



## BOARD OF DIRECTORS MEETING

Wednesday, October 8<sup>th</sup>, 2025, at 8:30 AM

Hollingsworth Board Room  
1212 George Jenkins Blvd, Lakeland, FL 33815

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### AGENDA

	<u>Action Required</u>
Call to Order	
1. Approval of the September 10 <sup>th</sup> Citrus Connection Meeting Minutes	Approval
2. Approval of the September 17 <sup>th</sup> Public Hearing Meeting Minutes	Approval
3. Public Comments	None
4. Finance / Rhonda Carter, Chief Financial Officer	
a. LAMTD Financials	None
b. PCTS Financials	None
c. TD Financials	None
d. Purchase of six Para Transit Buses	Approval
5. Legal / Ben Darby, Esq	
a. General Manager Performance Evaluation	Approval
b. Lakeland Volunteers in Medicine UAP	Approval
c. Addition of Land, Resolution 26-01	Approval
6. Planning / Nicole McCleary, Director	
a. FY26 Strategic Plan	None
b. Transit Development Plan	None
c. Dixieland Squeeze	None
d. Squeeze Innovation	None
7. General Manager Report / Tom Phillips	
a. Agency Update(s)	None
8. Executive <u>Informational</u> Summary / Tom Phillips	
a. September Calendar	None
b. Ridership Update	None
9. Other Business	TBD
Adjournment	

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #1**

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**Agenda Item:** Approval of the Citrus Connection Meeting Minutes for September 10<sup>th</sup>, 2025

**Presenter:** Ella Joseph

**Policy Analysis:** TA 6 Increase internal communication through systemic processes.

**Recommended Action:** Board approval of the Citrus Connection Meeting Minutes for September 10<sup>th</sup>, 2025

**Attachments:** September 10<sup>th</sup>, 2025, Citrus Connection Meeting Minutes

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #2**

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**Agenda Item:** Approval of the Citrus Connection TRIMM Budget Public Hearing Meeting Minutes for September 17<sup>th</sup>, 2025.

**Presenter:** Ella Joseph

**Policy Analysis:** TA 6 Increase internal communication through systemic processes.

**Recommended Action:** Board approval of the Citrus Connection TRIMM Budget Public Hearing Meeting Minutes for September 17<sup>th</sup>, 2025.

**Attachments:** TRIMM Budget Public Hearing Meeting Minutes for September 17<sup>th</sup>, 2025.

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #4a**

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**Agenda Item:** FY2024-25  
LAMTD Monthly Financial Statement  
For the period ending August 31, 2025

**Presenter:** Rhonda Carter, Chief Financial Officer

**Recommended  
Action:** None

**Summary:** The Interim Financial Statement covers a period of less than one year. The report is used to convey the performance of the district's financial position and budget comparisons – budget to actual on a year-to-date basis. Unlike annual financial statements, Interim Statements do not have to be audited.

Interim financial statements increase communication between the District Board of Directors, management, and the public to provide up-to-date financial information and compliance with the budget.

**Attachments:** See attachments

## Lakeland Area Mass Transit District

### Monthly Financial Report

For August 2025

FY 2024-2025

Year-to-Date Summary					
Description	Percent of FY Complete	Annual Budget	Actual	Actual % of FY Annual Budget	
Revenue YTD	100%	\$15,807,667	\$14,963,645	94.7%	
Expenses YTD	100%	\$15,807,667	\$14,280,233	90.3%	

#### REVENUES:

The total revenues realized through August 31, 2025, totaled \$14.9M or 94.7% of the annual budget

- Farebox revenues reflect \$279K or 79% of the annual budgeted revenues.
- Interest Income on Investment income totals \$567K. This represents interest in income in our SBA reserve account.
- FDOT annual operating grants are \$2.6M or 100% of the annual budget.
- FTA Section 5307 operating grants are \$2.6M or 74% of the annual budget.
- Advertising income is \$152K, or 98% of the total planned revenue.
- The PCTS support cost reimbursement revenue is \$564K or 92% of annual budget.
- All the other revenues are within the annual budget.

## Lakeland Area Mass Transit District

### Monthly Financial Report

For August 2025

FY 2024-2025

#### EXPENSES:

The total expenses year-to-date through August 31, 2025, totaled \$14.3 million or 90.3% of the annual budget.

- Salaries and benefits cost are \$10.7M, or 91% of the annual budget.
- Fuel and lubricants expenses totaled \$491K, or 74% of the annual budget.
- Materials and supplies totaled \$665K, or 103% of the annual budget.
- Insurance expenses are \$598K, or 94% of the annual budget.
- Property appraiser/Tax Collector Commission are quarterly advance payments.
- Debt service of \$121K pertains to the lease purchase of buses and 92% of the annual budget.
- All other expenses are within the annual budget.

#### CHANGE IN FINANCIAL CONDITION

Based on the annual YTD budget-to-actual through August 31<sup>st</sup>, the financials reflect a favorable variance of \$.7 M with 92% of the fiscal year completed.

