA's public mission, incorporating APTA's Racial Equity Commitment Program to address issues of equity and inclusion and recognizing JTA's diverse portfolio of responsibilities.



STRATEGY 6.07: LONG RANGE STRATEGIC PLAN

Scope and complete a long-range strategic plan for JTA and the region the extends to 2050. This plan would explore major transformative mobility investments for the Jacksonville region, building on the groundwork established in MOVE2027.

Tactic Number	Tactic Name	Description
6.07.01	2050 Plan Development	Develop a plan for mobility investments in the region through 2050. This plan would focus on identifying major long-range mobility investments that go beyond the timeframe of MOVE2027. The plan would be the culmination of the shared regional vision that JTA is working toward.



INNOVATIONWORKS

Implementation Schedule

Strategy Name	Tactic Name	Today	FY23	FY24	FY25	FY26	FY27
6.01: Advance the Development of the Sustainability Office	6.01.01: Water Management	█	█	█	█	█	█
	6.01.02: High Efficiency Facility Upgrades	█	█	█	█	█	█
	6.01.03: Waste and Material Management	█	█	█	█	█	█
	6.01.04: Sustainability Training	█	█	█	█	█	█
6.02: Achieving Carbon Neutral Operations	6.02.01: Energy Audit		█	█	█	█	█
	6.02.02: Implement Facility Decentralization with Alternative Fueling Infrastructure Study Recommendations		█	█	█	█	█
	6.02.03: Transition to Zero Emissions Fleet					█	█
	6.02.04: Shift Toward Renewable Energy			█	█	█	█
	6.02.05: Long-Range Funding Strategy			█	█	█	█
6.03: Implement U ² C and Agile Network	6.03.01: Expand AV Shuttle Pilots throughout the Region		█	█	█	█	
	6.03.02: Neighborhood Extensions of U ² C						█
	6.03.03: Skyway Rehabilitation and Downtown Service Expansion		█	█	█	█	█
	6.03.04: Full-size Autonomous Driving Buses						█
6.04: Regional CAV/ Autonomous Transit Priority Lanes	6.04.01: Corridor Planning					█	
	6.04.02: Develop a Regulatory and Enforcement Structure for CAV Lanes					█	
	6.04.03: Develop CAV Operational Plan						█
	6.04.04: Automated Enforcement						█
6.05: Technology Bench	6.05.01: Streamlined Procurement Process for Innovative and Emerging Technologies		█				
6.06: Advocacy for Innovative Transportation Policy	6.06.01: Advocacy Effort to Drive Changes in State and Federal Laws, Rules and Policy		█	█	█	█	█
	6.06.02: New Scorecard for Transportation Funding		█				
6.07: Long Range Strategic Plan	6.07.01: 2050 Plan Development				█	█	█

KEY: Implementation Monitor



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
7.01: Workforce Development and Education	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.
7.02: Transit-Oriented Development (TOD) and Joint Development	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.
7.03: Infrastructure Joint Development	Seek opportunities to integrate other types of public infrastructure such as new broadband fiber, EV charging infrastructure, and lighting into projects.
7.04: Regional Mobility Coalition	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.
7.05: Expansion of JTA Cares	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.
7.06: Arts on Transit Program	Expand local public art across the JTA system by commissioning local artists to create artwork on JTA property, infrastructure, and bus stops.

STRATEGY 7.01: WORKFORCE DEVELOPMENT AND EDUCATION

Establish partnerships with local educational institutions like Duval County Public Schools and FSCJ to support the development of a workforce pipeline to the JTA. Partnership could include training, academic programming, and recruitment components.

Tactic Number	Tactic Name	Description
7.01.01	Mentorship and Engagement Program	Initiate an engagement and job mentorship program between JTA and local high schools and community colleges. JTA representatives would work with schools to get the word out about jobs in transportation. Mentors could provide career guidance to interested students, directing them to training and educational opportunities. JTA would establish an externship program to allow student to experience what day-to-day work at JTA looks like. All of this is intended to create a career pipeline into the organization.
7.01.02	Public Authority Academy	Explore the feasibility, in coordination with Duval County Public Schools, to establish a new Academy focused on transportation and utility professions. Programs could be developed jointly with other public authorities like JEA, JAXPORT, and JAA. The Academy would be a trade school that also focuses on pathways themed around transportation and utilities in areas that prepare students for different opportunities, including careers and higher education after graduation.



**STRATEGY 7.02:
TRANSIT-ORIENTED DEVELOPMENT (TOD)
AND JOINT DEVELOPMENT**

Develop a program to support property development and revitalization across the region, either through redevelopment of the JTA property or through partnerships with other private or public property owners.



Tactic Number	Tactic Name	Description
7.02.01	Equitable Transit-Oriented Development (TOD)	Expand Equitable TOD initiative in partnership with local jurisdictions. Identify opportunities to build affordable / workforce housing that leverages access to JTA transportation services. Explore the feasibility of acquiring vacant or underutilized land near existing and planned transit corridors to facilitate value capture and preserve space for affordable housing. While Downtown Jacksonville continues to be a target area for TOD development, JTA could take a leading role in supporting denser development along transit lines throughout the region. Rapid population growth will drive the development of new activity centers and JTA has an opportunity to help shape regional land uses.
7.02.02	Transit-Oriented Development Leasing	Identify opportunities for redevelopment by leasing of JTA property for TOD purposes.
7.02.03	Joint Development Initiative	Identify opportunities for joint development/joint use for prime, underutilized, non-JTA owned assets to achieve community revitalization.



