

SPECIAL BOARD OF DIRECTORS MEETING
Jacksonville Port Authority
2831 Talleyrand Avenue
October 12, 2012

A special meeting of the Jacksonville Port Authority Board of Directors was held on Friday, October 12, 2012 at the Port Central Office Building in Conference Room II on the 3rd floor, 2831 Talleyrand Avenue, Jacksonville, Florida. Chairman Jim Citrano called the meeting to order at 11:05 a.m. and welcomed all attendees.

Board Members Attending:

Mr. James P. Citrano, Chairman
Mr. Joe York, Vice Chairman
Mr. John Anderson, Treasurer
Mr. John Falconetti, Secretary
Mr. Reginald L. Gaffney, Member
Dr. John Allen Newman, Member
Mr. Robert Spohrer, Member - excused

Other Attendees:

Mr. Paul Anderson, Chief Executive Officer
Mr. Roy Schleicher, Executive Vice President
Mr. Chris Kauffmann, Chief Operating Officer
Mr. Michael Poole, Chief Financial Officer
Mr. David Kaufman, Sr. Director, Planning & Properties
Mr. Eric Green, Sr. Director, Government & External Affairs
Ms. Nancy Rubin, Director of Communications
Mr. Gayle Petrie, Deputy General Counsel
Mr. Jim Love, Office of City Council
Ms. Becky Dicks, Board Secretary

Chairman Citrano stated that there was a single topic on the agenda – the Scope of Service and delivery of the Strategic Port Master Plan. He stated that he has been diligently working with the management team on preparation for this session on the master planning process and that this completed document will serve as a guidepost for laying out the direction that the Port will follow in coming years. He also stated that the master planning will be conducted by a team of professional consultants, but that JAXPORT's staff and the Board will drive the process along with input from the business and community stakeholders.

Chairman Citrano went on to say that the plan must be a living, breathing document that allows the Port to remain nimble in response to emerging market demands while pursuing its longer term mission and goals. He reminded the board that at the regular

September board meeting, the staff recommended that the board approve a contract with Martin and Associates. Martin had been identified through the Port's procurement process as the most qualified responding team. The board then made the decision to defer its vote on the selection until a special meeting was held.

Chairman Citrano stated that the purpose of this meeting is to vet the proposed scope of services and to determine if we believe any modifications are in order. He stated that it is not the intent of this meeting to discuss the procurement process or the recommended selection, but that the intent of this meeting is to ensure that all issues and concerns about the scope of services are appropriately addressed by the board as a whole before approving any final agreement with the selected team.

Chairman Citrano then asked David Kaufman, Senior Director of Planning and Properties, to walk them through the steps taken to develop the scope of services used in the Request for Qualifications (RFQ) process.

Mr. Kaufman then proceeded with a power point presentation regarding the Strategic Port Master Plan which included a timeline of events, Master Plan requirements under the Florida Statutes, coordination with other plans, the proposed scope of services, and steps following adoption of a Strategic Port Master Plan (see attachment).

After many questions and discussion by the board and the JAXPORT management team, Chairman Citrano then asked Mr. Mike Poole to present item AC-1209-05 to the board.

AC1209-05 Strategic Master Plan, JPA Contract No. 12-16, Martin Associates

Mr. Michael Poole presented this award for Board approval of the issuance of Contract No. 12-16 to Martin Associates for preparation of a Strategic Master Plan, in the not to exceed amount of \$601,609.

After a motion was made by Mr. Joe York and a second by Mr. John Anderson, the Board voted unanimously to approve this submission for awards.

Mr. Gaffney then stated that he wanted to make sure that as we move forward that the board would be engaged in every aspect of the strategic master planning process.

Chairman Citrano stated that Mr. Gaffney's comments were so noted and that the board members would be involved in the strategic master planning process.

There being no further business of the Board, the meeting was adjourned at 1:40 p.m.