#### STATISTICAL TRENDS LAST FIVE YEARS AUDITED FINANCIAL STATEMENTS

	9/30/24	9/30/23	9/30/22	9/30/21	9/30/20
1. Farebox Recovery Ratio (All modes)	6.5%	6.9%	8.7%	9.7%	9.3%
2. Cost per revenue hour	\$125.34	\$161.12	\$141.63	\$130.01	\$117.66
3. Revenue Hours	149,965	142,860	132,260	135,115	146,700
4. Fuel Cost (\$)	\$1,382,599	\$1,562,003	\$1,399,855	\$878,132	\$744,587
5. Ridership	874,550	848,241	693,018	631,000	855,407

# Lakeland Area Mass Transit District

## Financial Statement

FY24-25

Oct 1, 2024 - September 30, 2025

For the Period Ended August 2025

### Revenue

	Annual Budget	YTD Actual	Percent Expended
PCTS - Support Cost Reimb.	615,472.00	564,179.00	91.7%
Other Contract Revenue	147,780.00	420,452.41	100.0%
Farebox/Pass Sales	352,000.00	279,282.32	79.3%
Miscellaneous Income	60,600.00	88,120.91	100.0%
Contract Income (UAP)	134,400.00	80,286.25	59.7%
Advertising Revenue	156,000.00	152,533.36	97.8%
Investment Income	795,700.00	567,078.09	71.3%
Operating Grant - FDOT	2,571,829.00	2,572,469.34	100.0%
Operating Grant - Federal	3,531,635.00	2,614,618.00	74.0%
Gain on Disposal of Asset	2,000.00	-	0.0%
Squeeze	4,000.00	63,343.00	100.0%
Ad Valorem Income, net	7,436,251.00	7,561,282.65	101.7%
<b>Total</b>	<b>15,807,667.00</b>	<b>14,963,645.33</b>	<b>94.7%</b>

### Expenses

	Annual Budget	YTD Actual	Percent Expended
Salaries	8,392,691.00	7,429,497.57	88.5%
Employee Benefits	3,355,126.00	3,251,083.57	96.9%
Advertising Fees	10,820.00	7,228.59	66.8%
Professional & Technical Ser	398,330.00	272,146.00	68.3%
Contract Maintenance Services	151,950.00	238,472.74	156.9%
Other Services	100,200.00	127,117.65	126.9%
Fuel & Lubricants	668,500.00	491,378.35	73.5%
Freight	10,647.00	8,413.30	79.0%
Repairs & Maintenance	52,600.00	11,646.22	22.1%
Materials & Supplies/SQUEEZE	644,550.00	665,637.77	103.3%
Utilities/Telephone	203,300.00	193,588.08	95.2%
Insurance Expense	637,500.00	598,177.97	93.8%
Dues & Subscriptions	55,150.00	31,155.64	56.5%
Education/Training/Meeting/Travel	185,900.00	134,914.44	72.6%
Service Charges	35,750.00	23,316.87	65.2%
Office Expense	230,400.00	299,553.36	130.0%
Advertising & Promotions	35,000.00	30,998.67	88.6%
Miscellaneous Expenses	287,053.35	121,574.37	42.4%
Property Appraiser/Tax Collector Comm	220,000.00	223,172.68	101.4%
Debt Services	132,200.00	121,159.28	91.6%
<b>Total</b>	<b>15,807,667.35</b>	<b>14,280,233.12</b>	<b>90.3%</b>

Change in Financial Position

-

683,412.21

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #4b**

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**Agenda Item:** FY2024-25  
Polk County Transit Services Monthly Financial Statement  
For the period ending August 31, 2025

**Presenter:** Rhonda Carter, Chief Financial Officer

**Recommended  
Action:** None

**Summary:** The Interim Financial Statement covers a period of less than one year. The report is used to convey the performance of the district's financial position and budget comparisons – budget to actual on a year-to-date basis. Unlike annual financial statements, Interim Statements do not have to be audited.

Interim financial statements increase communication between the District Board of Directors, management, and the public to provide up-to-date financial information and compliance with the budget.

**Attachments:** See attachments



## Polk County Transit Services

### Monthly Financial Report

YTD August 31, 2025

FY 2024-2025

(10/01/24 – 09/30/25)

YTD Summary	Annual Budget	YTD Actual	Percent Expended
Revenues YTD	\$11,105,400	\$9,805,863	88%
Expenses YTD	\$11,105,400	\$9,050,607	81%

#### Revenue Highlights:

**Operating revenues realized are \$9.8M or 88% of the annual budget.**

Polk County Contract revenues totaled \$4.1M, or 100% of the annual budget.

City Contributions received to date are \$721K or 101% of the annual budget

Farebox revenues totaled \$44K or 70% of the annual budget.

FDOT grants received to date are \$1.4M or 98% of the annual budget.

FTA grants received to date are \$3.4M or 76% of the annual budget.

These grants are paid out retrospectively after expenses are incurred each quarter.

#### Expense highlights

**Operating expenses consist of labor costs, operating expenses, and contract expenses.**

Total expenses for the period totaled \$9M or 81% of the annual budget.

- Salaries and wages totaled \$4.8M or 89% of the annual budget.
- Operating expenses totaled \$2.5M or 81% of the annual budget.
- The purchase contract for Transitions Commute Solutions which provides transit services for the district totaled \$1.7M or 67% of the annual budget.

#### Operating Results

Actual Revenues exceeded Expenses by .7 million.

# Polk County Contract

## Financial Statement

FY24-25

October 1, 2024 - September 30, 2025

For the Period Ended AUGUST 2025

92% Of Fiscal Year

### Revenue

	Annual Budget	YTD Actual	Percent Expended
County Match	\$ 2,715,000	\$ 2,715,000	100%
County Contribution - PCTS	\$ 1,463,000	\$ 1,463,000	100%
City Contribution	\$ 711,000	\$ 721,232	101%
Other Revenue Transfer Cares Funding	\$ -	\$ -	0%
Misc Income (insurance proceeds)	\$ 228,000	\$ 22,968	10%
Other Contracts		\$ 23,938	
Fares	\$ 63,200	\$ 44,035	70%
<b>FDOT Grants:</b>			
Block	\$ 765,000	\$ 485,059	63%
RURAL	\$ 450,000	\$ 794,629	177%
SUNRAIL	\$ 240,200	\$ 140,772	59%
Travel Trainer- Mobility Mgmt		\$ 4,907	
Capital- State			
<b>FTA</b>			
FTA 5307 Grant	\$ 3,850,000	\$ 2,827,404	73%
Capital -Federal	\$ 620,000	\$ 562,919	91%
Capital Contributions - County	\$ -	\$ -	0%
<b>Total</b>	<b>\$ 11,105,400</b>	<b>\$ 9,805,863</b>	<b>88%</b>