STRATEGY 7.03: INFRASTRUCTURE JOINT DEVELOPMENT

Seek opportunities to integrate other types of public infrastructure such as new broadband fiber, EV charging infrastructure, and lighting into projects.

Tactic Number	Tactic Name	Description
7.03.01	Alternative Fueling P3	Expand EV charging stations or alternative fueling infrastructure to all JTA properties (e.g., park and rides, transit centers, and hubs). Integrate EV charging infrastructure as part of JTA roadway projects for public and commercial use. EV charging infrastructure could be part of any effort to implement regional parking management.
7.03.02	Support Expansion of Broadband	As part of JTA projects, install broadband infrastructure that can improve access to high-speed internet, notably in low-income communities.
7.03.03	Green Stormwater Infrastructure Partnership	Coordinate with JEA and jurisdictions to identify areas highly susceptible to flooding and/or suffering from limited stormwater infrastructure capacity. Develop a list of opportunities to implement green stormwater infrastructure on JTA properties or as part of JTA construction projects within those vulnerable areas. Potential to fund investments with support from the JEA.

STRATEGY 7.04: REGIONAL MOBILITY COALITION

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.

Tactic Number	Tactic Name	Description
7.04.01	Micromobility Subsidies	Identify and implement strategies that can leverage public funding to expand access to micromobility services. While micromobility in the region is operated privately, public funds could support partnerships and expansion into lower-income areas, the creation of equity pass programs, and introduction of new infrastructure.
7.04.02	Regional Paratransit Coordinated Dispatch	Leverage regional assets to coordinate paratransit trips by centralizing management of paratransit dispatch to allow the commingling of paratransit operations that cross jurisdictional boundaries. Harmonize paratransit eligibility requirements and certification contributing to improved customer experience and complete trips.



STRATEGY 7.05: EXPANSION OF JTA CARES

Expand JTA Cares program 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.

Tactic Number	Tactic Name	Description
7.05.01	Public Health Partnership Initiative	Build on vaccine access initiative to create stronger partnerships with local public health organizations. Engage healthcare providers to understand how JTA services can help improve access to their constituents. Target "healthcare deserts" by making sure there is service from these communities to public health facilities in the region. Using JTA vehicles to provide mobile clinics in these communities. Partnerships to facilitate access to fresh foods with mobile grocery stores. JTA and JEA could create mobile community gardens that would provide a community engagement and education opportunity.
7.05.02	Leverage JTA's Fleet for Community Partnerships	Explore the potential roles in which the JTA could deploy its assets for community service and, secondarily, revenue generation. Explore the opportunities within the framework of FTA guidance and labor union agreements, while prioritizing the opportunities that underscore transit as a public good.

STRATEGY 7.06: ARTS ON TRANSIT PROGRAM

Expand local public art across the JTA system by commissioning local artists to create artwork on JTA property or infrastructure.

Tactic Number	Tactic Name	Description
7.06.01	Commission Art for JTA Assets	Place public art on JTA facilities. For example, Myrtle Avenue provides real-estate for public art. Space could be provided for artwork that celebrates the work of JTA employees. JTA buses could be wrapped to incorporate public art or art could be exhibited on bus cards in vehicles.
7.06.02	Employee Art Program	Solicit art submissions from JTA employees for an arts competition. Show the art at JTA facilities on a rotating basis.
7.06.03	Artist in Residence Program	Revolving artist in residence program where JTA would collaborate with artists on a 6-month to a year cycle to develop art that can be incorporated into JTA projects, from temporary exhibits to incorporation of their work into permanent facilities.
7.06.04	Art at Bus Stops	Incorporate art at JTA bus stops. Work with local artists and community groups to commission work. Explore opportunities to explore innovative amenities like bus stop equipment that could double and physical fitness amenities.



Bus stop designs can creatively incorporate artwork to promote livability. These stops for the 2010 Winter Olympics were designed to allow athletes to stretch and warm up while waiting for the bus. Source: Associated Fabrication, 2009.





COMMUNITYWORKS

Implementation Schedule

Strategy Name	Tactic Name	Today	FY23	FY24	FY25	FY26	FY27
7.01: Workforce Development and Education	7.01.01: Mentorship and Engagement Program		Implementation	Implementation	Implementation	Implementation	Implementation
	7.01.02: Public Authority Academy			Implementation	Implementation	Monitor	Monitor
7.02: Transit-Oriented Development (TOD) and Joint Development	7.02.01: Equitable Transit-Oriented Development (TOD)		Implementation	Implementation	Implementation	Implementation	Implementation
	7.02.02: Transit-Oriented Development Leasing			Implementation			
	7.02.03: Joint Development Initiative				Implementation		
7.03: Infrastructure Joint Development	7.03.01: Alternative Fueling P3				Implementation	Implementation	Implementation
	7.03.02: Support Expansion of Broadband		Implementation	Implementation	Implementation	Implementation	Implementation
	7.03.03: Green Stormwater Infrastructure Partnership			Implementation	Implementation	Implementation	Implementation
7.04: Regional Mobility Coalition	7.04.01: Micromobility Subsidies					Implementation	Implementation
	7.04.02: Regional Paratransit Coordinated Dispatch			Implementation	Monitor	Monitor	Monitor
7.05: Expansion of JTA Cares	7.05.01: Public Health Partnership Initiative		Implementation	Implementation	Implementation	Implementation	Implementation
	7.05.02: Leverage JTA's Fleet for Community Partnerships		Implementation	Implementation	Implementation	Implementation	Implementation
7.06: Arts on Transit Program	7.06.01: Commission Art for JTA Assets			Implementation	Implementation	Implementation	Implementation
	7.06.02: Employee Art Program					Implementation	Implementation
	7.06.03: Artist in Residence Program					Implementation	Implementation
	7.06.04: Art at Bus Stops				Implementation	Implementation	Implementation

