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.
Submitted for Board Approval
Negotiations with Top-Ranked Firm
Ranking of Respondents and Shortlistitems
RFP Response
RFP Advertisement
Scope Development
Board Update on Strategic Planning and Trends in Financing
Business and Market Analysis Completed
J.P.A. Signed w/FDOT for Initial Funding
HB 399 is Approved by Legislature and Governor
CEO and Rep. Take Work on Legislation and Funding Session
Sr. Management/Consultant Strategic Planning Session
CEO Sets Goal of Implementing Strategic Port Master Plan

Timeline of Events

Strategic Port Master Plan
e) An intergovernmental coordination component

... barriers

d) A component that identifies physical, environmental and regulatory...

c) A component that identifies all intermodal transportation facilities...

(b) An infrastructure development and improvement component business opportunities

(a) An economic development component that identifies targeted

must include the following:

Each port shall develop a strategic plan with a 10-year horizon. Each plan

Provides:

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

Florida Statutes

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

Coordination with Other Plans
Economic and Financial Impact

Alternatives

Strategic Reality (Implementable)

Inclusive (Board, Staff, Tenants, Community)

Brutally Honest

Coordinated (with other plans and agencies)

Comprehensive

Use of Institutional Knowledge

Transparent Process

Staff Directions to Resonding Consultant Teams

Strategic Port Master Plan
Proposed Scope of Services

1. Market Update/Review
   5, 10 and 20 Year Planning Horizons

   • Identity Target Market Segments and
   • Competitive Opportunities

   • Review and Evaluate Competitive Environment
Dredge Disposal Facilities
Distribution Center Support
Other Transportation Improvements
Intermodal Facilities
Depth of Water
Terminal Space by Commodity Type

Proposed Scope of Services

Requirements to Support Growth
Off-Terminal Land and Infrastructure
2. Identify and Evaluate On-Terminal and
Proposed Scope of Services

3. Site Evaluation - Capacity Analysis

- Determine Terminal Capacity
- Review of Existing Terminals and Facilities
- Assessment Reports
Opportunities
Identity Interagency Coordination
Develop Build-out Plan
Develop 5 Year Capital Improvements Plan
Recommend Priority Mix of Cargo
Trends, Issues and Implementments
Review Environmental and Regulatory
Review of Existing Leases
4. Implementation Strategy and Gap Analyses

Proposed Scope of Services
5. Funding Sources and Financial and Economic Impact

Proposed Scope of Services

- Review Impact of Plan on Financials (Revenues)
- Identify Funding Sources
- Identify Economic Impact of Options

Recommended
Make Presentations

Study Appropriated Federal, State and Local Laws

Consistency

Infrastructure Plans to Ensure Compatibility and

Review and Analyze Relevant Transportation and

Specify and Gather Existing Reports and Studies

Facilitate Public Forums

IPSA Staff

6. Coordination with the City, its Using Agencies and

Proposed Scope of Services
Develop Communications Plan

Develop Financial Plan

Identify and Strategic Objectives

Develop Business Plan for Implementation of

Local, State, and Federal Plans

Review and Update as Necessary, as Applicable

Port Master Plan

Steps Following Adoption of Strategic