### Expenses

	Annual Budget	YTD Actual	Percent Expended
Labor	\$ 5,439,450	\$ 4,826,919	89%
Contract	\$ 2,575,000	\$ 1,732,205	67%
Operating	\$ 3,090,950	\$ 2,491,483	81%
Capital	\$ -	\$ -	0%
<b>Total</b>	<b>\$ 11,105,400</b>	<b>\$ 9,050,607</b>	<b>81%</b>

Change in Financial Position      \$ \_\_\_\_\_ -      \$ 755,256

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #4c**

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<b>Agenda Item:</b>	FY2025-26 Transportation Disadvantaged Monthly Financial Statement For the period ending August 31, 2025
<b>Presenter:</b>	Rhonda Carter, Chief Financial Officer
<b>Recommended Action:</b>	None
<b>Summary:</b>	<p>The Interim Financial Statement covers a period of less than one year. The report is used to convey the performance of the district's financial position and budget comparisons – budget to actual on a year-to-date basis. Unlike annual financial statements, Interim Statements do not have to be audited.</p> <p>Interim financial statements increase communication between the District Board of Directors, management, and the public to provide up-to-date financial information and compliance with the budget.</p> <p>The Transportation Disadvantaged Program fiscal year is July 1 to June 30. The funding is comprised 90% from the State and 10% matching funds by Polk County.</p>
<b>Attachments:</b>	See attachments

## **Transportation Disadvantaged Program**

Month of August 31, 2025

Percent of FY Reported (8%)

**State FY July 1, 2025 thru June 30, 2026**

### **Revenues**

**The revenues totaled \$211K or 14% of the annual budget**

The TD Trust Fund Grant reflects \$190K or 14% of the grant.

Contract Revenues and other revenues totaled \$0.

The County funding 10% match totaled \$21K or 14% annual budget.

### **Expenses**

**Operating expenses consist of labor costs, operating, and contract expenses.**

Total expenses for the period totaled \$215K or 15% of the annual budget.

Salaries, wages, and benefits totaled \$169K or 16% of the annual Budget.

Operating expenses totaled \$46K or 12% of the annual Budget.

### **Operating Results**

Actual expenses exceeded revenues by (\$3,521).

Lakeland Area Mass Transit District  
Financial Statement  
**Transportation Disadvantage Program**  
Period Ending - July 2025- June 2026

Fiscal year month	2.0
% fiscal year	17%

### Revenue

	Annual Budget	YTD Actual	Percent Expended
<b>Revenues</b>			
County Match 10%	\$ 146,155	\$ 21,146	14%
Contract Revenue	\$ 50	\$ -	0%
Adult Day Care		\$ -	
<b>FDOT Grants:</b>			
CTD Grant -Operating	\$ 1,314,899	\$ 190,313	14%
<b>Total</b>	<b>\$ 1,461,104</b>	<b>\$ 211,459</b>	<b>14%</b>

### Expenses

	Annual Budget	YTD Actual	Percent Expended
Labor	\$ 1,067,076	\$168,636	16%
Operating	\$ 394,028	\$ 46,344	12%
<b>Total</b>	<b>\$ 1,461,104</b>	<b>\$214,980</b>	<b>15%</b>

\$ (3,521)

Expenses exceed Revenues by  
\$ 3,521

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8th, 2025**  
**AGENDA ITEM #4d**

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**Agenda Item:**           **Purchase of six (6) Para Transit Buses**

**Presenter:**           Rhonda Carter, Chief Financial Officer

**Recommended**

**Action:**               Recommend Board approve the Purchase of (6) six turtle top vehicles.

**Funding Source:**   Funding is available to support this request utilizing FTA 5307 Cares Grants FL-2021-007

**Summary:**           The requested vehicles will be utilized by Citrus Connection for Para Transit use. They will replace current vehicles that are near EOL. The six (6) Ford E450 Vehicles are available under the TRIPS Contract # TRIPS-22-CA-MB-LF-ABC via ABC Bus Parts Inc.

Ford E450 Cost: \$171,100.00 Each  
Extended Total: \$1,026,600.00

**Attachments:**       TRIPS Order Form

EXHIBIT 8					
ORDER FORM					
CONTRACT #TRIPS-22-CA-MB-LF-ABC					
Standard Cutaway and Minibus Chassis Type Transit Vehicles					
ABC Companies					
Contact Information			For Grant Funded Vehicles Only		
Agency Name:	LAMT Citrus Connection		FFY:		
Date:	8/27/2025		Project:	Select One	
PO Number:			UZA:		
Name:	Jay Steinbauer				
Telephone Number:					
Email Address:	jsteinbauer@ridecitrus.com				
Form Effective Date:					
Chassis Make	Ford E450 7.3L				
Chassis Model Year	2026				
Model	Turtle Top Terra Transit MD				
Vehicle Style	Cutaway				
GVWR (lbs)	14,500				
Length (feet)	23				
Useful Life	5 Years/200,000 Miles				
Description	Quantity	UOM	Unit Cost	Extended Cost	
Ford E450 7.3L, Turtle Top Terra Transit MD, Cutaway 23'	1	EA	\$ 130,695.00	\$ 130,695	
Ford E450 7.3L, Turtle Top Terra Transit MD, Cutaway 25'		EA	\$ 134,907.00	\$ -	
Standard Seats	4	Per Person	\$ 760.00	\$ 3,040	
Fold-Away Seats	8	Per Person	\$ 1,165.00	\$ 9,320	
Children's Seats		Per Person	\$ 1,013.00	\$ -	
Paint Scheme 1	1	EA	\$ 1,147.00	\$ 1,147	
Paint Scheme 2		EA	\$ 1,077.00	\$ -	
Paint Scheme 3		EA	\$ 1,042.00	\$ -	
Item No	Description	Quantity	UOM	Unit Cost	Extended Cost
	Compressed Natural Gas (CNG) or Alternative Fuel				

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #5a**

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**Agenda Item:**           **General Manager Performance Evaluation**

**Presenter:**           Ben Darby, Esq

**Recommended  
Action:**           Approval.

**Summary:**           Per the contract renewal of the General Manager on Aug 28, 2024, it is necessary for the board of directors to evaluate the performance and job duties of the General Manager.