KEY: Implementation Monitor

Implementing the Plan

MOVE2027 is an ambitious effort for the JTA and the Authority recognizes the complexity associated with delivering on initiatives, strategies, and tactics. To support implementation, this section explores implementation of the plan, including:

- **Implementation schedule** that outlines the phasing of strategies and tactics.
- **Cost analysis** that estimates the capital and operating costs associated with MOVE2027.
- **Role of partnerships** to help deliver on portions of the MOVE2027 plan that are a collaborative effort.
- **Delivery risks** that discusses key risks that could impact the implementation of the plan, including how the JTA can prepare for and address risks.
- **Program governance** to ensure the JTA is accountable in achieving the MOVE2027 vision.
- **Performance monitoring** recommendations to ensure the JTA is evaluating progress and outcomes of the plan.



Implementation Schedule



Cost Analysis



Partnerships



Delivery Risks



Program Governance



Performance Monitoring

Implementation Schedule

The JTA recognizes that not all the strategies and tactics outlined in this plan can be accomplished at once. Many of the tactics build on one another, while factors like funding, organizational capacity, and the project development timelines impact how quickly specific items can be completed. For MOVE2027, the Authority prepared a Gantt chart that outlines the timing of each of the plan's tactics by fiscal year (see Initiatives section of this document). In many cases, after a tactic is implemented, there is an ongoing monitoring period, which is also captured in the Gantt chart.

The Authority prioritized the tactics in MOVE2027 based on a range of factors:

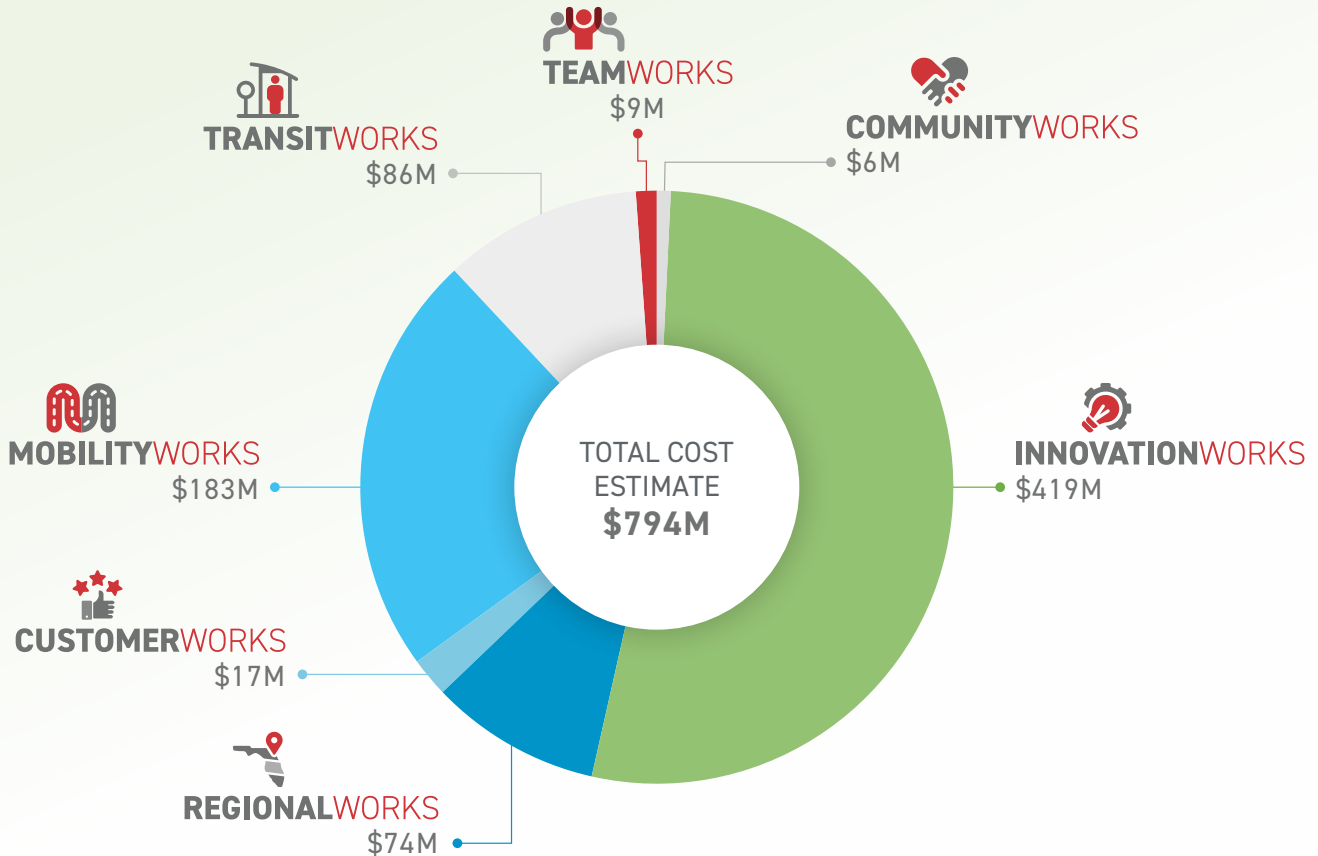
- **Urgency:** Several tactics directly address critical needs for the region and the Authority. MOVE2027 proposes to immediately begin tactics that help address urgent needs like combating the workforce shortage, bringing back riders post COVID-19, and addressing barriers to implementing new service models and technology.
- **Existing Workplans:** Several of the tactics in the MOVE2027 plan continue or build upon existing work at the Authority. Where possible, tactic timing reflects established schedules to ensure there is no disruption in project delivery.
- **Dependencies:** Many of the tactics build upon one another. For example, to implement specific TDM tactics, JTA must first stand-up a TDM program. Many of the tactics and strategies are scheduled to account for these interdependencies.
- **Maturity:** Technological and regulatory maturity were also considered when scheduling tactics and strategies. In some cases, the technology needed to support a tactic or strategy is still being developed. There are regulatory and funding uncertainties related to new technologies and delivery solutions that need to be addressed before implementation can move forward. In anticipation of these constraints, certain strategies (e.g., development of Connected and Autonomous Vehicle Lanes) are scheduled to occur later in the plan's life.
- **Resource Constraints:** While this plan is not fiscally constrained, MOVE2027 does account for organizational capacity in the timing of activities to ensure work responsibilities are spread across a sufficient span of time.