Strategic Port Master Plan

Timeline of Events

- March 2011 CEO Sets Goal of Implementing Strategic Port Master Plan
- April 2011 Sr. Management/Consultant Strategic Planning Session
- April 2011 CEO and Rep. Lake Ray III Work on Legislation and Funding
- June 2011 HB 399 is Approved by Legislature and Governor
- June 2011 J.P.A. Signed w/FDOT for Initial Funding
- April 2012 Business and Market Analysis Completed
- June 2012 Board Update on Strategic Planning and Trends in Financing
- June –July 2012 Scope Development
- July 6, 2012 RFQ Advertisement
- August 9, 2012 RFQ Response
- August 23, 2012 Ranking of Respondents and Shortlisting
- Sept. 6, 2012 Negotiations with Top-Ranked Firm
- Sept. 25, 2012 Submitted for Board Approval

Master Plan Requirements Under Florida Statutes

Chapter 2012-174 Laws of Florida, Section 311.14 (2) Seaport Planning,
Provides:

Each port shall develop a strategic plan with a 10-year horizon. Each plan must include the following:

- (a) An economic development component that identifies targeted business opportunities
- (b) An infrastructure development and improvement component
- (c) A component that identifies all intermodal transportation facilities ...
- (d) A component that identifies physical, environmental and regulatory barriers
- (e) An intergovernmental coordination component

Coordination with Other Plans

- Local Government Comprehensive Plan
- Florida Department of Transportation Long-Range Transportation Plan, 5-Year Work Program, Seaport and Waterways System Plan, Freight Mobility Plan
- North Florida Transportation Planning Organization Long-Range Transportation Plan, Special Issue Plans
- Logistics Advisory Group Freight, Logistics and Intermodal Plan
- Regional Transportation Commission Regional Transportation Plan

Strategic Port Master Plan

Staff Directions to Responding Consultant Teams

- Transparent Process
- Use of Institutional Knowledge
- Comprehensive
- Coordinated (with other plans and agencies)
- Brutally Honest
- Inclusive (Board, Staff, Tenants, Community)
- Strategic Reality (Implementable)
- Alternatives
- Economic and Financial Impact

Proposed Scope of Services

1. Market Update/Review

- 5, 10 and 20 Year Planning Horizons
- Identify Target Market Segments and Opportunities
- Review and Evaluate Competitive Environment

Proposed Scope of Services

2. Identify and Evaluate On-Terminal and Off-Terminal Land and Infrastructure Requirements to Support Growth Projections

- Terminal Space by Commodity Type
- Depth of Water
- Intermodal Facilities
- Other Transportation Improvements
- Distribution Center Support
- Dredge Disposal Facilities

Proposed Scope of Services

3. Site Evaluation – Capacity Analysis

- Review of Existing Terminals and Facilities Assessment Reports
- Determine Terminal Capacity

Proposed Scope of Services

4. Implementation Strategy and Gap Analysis

- Review of Existing Leases
- Review Environmental and Regulatory Trends, Issues and Impediments
- Recommend Priority Mix of Cargo
- Develop 5 Year Capital Improvements Plan
- Develop Build-out Plan
- Identify Intergovernmental Coordination Opportunities

Proposed Scope of Services

5. Funding Sources and Financial and Economic Impact

- Review Impact of Plan on Financials (revenues and expenses)
- Identify Funding Sources
- Identify Economic Impact of Options Recommended

Proposed Scope of Services

6. Coordination with the City, its Using Agencies and JPA Staff

- Facilitate Public Forums
- Specify and Gather Existing Reports and Studies
- Review and Analyze Relevant Transportation and Infrastructure Plans to Ensure Compatibility and Consistency
- Study Appropriate Federal, State and Local Laws
- Make Presentations

Steps Following Adoption of Strategic Port Master Plan

- Review and Update, as necessary, Adopted Local, State and Federal Plans
- Develop Business Plan for Implementation of Identified Strategies
- Develop Financial Plan
- Develop Communications Plan