**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #5b**

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**Agenda Item:** Lakeland Volunteers in Medicine UAP

**Presenter:** Ben Darby, Esq

**Recommended Action:** Approval of the agreement as presented.

**Summary:** Lakeland Volunteers in Medicine UAP Agreement

**Attachments:** Agreement

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #6a**

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**Agenda Item:** FY25-26 Strategic Plan

**Presenter:** Nicole McCleary, AICP

**Recommended  
Action:** None

**Summary:** The Citrus Connection Strategic Plan provides a clear framework to guide the agency's priorities and performance for the upcoming year. The plan focuses on three key areas:  
**Improving Customer Experience, Investing in Employees, and Strengthening Community Value.**

- **Improving Customer Experience:** Citrus Connection will deliver 85% of service on time, as measured by daily pull-out. This goal ensures service reliability and enhances customer trust in transit operations.
- **Investing in Employees:** Citrus Connection will retain 90% of its workforce by providing competitive wages and benefits, achieved through the successful execution of a new collective bargaining agreement and updated health care package. Retention is critical to maintaining safe, consistent, and customer-focused service delivery.
- **Strengthening Community Value:** Citrus Connection will establish a baseline of community perception regarding transit services. This data will help shape public engagement strategies and inform decision-making that reflects community needs.

Performance will be tracked through quarterly scorecards and annual review, ensuring accountability and transparency. By focusing on operational reliability, workforce stability, and community engagement, the Strategic Plan positions Citrus Connection to deliver sustainable improvements and measurable results for the region.

**Attachments:** Citrus Connection FY25-26 Strategic Plan Presentation  
Citrus Connection FY25-26 Strategic Plan

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #6b**

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**Agenda Item:**           **Transit Development Plan (TPD) Major Update**

**Presenter:**           Nicole McCleary, AICP and Carlie Flagler

**Recommended  
Action:**

**Summary:**           Citrus Connection is finalizing its Transit Development Plan (TDP) Update, a strategic framework that guides service delivery, investment priorities, and system improvements over the next ten years.

The public comment period will begin on 10.08.2025, providing an opportunity for stakeholders and community members to review the draft plan and submit feedback. All input will be considered prior to adoption to ensure the TDP reflects community needs and priorities

**Attachments:**       Citrus Connection TDP Presentation 10.08.25  
Citrus Connection 2025 Transit Development Plan Update

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #6c**

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**Agenda Item:**        **Dixieland Squeeze**

**Presenter:**        Tom Phillips and Nicole McCleary, AICP

**Recommended  
Action:**        Information

**Summary:**        Citrus Connection received a request to extend the Downtown Lakeland Squeeze into the Dixieland area, citing multiple reasons for expansion. Citrus Connection was able to develop a proposal to meet these needs and provide service to a new part of Lakeland.

This service will provide approximately 15-minute service and connects with two points on the Downtown Lakeland Squeeze, allowing seamless transfers.

Citrus Connection will also lead a stakeholder meeting with key members of the Dixieland and Downtown Lakeland communities to ensure the service will meet their needs.

**Attachments:**       Citrus Connection Dixieland Squeeze/Squeeze Innovation  
Dixieland Squeeze Staff Report

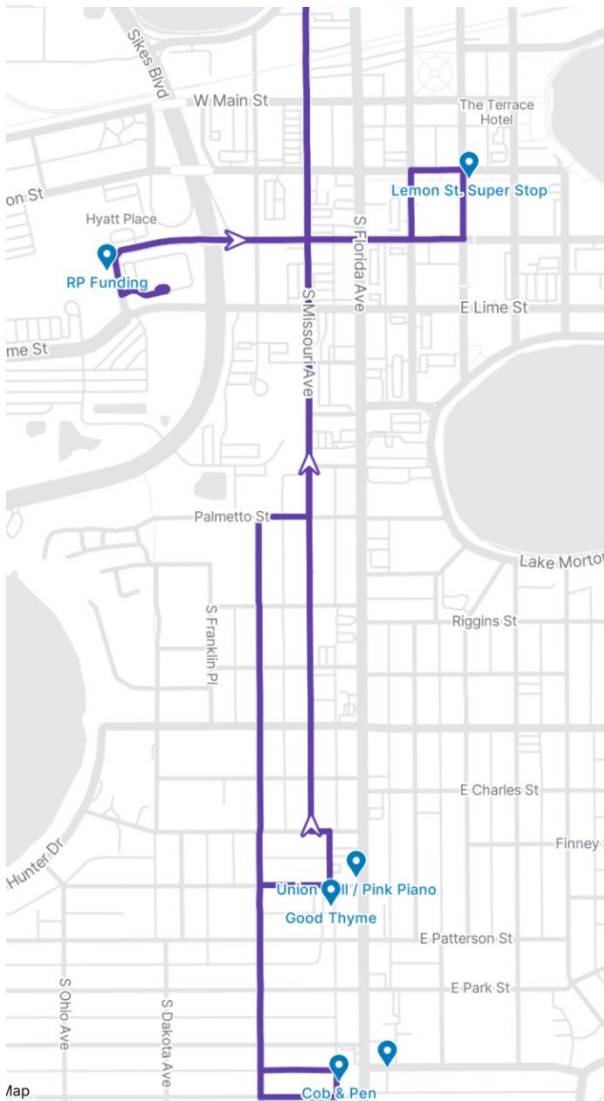
## **DIXIELAND SQUEEZE STAFF REPORT**

10.3.2025

The Dixieland Community has requested an extension of the Lakeland Squeeze service into Dixieland. The community cited enhanced Downtown Lakeland-Dixieland connections, local economic development, and expanded mobility accessibility as reasons for needing this expansion. After reviewing the request and possible service area, Citrus Connection was able to develop a proposal that will adequately meet the needs of Dixieland businesses and residents.