Cost Analysis

High-level capital and operations and maintenance (O&M) cost estimates were developed for the initiatives and corresponding strategies and tactics under MOVE2027. Where available, such as for the projects included in the local option gas tax (LOGT) funding plan, existing cost estimates were used. For new tactics, costs were developed using a benchmarking approach with other transportation projects.

The total cost estimate for MOVE2027 is \$794 million. All costs are in 2022\$ and are presented on an unconstrained basis, meaning that the inclusion of tactics in the plan does not depend on the availability of existing funding.



MOVE2027 incorporates all the projects that were identified as part of the Jobs4Jax program and that will be funded using LOGT revenues, which accrue over a period of 30 years beginning in January 2022. The combined cost estimate for these projects (which are included in MOVE2027 as tactics) is approximately \$500 million of the \$794 million total MOVE2027 initiatives. Forecasted annual LOGT revenues amount to \$12 million annually, or \$60 million over the period of MOVE2027. Therefore, the delivery of the Jobs4Jax projects will last beyond the five-year period of the plan. Other projects will also be started under MOVE2027 and continue to advance beyond 2027.

In addition to LOGT revenues, the JTA plans to use federal formula funds and to seek federal competitive grant funds to pay for a portion of the MOVE2027 plan. Some projects are also potential candidates for delivery as public-private partnerships, with a private partner providing financing, or could generate revenue in the form of sponsorship or naming rights.

A more detailed breakdown showing cost estimates for each tactic under MOVE2027 is included in the Cost Estimates (pg. 80). The detailed costs are grouped by initiatives, with a reference to strategies under each initiative, following the same numbering as in the initiatives section.

Delivery Risks

The ambitious and transformative nature of MOVE2027 is accompanied by risks and obstacles that could affect the plan's success or delay its delivery, including trends previously discussed in the introduction. While each strategy will face a unique set of risks and challenges, some overarching risk areas include:

Staffing Shortages and Loss of Talent: One consequence of the pandemic has been a nationwide trend dubbed the "Great Resignation," where workers across every income bracket and industry have resigned due to changes in professional and personal goals and priorities. Numerous industries, including transit and mobility providers, are seeing this trend manifest primarily in the form of operator shortages and are consequently adopting more ambitious recruiting tactics (including compensation). The Authority will have to stay at the forefront of industry and labor trends to continue being a competitive employer in the Northeast Florida region. MOVE2027 has strategies that directly address this risk. Under **TEAMWORKS**, JTA is focusing on the hiring, retention, and succession of employees. **COMMUNITYWORKS** includes investments in workforce development and training.

Rapid Pace of Technological Change: As a mobility innovator, JTA is already monitoring and assessing the rapidly changing technology in the transportation industry. JTA will need to continue to embrace new technologies and integrate them into its services to help further the JTA's vision, mission, values, and goals. Recognizing this, MOVE2027 has considered factors like technological maturity and whether solutions meet the Authority's needs. As this is a five-year plan new solutions may arise that were not considered at the time of publishing, and MOVE2027 is intended to adapt to those emerging solutions.

Managing Expanding Responsibilities: As the Authority redefines and embraces an expanded understanding of mobility, it will need to continuously assess its ability to effectively deliver these services. The Authority will need to balance the potential need for additional talent, departments, and resources against a desire to maintain a streamlined and right-sized organizational structure. Under TeamWorks, several strategies relate to organizational resiliency and streamlined operations. Partnerships, a key focus of **REGIONALWORKS** and **COMMUNITYWORKS**, are also an important piece of managing a growing portfolio of responsibilities.

A Need to Learn: The JTA will strive to continuously learn, working with partners like universities to test new tactics as pilot programs in order to fully assess the results of the tactic and its effectiveness and impact before widespread implementation.