The proposed Dixieland Squeeze will connect Swan Brewing, a locally owned brewery and entertainment venue, at the northernmost point of the route with Cob & Pen, a locally owned restaurant, at the southernmost point. Additionally, there are also two connection points for customers to connect to the Downtown Lakeland Squeeze at the RP Funding Center and the Lemon St. Super Stop. The route will start and end at Cob & Pen (See Figure 1).

**Figure 1: Dixieland Squeeze Draft Route**



Starting at Cobb & Pen, the route will go north to service Union Hall, Good Thyme, and Pink Piano before continuing up Missouri Avenue and stopping at the RP Funding Center. This will serve as the first connection point to the Downtown Lakeland Squeeze. From here, the route will travel north again to Swan Brewing before servicing the Lemon Street Super Stop, creating the second connection to the Downtown Lakeland Squeeze. Finally, the route will continue toward Missouri Avenue before making a slight jog west to S. New York Avenue and ending at Cob & Pen.

It is estimated that this route will take approximately thirty (30) minutes to complete. As such, Citrus Connection suggests running two Squeeze vehicles to create a frequency of fifteen (15) minutes with a service schedule similar to the Lakeland Evening Squeeze. If the proposed route and schedule is implemented the Dixieland Squeeze would run from 4:00 PM to 2:00 AM on Fridays and Saturdays.

The route has an anticipated six-month Pilot period, which could launch as early as December 2025. Currently, the route is based on the use of traditional, gas-powered golf carts, but can be adjusted to incorporate more service areas with the implementation of the new squeeze vehicles. Data from this pilot program will allow Citrus Connection to assess the area for future Mobility-On-Demand (MOD)

options.

The estimated yearly operating cost and purchase of squeeze vehicles is provided below.

<b>DIXIELAND SQUEEZE ESTIMATED COST</b>		
<b><u>Recurring Costs</u></b>		
<b>Costs</b>	<b>Year One</b>	<b>Year Two</b>
Operator Costs	\$67,704.00	\$70,073.64
Fuel Costs	\$6,393.89	\$6,540.95
<b><u>One-Time Costs</u></b>		
Operator Training	\$1,562.40	X
Marketing	\$1,750.00	X
2 Vehicles, 1 Spare	\$158,613.00	X
<b>Total Cost</b>	<b>\$236,023.29</b>	<b>\$76,614.59*</b>

*\*Year Two Costs account for Inflation Cost at 3% per year.*

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #6d**

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**Agenda Item:**           **Squeeze Innovation**

**Presenter:**           Tom Phillips and Nicole McCleary, AICP

**Recommended  
Action:**           Information

**Summary:**           After reviewing and completing the Dixieland Squeeze Proposal, staff found it critical to consider the next steps and where this service’s future lies. Citrus Connection understands that implementing innovative service is critical to the success of the agency and the community. Staff will discuss what plans are being discussed and how the Squeeze may be affected.

The major next step that Staff identified was implementation of Mobility on Demand (MOD) in the Lakeland Downtown core. This will be a shift from the traditional ‘fixed’ Squeeze route, and will greatly increase service area, accessibility, and reliability of the Squeeze service as a whole. It will also allow Staff to set a baseline for future MOD efforts.

**Attachments:**       Citrus Connection Dixieland Squeeze/Squeeze Innovation

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #7a**

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**Agenda Item:**        **Agency Updates**

**Presenter:**        Tom Phillips, General Manager

**Recommended  
Action:**        None

**Summary:**        Items and information from the General Manager

**Attachments:**    None



**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #8a**

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**Agenda Item:**        **September Calendar**

**Presenter:**        Tom Phillips, General Manager

**Recommended  
Action:**        None

**Summary:**        Review and summary of events taken place in September.

**Attachments:**    See attachment

September 2025

 Tom Phillips

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Aug 31	Sep 1 <div>10 AM 1-on-1 w/HR ↻</div> <div>11 AM 1-on-1 w/Ana ↻</div>	2 <div>9 AM CCTV w/ Tyrus</div> <div>9:30 AM Senior Staff Cal↻</div> <div>10 AM 1-on-1 w/Marcia ↻</div>	3 <div>Copy: Board of Directors, Performance Indicator Data, ↻</div> <div>9:30 AM 1-on-1 w/ Nicol↻</div>	4 <div>8 AM Repatha ↻</div> <div>10 AM 1:1 w/Rhonda ↻</div> <div>1:30 PM Cardiology</div>	5 <div>9:15 AM Tom and Dennis h</div>	6
7	8 <div>10 AM 1-on-1 w/HR ↻</div> <div>11 AM 1-on-1 w/Ana ↻</div>	9 <div>8:30 AM Email Ridership↻</div> <div>9:30 AM Senior Staff Cal↻</div> <div>10 AM 1-on-1 w/Marcia ↻</div> <div>2:30 PM Agenda Study</div>	10 <div>8:30 AM Citrus Connection</div> <div>9:30 AM 1-on-1 w/ Nicol↻</div>	11 <div>ELLA: VACATION</div> <div>9 AM Transit Briefing: Cedr</div> <div>10 AM 1:1 w/Rhonda ↻</div> <div>11:30 AM Lunch</div>	12	13
14	15 <div>10 AM 1-on-1 w/HR ↻</div> <div>11 AM 1-on-1 w/Ana ↻</div> <div>1:30 PM Polk TD LCB meet</div>	16 <div>9 AM BOCC agenda item fr</div> <div>10 AM 1-on-1 w/Marcia ↻</div> <div>2 PM Meet with The Arts A</div>	17 <div>9:30 AM 1-on-1 w/ Nicol↻</div> <div>1 PM FDOT D1 TSMO Mast</div> <div>4 PM Constitution Day</div>	18 <div>8 AM Repatha ↻</div> <div>9 AM Worker's Comp Disc</div> <div>10 AM 1:1 w/Rhonda ↻</div>	19 <div>8 AM Breakfast</div> <div>9:30 AM Senior Staff Cal↻</div> <div>12 PM NBHS Dedication of</div> <div>2 PM Phone Call: FSC New:</div>	20