Adequate Resources to Implement Initiatives: The total cost of tactics included in MOVE2027 is approximately \$794 million, a major increase in capital spending to invest in the future of JTA. The COVID-19 pandemic has emphasized both the necessity of access to transportation and the delicate fiscal status of publicly provided transportation and mobility services. While JTA is well-equipped with diverse sources of funding at the local, state, and federal levels, factors outside of its control could change the scale and scope of these funding streams. For example, the LOGT that provides JTA with revenue may provide declining revenue as more electric vehicles enter the market. Funding, both existing and potential, is a critical topic of discussion and innovation within the Authority. The MOVE2027 plan is not cost-constrained and, if JTA were unable to secure sufficient funding, it would have to delay delivery of parts of the plan. Several tactics across the plan address funding, from identifying joint development opportunities under **COMMUNITYWORKS** to planning for new revenue sources in **INNOVATIONWORKS**.

State of Good Repair: In addition to up-front cost, any major infrastructure project requires upkeep, maintenance, and repair. Many of the Authority's peer agencies across the country face a backlog of work to bring their systems up to a state of good repair, which often precludes and diverts resources from attempts to modernize and innovate. As the Authority introduces major projects, it needs to ensure planning for the project continues past its completion – not only for the necessary financial resources, but for logistical considerations. Completing maintenance work before it becomes critically necessary, and having alternatives prepared, helps prevent major interruptions for customers. The JTA also continues to invest in its asset management systems to ensure the Authority is prepared for maintaining a state of good repair.

Political Landscape: As a public agency that is funded at the local, state, and national levels, the Authority can be impacted by numerous political trends in both a positive and negative way. To protect against political volatility, the Authority must continue to engage with the community to shore up its widespread grassroots support and expand upon its strong, nonpartisan coalition of support of political and government advocates.

Partnerships

To successfully achieve its robust vision to be a leader in providing seamless mobility throughout Northeast Florida, the JTA recognizes collaboration is vital.

The JTA has long embraced its responsibility as a community leader to ensure residents and visitors are able to safely connect to essential life activities daily, and equally as important, through times of critical need, from natural weather disasters to the pandemic. During the COVID-19 health crisis, the JTA was at the forefront of community response in partnering with the Mayo Clinic to safely transport COVID-19 tests to its laboratories using driverless autonomous vehicles. Additionally, the JTA quickly partnered with local health organizations to improve public access to vaccine sites.

Leveraging an abundance of resources and working collectively, sharing knowledge and best practices, the JTA collaborates with a variety of local organizations, businesses, and government agencies to ensure safe, equitable, and accessible mobility for all citizens.

Local Partnerships

The ambitious MOVE2027 strategies build upon the JTA's critical partnerships at the local level, such as with the City of Jacksonville, the Jacksonville Chamber of Commerce, JEA, the Downtown Investment Authority, and numerous civic organizations. Many of JTA's projects are joint efforts with our local partners, and their input, expertise, and buy-in are invaluable to the Authority. The JTA seeks to continue to build these local relationships through MOVE2027. Much of the JTA's engagement for this plan focused on hearing from local partners, from non-profits to major local employers, to understand what they see as the key mobility challenges facing the region. The local partnerships have expanded into the micro-mobility arena, where JTA has developed alliances with Go Tuk'n and Beach Buggies, to provide mobility linkages for the first mile/last mile segments of a trip. These collaborative relationships will further advance JTA's vision for seamless mobility options for all. Such dialogue and knowledge-sharing shall continue moving forward.

Educational Institutions

Engaging with educational institutions is another key piece to the JTA's partnership approach. The Authority seeks to collaborate with researchers looking to explore new mobility solutions and technologies. At the same time, the JTA can help establish new curricula and training opportunities to nurture local talent and build a workforce of tomorrow. These partnerships range from working with local public schools to colleges and universities. Educational institutions have spawned business incubators and technology start-ups. JTA can leverage partnerships with the educational and private sector to bring more innovative transportation technologies and solutions to the region.

Regionalism

Improving mobility in Northeast Florida requires regional solutions. Through its role at the table of the North Florida Transportation Planning Organization (North Florida TPO), the JTA has a strong partnership and distinctive opportunity to be entrenched in transportation planning and decision-making on a regional and statewide scale. These critical conversations among regional partners – including representatives from adjacent, more rural counties – are key to JTA understanding accessibility gaps and successfully aligning its resources to advance regional priorities. Neighboring transit agencies have become trusted partners, even leaning on JTA's vast resources to assist in maintaining essential operations. Fostering collaboration and partnering with mobility focused regional entities such as the North Florida TPO and the Regional Transit Working Group, further promotes MOVE2027 initiatives strategically developed to enhance and expand connectivity equitably across the region.

State Partners

To effectively implement wide-reaching seamless mobility, collaboration with the Florida Department of Transportation (FDOT) and other state and federal partners is paramount to ensure alignment with governing policies, best practices, technical guidelines, and funding programs that steer project implementation. Collaborative engagement with FDOT at all levels of the organization has been valuable in JTA's successful pursuit of grant funding, specifically for the consecutive years of planning, design, and construction of JTA expansive BRT system. Additionally, as evident through the several key tactics outlined in the MOVE2027 Strategic Plan, the JTA embraces the commitment to safety and employs the strategies defined through the FDOT's Target Zero and Complete Streets 360 Approach.



Regional Transit Working Group (RTWG) workshop at FDOT District 2 office.

The FDOT, uniquely positioned as an ex-officio member of the JTA Board, also shares representation with the JTA for the North Florida TPO Board and Committees as well as with the Regional Transit Working Group. These shared opportunities, among many other civic responsibilities, provides the JTA a setting for ongoing, collective dialogue with its statewide partners.