21	22 10 AM 1-on-1 w/HR ↻ 11 AM 1-on-1 w/Ana ↻	23 10 AM 1-on-1 w/Marcia ↻	24 9:30 AM 1-on-1 w/ Nicol↻	25 9 AM 15th Annual Mayors I 9:30 AM Polk TAC Meeting 10 AM 1:1 w/Rhonda ↻	26 8:30 AM Updated invitat↻ 9:30 AM Senior Staff Cal↻	27
28	29 10 AM 1-on-1 w/HR ↻ 11 AM 1-on-1 w/Ana ↻ 11:30 AM Citrus Connectio	30 9:30 AM Senior Staff Cal↻ 10 AM 1-on-1 w/Marcia ↻ 10:30 AM Transit Briefing w 3:30 PM LEDC September I	Oct 1 9:30 AM 1-on-1 w/ Nicol↻	2 8 AM Repatha ↻ 10 AM 1:1 w/Rhonda ↻	3 Copy: Board of Directors, Performance Indicator Data, ↻ 9 AM Dixieland Squeeze	4

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #8b**

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**Agenda Item:**       **Ridership Report**

**Presenter:**         Tom Phillips, General Manager

**Recommended  
Action:**           None

**Summary:**           September 2025 ridership information

**Attachments:**       Citrus Connection Ridership Report September 2025

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, October 8<sup>th</sup>, 2025**  
**AGENDA ITEM #9**

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**Agenda Item:**        **Other Business**

**Presenter:**        TBD

**Recommended  
Action:**        TBD

**Attachments:**        TBD

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**

**Meeting Minutes**

Hollingsworth Board Room  
1212 George Jenkins Blvd., Lakeland, FL 33815  
Wednesday, September 10<sup>th</sup>, 2025 at 8:30 a.m.

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**Board Members Present**

Polk County Commissioner Martha Santiago (Vice-Chair)  
Polk County Commissioner Becky Troutman  
City of Lakeland Commissioner Guy Lalonde Jr

**Board Members Absent**

City of Lakeland Commissioner Sara Roberts McCarley (Chair)  
City of Lakeland Mayor Bill Mutz

Executive Director: Tom Phillips  
Chief Financial Officer: Rhonda Carter  
Executive Coordinator: Ella Joseph

**Call to Order**

8:30 a.m. By Commissioner Santiago

**Agenda Item #1 – Approval of the Minutes**

**a. Board approval of the August 2025 Citrus Connection Meeting Minutes**

[Attachments available]

“Approval of meeting minutes for the August 2025 Citrus Connection Meeting Minutes”

1<sup>st</sup> Becky Troutman / 2<sup>nd</sup> Guy Lalonde

**MOTION CARRIED UNANIMOUSLY**

**Agenda Item #2 – Approval of the Minutes**

**b. Board approval of the September 3<sup>rd</sup> Citrus Connection Public Hearing Meeting Minutes**

[Attachments available]

“Approval of meeting minutes for the September 3<sup>rd</sup> Citrus Connection Public Hearing”

1<sup>st</sup> Becky Troutman / 2<sup>nd</sup> Guy Lalonde

**MOTION CARRIED UNANIMOUSLY**

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**

**Meeting Minutes**

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**Agenda Item #3 – Public Comments**

**Julia Davis, TPO:** Opening for Senior Transportation Planner position

**Agenda Item #4 – Finance / Rhonda Carter, CFO**

**a. LAMTD Financials**

**Lakeland Area Mass Transit District**

Monthly Financial Report

For the July 2025

FY 2024-2025

Year-to-Date Summary					
Description	Percent of FY Complete	Annual Budget	Actual	Actual % of FY Annual Budget	
Revenue YTD	100%	\$15,807,667	\$13,581,855	85.9%	
Expenses YTD	100%	\$15,807,667	\$12,937,995	81.8%	

**REVENUES:**

**The total revenues realized through July 31, 2025, totaled \$13.5M or 85.9% of the annual budget.**

- Farebox revenues reflect \$250K or 71.2% of the annual budgeted revenues.
- Interest Income on Investment income totals \$524K. This represents interest in income in our SBA reserve account.
- FDOT annual operating grants are \$1.6M or 96.1% of the annual budget.
- FTA Section 5307 operating grants are \$2.5M or 56.8% of the annual budget.
- Advertising income is \$138K, or 88.9% of the total planned revenue.
- The PCTS support cost reimbursement revenue is \$512K or 83.3% of annual budget.
- All the other revenues are within the annual budget.

**EXPENSES:**

**The total expenses year-to-date through July 31, 2025, totaled \$12.9 million or 81.8% of the annual budget.**

- Salaries and benefits cost are \$9.6M, or 82.3% of the annual budget.

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**

**Meeting Minutes**

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- Fuel and lubricants expenses totaled \$430K, or 64.3% of the annual budget.
- Materials and supplies totaled \$618K, or 95.9% of the annual budget.
- Insurance expenses are \$543K, or 85.3% of the annual budget.
- Property appraiser/Tax Collector Commission are quarterly advance payments.
- Debt service of \$110K pertains to the lease purchase of buses and 83.3% of the annual budget.
- All other expenses are within the annual budget.