National Partners

For many years, the JTA has been positioned on the leading edge of national dialogue regarding advanced technologies and resources that inform transportation and infrastructure policy and decisions. Seeking and embracing these partnerships helps the JTA deliver innovative solutions to the region. Promoting a unified regional voice for community investments will better position Northeast Florida to secure support for increased transportation and infrastructure funding sponsored by recent national

legislation, namely the Bipartisan Infrastructure Law. The JTA has been successful in partnerships for BRT and BUILD grants to initiate autonomous vehicle services. Federal funding partnerships present a significant opportunity for the JTA and the region over the next five years. The JTA's mission and vision are aligned with the national priority of expanding infrastructure that meets the needs for growth but also addresses equity and improves service to underserved communities. The level of funding for transportation through the Bipartisan Infrastructure Law over the next five years provides impetus for the JTA to seek potential grants to support the strategies, Initiatives, projects, and programs included in MOVE2027. The JTA has been a leader in innovation and will continue to explore solutions from around the globe to implement best practices from other municipalities and peer agencies in the transportation industry to advance seamless mobility options.

Program Governance

For MOVE2027 to be successfully implemented, everyone at the JTA will need to be accountable for implementation, as the Initiatives and Strategies in this plan impact every part of the organization. To help set the Authority on the path for success, MOVE2027 identifies an approach to governance that empowers subject-matter experts within the organization to lead aspects of the plan, while retaining centralized oversight to ensure JTA as an organization implements MOVE2027 in a coordinated fashion. A centralized governance structure will support the coordination of existing and new strategies and tactics, and performance monitoring throughout the plan's five-year lifecycle.

Monitoring performance through an effective governance structure will help to ensure continuous progress on the plan's goals, which can then be communicated publicly to stakeholders and internally with JTA staff. Key success factors for structuring performance measures and the governance of MOVE2027 include:

- Given that all departments will be involved in implementing MOVE2027, governance for the plan will be centralized at an executive level in the organization that has purview into the programs and budget of all departments, including the ability to:
 - shape how the budget is allocated and spent related to MOVE2027;
 - provide input into what strategies and actions are prioritized;
 - hold other departments accountable for their progress.
- The centralized executive staff member, with the title of Chief Strategy Officer will also have authority to ensure communication of progress on the MOVE2027 plan, both internally with staff to boost morale and encourage buy-in to the plan's goals, as well as with external stakeholders (e.g., the public, community organizations, chambers of commerce and business associations, other agencies and cities, FDOT, etc.).
- JTA's regular Executive Leadership Team (ELT) meetings will review set Key Performance Indicators (KPIs) and progress toward MOVE2027 goals and strategic outcomes. This will also leverage existing tools including AMELIO and ProCore for workflow and tracking.

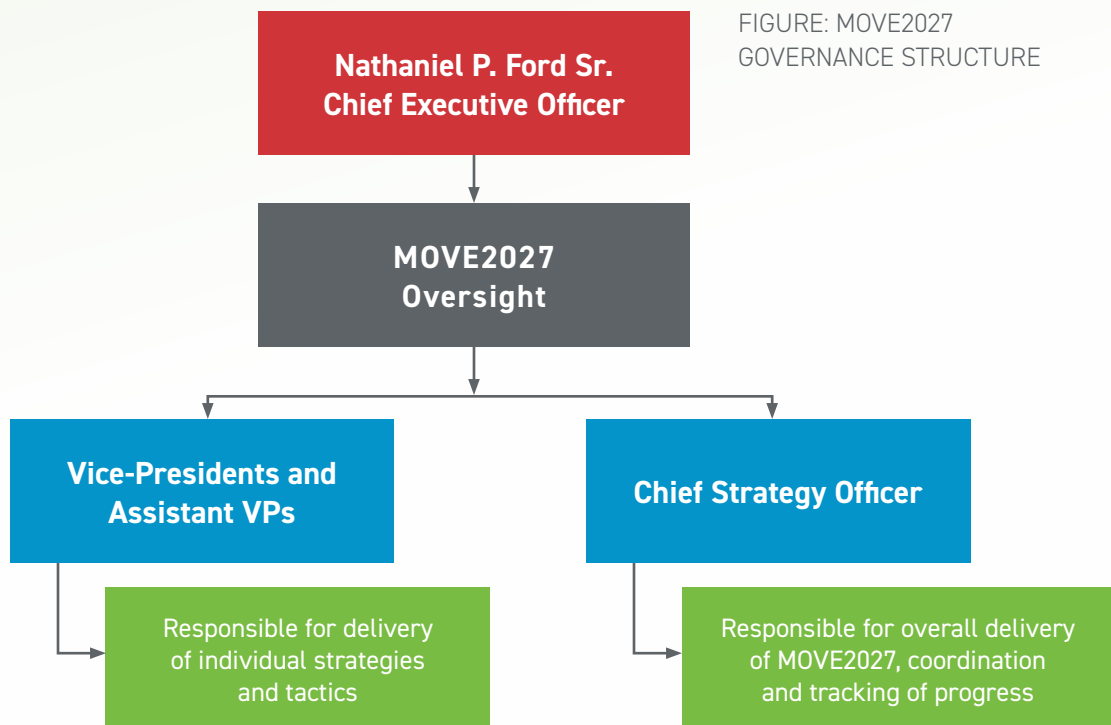


FIGURE: MOVE2027 GOVERNANCE STRUCTURE

Performance Monitoring

JTA has designed its custom Adaptive Measurements for Enterprise Level Insight and Optimization (AMELIO) system to drive strategy and efficiency, provide greater transparency to the public and front-line employees, and drive alignment in all functional areas and employee behavior. In AMELIO, key performance indicators (KPIs) are linked to JTA's organizational goals by tying departmental scorecards to shared metrics across the whole organization. These shared KPIs are also used for the CEO's scorecard, which is approved annually by the Board of Directors. AMELIO allows for near-real time analysis and can be accessed throughout the organization for a centralized view of performance data.