<b>CHANGE IN FINANCIAL CONDITION</b>
Based on the annual YTD budget-to-actual through July 31 <sup>st</sup> , the financials reflect a favorable variance of \$.6 M with 81.8% of the fiscal year completed.

<b>STATISTICAL TRENDS LAST FIVE YEARS AUDITED FINANCIAL STATEMENTS</b>					
	<b>9/30/24</b>	<b>9/30/23</b>	<b>9/30/22</b>	<b>9/30/21</b>	<b>9/30/20</b>
1. Farebox Recovery Ratio (All modes)	6.5%	6.9%	8.7%	9.7%	9.3%
2. Cost per revenue hour	\$125.34	\$161.12	\$141.63	\$130.01	\$117.66
3. Revenue Hours	149,965	142,860	132,260	135,115	146,700
4. Fuel Cost (\$)	\$1,382,599	\$1,562,003	\$1,399,855	\$878,132	\$744,587
5. Ridership	874,550	848,241	693,018	631,000	855,407

**b. PCTS Financials**

**Polk County Transit Services**  
**Monthly Financial Report**  
**YTD July 30, 2025**  
**FY 2024-205**  
**(10/01/24 – 09/30/25)**

YTD Summary	Annual Budget	YTD Actual	Percent Expended
Revenues YTD	\$11,105,400	\$8,988,127	81%
Expenses YTD	\$11,105,400	\$8,426,990	76%



**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**

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**Revenue Highlights:**

**Operating revenues realized are \$8.9M or 81% of the annual budget.**

Polk County Contract revenues totaled \$4.1M, or 100% of the annual budget.

City Contributions received to date are \$721K or 101% of the annual budget

Farebox revenues totaled \$39K or 62% of the annual budget.

FDOT grants received to date are \$785K or 54% of the annual budget.

FTA grants received to date are \$3.2M or 72% of the annual budget.

These grants are paid out retrospectively after expenses are incurred each quarter.

**Expense highlights**

**Operating expenses consist of labor costs, operating expenses, and contract expenses.**

Total expenses for the period totaled \$8.4M or 76% of the annual budget.

- Salaries and wages totaled \$4.4M or 82% of the annual budget.
- Operating expenses totaled \$2.2M or 73% of the annual budget.
- The purchase contract for Transitions Commute Solutions which provides transit services for the district totaled \$1.7M or 67% of the annual budget.

**Operating Results**

Actual Revenues exceeded Expenses by .6 million.

**c. TD Financials**

**Transportation Disadvantaged Program**

Month of April 30, 2025

Percent of FY Reported (83%)

**State FY July 1, 2024 thru June 30, 2025**

**Revenues**

**The revenues totaled \$105K or 7% of the annual budget**

The TD Trust Fund Grant drawdown reflects \$95K or 7% of the grant.

Contract Revenues and other revenues totaled \$0.

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**

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The County funding 10% match totaled \$10K or 7% annual budget.

**Expenses**

**Operating expenses consist of labor costs, operating, and contract expenses.**

Total expenses for the period totaled \$124K or 8% of the annual budget.

Salaries, wages, and benefits totaled \$98K or 9% of the annual Budget.

Operating expenses totaled \$26K or 7% of the annual Budget.

**Operating Results**

Actual expenses exceeded revenues by (\$18,096).

**d. Purchase of six (6) 2026 Chevy Equinox Vehicles for Senior Staff use to support the overall Operations and Management of the District.**

The requested vehicles will be utilized by Senior Staff. Currently Senior Staff are utilizing rental vehicles to meet their frequent transportation needs and field services. The purchase of the requested vehicles will mitigate the need for rental vehicles. The six (6) Chevy Equinox Vehicles are available under the Sourcewell Contract #2025 091521-NAF & 032824-NAF via Alan Jay Fleet Sales.

Equinox Cost: \$31,995.00 Each

Extended Total: \$191,970.00

**Funding Source:** Funding is available to support this request utilizing FTA 5307 Grants FL-2021-007 and FL-2022-016.

**[Attachments available]**

“Approval of the Purchase of (6) six administrative vehicles.”

1<sup>st</sup> Becky Troutman / 2<sup>nd</sup> Guy Lalonde

**MOTION CARRIED UNANIMOUSLY**

**e. Electric Squeeze Carts**

Purchase up to 4 electric squeeze carts for usage in Lakeland.

**Anticipated Funding Source:** CIP Funding

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**

**Meeting Minutes**

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Wednesday, September 10<sup>th</sup>, 2025 at 8:30 a.m.

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**[Attachments available]**

“Approval of the purchase of up to four (4) electric squeeze carts in an amount not to exceed \$225,000 for all four carts.”

1<sup>st</sup> Guy Lalonde / 2<sup>nd</sup> Becky Troutman

**MOTION CARRIED UNANIMOUSLY**

**Agenda Item #5 – Legal / Ben Darby, Esq**

**a. Orlando Health Agreement**

Orlando Health will open a new facility in September 2026. This agreement will secure long-term access for transit operations and customer facilities. As part of the negotiated terms, the developer is required to provide consideration in the form of contribution of funds towards the purchase of a one (1) transit bus (not to exceed \$500, 000) and one (1) “Super Shelter” and associated amenities to be installed at the agreed site. This easement is essential to ensure uninterrupted service, improved passenger amenities, and long-term stability for transit access in the area.

**[Attachments available]**

“Approve for Citrus Connection to enter into an Easement Agreement with Orlando Health with Associated Purchase of Bus and Super Shelter.”

1<sup>st</sup> Becky Troutman / 2<sup>nd</sup> Guy Lalonde

**MOTION CARRIED UNANIMOUSLY**

**Agenda Item #6 – Planning / Nicole McCleary, Director**

**a. Service Improvement for FY25-26**

For FY25-26, there are seven service improvements made that will help us improve the efficiency of our system for both customers and operators, as well as expand our services in key community locations in Polk County.

**Agenda Item #7 – General Manager Report / Tom Phillips, General Manager**

**a. Agenda Updates**

- FPTA Awards: Best in class for the Website
- We completed Open Enrollment

**CITRUS CONNECTION**  
**BOARD OF DIRECTORS MEETING**

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- New buds are going out and implemented at the beginning of the new FY
- Thanks to Commissioner Lalonde for meeting the Community Advocate
- Evening Squeeze ridership is going well, increasing every weekend
- We received a lot of public requests for FY23-24 on AP and Salaries

**Agenda Item #8 – General Manager Informational Summary**

**a. August Calendar**

[Attachments available]

**b. Ridership and UAP Update**

[Attachments available]

**Agenda Item #9 – Other Business**

None

Adjournment at 9:09 a.m.

Approved this 8<sup>th</sup> day of October 2025.

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Chair – City of Lakeland Commissioner Sara Roberts McCarley

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Minutes Recorder – Ella Joseph

# **CITRUS CONNECTION**

## **PUBLIC HEARING**

### **Meeting Minutes**

Lakeland City Commission Conference Room

228 S. Massachusetts Ave. Lakeland, FL 33801

Wednesday, September 17<sup>th</sup>, 2025 at 5:01 a.m.

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#### **Directors:**

City of Lakeland Commissioner Sara Roberts McCarley (Chair)

Polk County Commissioner Martha Santiago (Vice-Chair)

Polk County Commissioner Becky Troutman

City of Lakeland Commissioner Guy Lalonde Jr.

City of Lakeland Mayor Bill Mutz

Executive Director: Tom Phillips

Executive Coordinator: Ella Joseph

#### **Call to Order**

5:01 p.m. by Chair McCarley

#### **Roll Call**

##### **Present**

Commissioner McCarley

Commissioner Lalonde

Mayor Mutz

##### **Absent**

Commissioner Santiago

Commissioner Troutman

#### **Agenda Item #1 – Final FY 2025-26 Millage Rate Summary**

- Required Public Hearings- The Lakeland Area Mass Transit District (LAMTD) is required to conduct two public hearings on the 2025-2026 millage levy and the Fiscal Year 2025-2026 budget before the millage and the budget can be finally adopted. This is the second of two hearings.
- Truth In Millage (TRIM) Notice- On July 16<sup>th</sup>, 2025 the LAMTD Board tentatively certified a .5000 proposed millage levy by a majority vote as authorized by the Florida Statue and appropriately submitted the form to the Polk County Property Appraiser's office before the required August 4, 2025 deadline.
- Millage Rate- Staff is presenting the final millage resolution for adoption with the .5000 millage levy.
- Percentage over Rolled-Back Rate- As required by the Florida Statues, LAMTD will need to publicly announce and advertise the percentage increase that the proposed tax rate of .5000 is above the Rolled-Back rate which is .4817. This percentage increase is 3.80%.
- Fiscal Year 2025-2026 Annual Budget- The proposed budget for Fiscal Year 2025-2026 was presented to the LAMTD Board on August 20, 2025.

- Maximum Millage Calculation Preliminary Disclosure- The minimum vote required to approve the proposed final millage rate of .5000 mills is the majority vote of the governing body.
- This final public hearing is held on September 17, 2025 at 5:01PM at the same location.

#### **Agenda Item #2 – Public Comments**

None

#### **Agenda Item #3 – Final FY 2025-25 Final Millage Resolution of .5000 mills**

At both Public hearings, the governing body will hear comments about the proposed tax increase and explain the reasons for the proposed increase for the rolled-back rate.

At both the tentative and final hearings, the governing body must adopt its millage rate before it adopts a budget (F.S. 200.065 (2)(e)1).

The Taxing District must adopt the millage rate and budget by separate votes at the advertised hearing.

The District millage levy for FY 2025/2026 is .5000 mills and **the staff must publicly read at this meeting before the adoption of the millage levy resolution the following:**

“The Lakeland Area Mass Transit District FY 2025-2026 millage levy is .5000 mills.

- The Rolled-back rate is .4817
- The percentage of increase over the rolled-back rate is 3.80%
- The millage rate to be levied for 2025/2026 fiscal year is .5000 mills.”

#### **“Motion to approve”**

1<sup>st</sup> Guy Lalonde / 2<sup>nd</sup> Bill Mutz

“Approval of the FY 2025/2026 Final Millage Rate of .5000 mills - Resolution #25-24”

**MOTION CARRIED UNANIMOUSLY**

#### **Agenda Item #4 – Tentative FY 2025/2026 Budget Summary**

LAMTD is presenting the FY 25/26 Final Budget which reflects a millage levy of .5000 mills. The FY 2025/2026 budget is balanced as reflected in the budget summary. The Budget was presented to the LAMTD board on August 20, 2025.

#### **Agenda Item #5 – Public Comments on Budget**

None

#### **Agenda Item #6 – Approval of the FY 2025/2026 Final Budget Resolution #25-23**

Final FY 2025/26 Budget Resolution

Final FY 2025/26 Budget Summary

The Sources and uses of funds are reflected in the total budget of \$16,597,735 The Budget is balanced with revenues equal to expenses.

**“Motion to approve”**

1<sup>st</sup> Bill Mutz / 2<sup>nd</sup> Guy Lalonde

“Approval of the FY 2025/2026 Final Budget Resolution #25-25”

**MOTION CARRIED UNANIMOUSLY**

**Adjournment**

5:06 p.m.

Approved this 8<sup>th</sup> day of October 2025.

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Chair – Commissioner Sara Roberts McCarley

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Minutes Taker – Ella Joseph