In addition to quantitative KPIs, the JTA also uses a set of qualitative Transformative Initiatives to track key program areas. Each year, milestones are developed to advance and track these efforts within the Transformative Initiatives. The AMELIO metrics support the completion of these Transformative Initiatives. The Transformative Initiatives are also part of the CEO's goals approved by the Board and for which the CEO is accountable to the public.

A set of KPIs and Transformative Initiatives was developed specifically for MOVE2027. The proposed measures were developed based on the following principles:

- Focus on MOVE2027 themes of seamless mobility, increased access and equity.
- Need to integrate the proposed metrics into current AMELIO and Transformative Initiatives processes.
- Incorporate priority issues identified in stakeholder interviews.
- Define accountability for performance of actions related to MOVE2027 Plan for next five years.
- Measures were developed at the strategy level across the seven initiatives of MOVE2027.

Proposed measures are focused on implementing seamless mobility and include the increase in the number of people across the region who have access to JTA's services, the increase in number of new miles of multiuse paths, sidewalks, and protected bike lanes designed and constructed, the rate of adoption of the JTA's new mobile app, and the progress in attracting new students and apprentices to join the JTA. Performance measures for MOVE2027 will be finalized following the August 2022 Board of Directors workshop.

Conclusion

Through MOVE2027, the JTA strives to be the regional integrator of mobility solutions, enabling its customers to make seamless trips regardless of how and where they travel in Northeast Florida.

The JTA serves a growing metropolitan region. Northeast Florida is growing faster than the state as a whole and is expected to experience a population increase over the next decade that is nearly double the national rate. Combined with surging land and housing costs, demand for expanding mobility in both core and outlying areas will intensify, making comprehensive regional approaches to transportation services a critical priority.

The region's evolving demographics make personal mobility options increasingly important: the older population desires to age in place, while younger generations continue to prioritize non-auto transportation. The JTA recognizes that it must plan for a future with enhanced access and neighborhood connections for everyone to all of life's opportunities, including jobs, housing, health care, education, recreation, shopping, and more in support of economic development and growth. The JTA understands that the region must do all of this in the face of risk from rising seas and increasingly severe weather, and that some populations in our wider community have differential exposure to these challenges. Together, these economic, social, and climate forces are disrupting our previous approaches to settlement patterns and transportation – reliable



mobility options and supportive land uses are critical to a revitalized regional future.

MOVE2027 articulates the JTA's visionary approach to managing the complexity associated with delivering mobility services to the region in the coming future, which can only be achieved through coordinated multimodal planning that marries a long-term vision to tactical actions that result in seamless trips for all of the JTA's customers.



Key system advancements planned for MOVE2027 include expansion of the existing Skyway into the Ultimate Urban Connector (U²C); mobility wallet integration and other enhancements for the myJTA app (center); and implementation of services using autonomous vehicles.

A Customer's Seamless Journey

Achieving seamless mobility requires the JTA to focus on every stage of a trip.



PRE-TRIP

Before leaving the house

FIRST MILE

Seamless travel begins

Before you leave your home: Seamless mobility starts before the JTA's customers even embark on their journey. Through **CUSTOMERWORKS**, the JTA will provide tools and training to help customers plan and pay for a trip. The JTA seeks to integrate its services with other mobility providers across the region. The goal is to allow customers to access everything from real-time arrival information for the JTA's buses, to locating and unlocking shared-use scooters operated by third-party partners, all through one integrated system. Through **TRANSITWORKS**, the JTA will expand paratransit and microtransit service to provide customers new on-demand options for door-to-door trips.

First Mile: Once out the door, the JTA's customers will enjoy safe and comfortable first and last mile connections. In MOVE2027, **MOBILITYWORKS** delivers a program of complete streets, sidewalk, and trail investments that make it easier to bicycle and walk in the region. Through **TRANSITWORKS**, the JTA will invest in transit hubs and bus stops to provide customers with a pleasant and convenient place to access mobility services. **COMMUNITYWORKS** will pursue infrastructure joint development along JTA right-of-way, from new lighting to broadband infrastructure.



IN TRANSIT

A customer's journey

LAST MILE

Access and developments

A Customer's Journey: A range of strategies under MOVE2027 will improve the traveling experience across the JTA network. **INNOVATIONWORKS** will result in the rollout of both autonomous and zero-emission vehicles. **COMMUNITYWORKS** will pursue integrated paratransit dispatch to allow the JTA's paratransit customers to travel seamlessly across the region. **REGIONALWORKS** will plan and implement new regional services that make it easier to travel, irrespective of jurisdictional boundaries. Finally, **TRANSITWORKS** will focus on optimizing the JTA's existing transit services, from adjustments to routes and schedules to the introduction of bus priority infrastructure that can speed up a trip.

Last-Mile: Finally, MOVE2027 will impact the last mile of one's trip. **COMMUNITYWORKS** envisions new transit-oriented development that brings jobs and housing closer to public transportation. **MOBILITYWORKS** will invest in tactical quick-build projects that reimagine the use of street space through things like public art and landscaping.



Equity has been incorporated into each of the plan's seven initiatives – the JTA sees improved mobility as a powerful tool to better meet the needs of underserved communities. The Authority is also focusing on its internal operations, from ensuring the JTA builds the workforce of the future to continuously improving and automating its processes to make the Authority more efficient. Additionally, investments in sustainability and resiliency are allowing the JTA to reduce the environmental impact of transportation on Northeast Florida.

Transportation is a complex set of services, and the success of the system depends on cooperative actions by other entities within the JTA service area. The JTA cannot achieve its vision and mission in the region to provide seamless mobility services without regional collaboration and partnerships. The implementation of MOVE2027 depends on several factors, including fostering partnerships with corporate, community, governmental, and non-governmental entities throughout the region and state. This is especially important because the strategies and tactics detailed in the plan are not cost-constrained, and so the region will collectively need to mobilize resources to achieve its objectives.

Achieving MOVE2027 will be hard work, but the JTA is up to the task. The seven core initiatives outlined in the plan will work together to accomplish the JTA's vision and allow the Authority to provide the region the best mobility solutions in the nation.

Acknowledgments

Jacksonville Transportation Authority

JTA Board of Directors

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G. Ray Driver, Jr., Secretary

Abel Harding, Treasurer

Kevin J. Holzendorf, Immediate Past Chair

Aundra Wallace

Greg Evans, Ex-Officio Board Member and FDOT District Two Secretary

JTA Executive Leadership Team

Nathaniel P. Ford, Sr., Chief Executive Officer

Greer Johnson Gillis, Senior Vice President, System Development and Capital Programs

Cleveland Ferguson, Senior Vice President/Chief Administrative Officer

Charles Frazier, Senior Vice President of Transit Operations

Rosa Beckett, Vice President of Engagement

Greg Hayes, Vice President of Finance/Chief Financial Officer

Bernard Schmidt, Vice President of Automation and Innovation

JTA Division of System Development

Greer Johnson Gillis, Senior Vice President, System Development and Capital Programs

Mila Vega, Assistant Vice President of Planning and Sustainability

Jeremy Norsworthy, Planner III

Marketing and Communications Team

Rosa Beckett, Vice President of Engagement

Kimberly Morrison, Director of Public Affairs

David Cawton, Director Of Communications

Partner Organizations:

City of Jacksonville

Planning, Public Works, and Mayor's Disability Council Citizen Planning Advisory Committees (CPACs)

Downtown Vision, Inc.

Florida Department of Transportation

Jacksonville Transportation Advisory Committee (JTAC)

Mayo Clinic

North Florida Transportation Planning Organization

North Florida Transportation Planning Organization Citizens Advisory Committee

North Florida Transportation Planning Organization Technical Advisory Committee

Regional Transit Working Group (RTWG)

University of Florida Health Jacksonville

Visit Jacksonville

Business and Civic Leadership:

Michelle Braun, President and CEO, United Way of Northeast Florida

Hunter Conrad, St. Johns County Administrator

Jill Langford Dame, Chief Executive Officer, Leadership Jacksonville

Daniel Davis, President and CEO, JAX Chamber

Cindy Funkhouser, Sulzbacher

David Garfunkel, President, Lift Jax

Ellen Glasser, Atlantic Beach Mayor

Jake Gordon, CEO, Downtown Vision, Inc.

Diana Green, Superintendent, Duval County Public Schools

Dane Grey, President, Elite Parking Services of America

Cantrece Jones, Acuity Design Group

Doreen Joyner-Howard, FDOT District 2

William Killingsworth, Director, City of Jacksonville Department of Planning and Development

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James Knight, FDOT District 2

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Alex Sifakis, President, JWB Real Estate Capital

Brian Snow, Sulzbacher

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Howard Wanamaker, County Manager, Clay County

Project Team:

InfraStrategies

Foursquare ITP

CityFi

321 Strategies

Gannett Fleming

Jones Worley

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
Total Cost – TEAMWORKS Initiative			\$9,220,000
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	
Total Cost – TRANSITWORKS Initiative			\$86,504,400
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
	Total Cost – MOBILITYWORKS Initiative		

KEY: Denotes Jobs4Jax/LOGT-funded projects

Cost Estimates continued

All costs are in 2022\$.

Core Initiative	Strategy Name	Tactic Name	Cost Estimate (2022\$)
CUSTOMERWORKS	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
Total Cost – CUSTOMERWORKS Initiative			\$17,380,000
REGIONALWORKS	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	
Total Cost – REGIONALWORKS Initiative			\$74,460,500

KEY: Denotes Jobs4Jax/LOGT-funded projects

Cost Estimates continued

All costs are in 2022\$.

Core Initiative	Strategy Name	Tactic Name	Cost Estimate (2022\$)
INNOVATIONWORKS	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 ² C and Agile Network	6.03.01: Expand AV Shuttle Pilots throughout the Region	\$6,000,000
		6.03.02: Neighborhood Extensions of U ² C	\$131,890,000
		6.03.03: Skyway Rehabilitation and Downtown Service Expansion	\$246,951,000
		6.03.04: Full-size Autonomous Driving Buses	\$800,000
	6.04: Regional CAV/ Autonomous Transit Priority Lanes	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
Total Cost – INNOVATIONWORKS Initiative			\$418,563,370
COMMUNITYWORKS	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		?	
Total Cost – COMMUNITYWORKS Initiative			\$5,750,000
TOTAL MOVE2027 COST			\$794,479,270

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AUTHORITY**

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