

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Hollingsworth Board Room, 1212 George Jenkins Blvd, Lakeland, FL 33815
Wednesday, May 11th, 2022, at 8:30 a.m.

Call to Order	<u>Action Required</u>
1. Approval of the Apr LAMTD Meetings	Approval
2. Public Comments	None
3. GEM Award	None
4. Finance / Kelly Bennington, CPA, Chief Financial Officer	
a. LAMTD Financials	None
b. PCTS Financials	None
c. TD Financials	None
d. Amendment to FTA American Rescue Plan Grant for Lakeland UZA	Approval
e. Approval of budget for intern program	Approval
f. HR Position Realignment	Approval
g. Micro-transit model for Lakeland	Approval
5. Contingency Fleet / Jay Steinbauer, Director of Fleet Maintenance	Approval
6. Policy and Procedure for Public Hearings Update / James Phillips	Approval
7. Progress update for TDP / Julia Davis, Polk TPO	None
8. Executive Director Report / Tom Phillips	
a. Agency Update(s)	None
9. Executive <u>Informational</u> Summary / Tom Phillips	
a. April Calendar	None
b. Ridership and UAP Update	None
10. Other Business	TBD
Adjournment	

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #1

Agenda Item:	Approval of the LAMTD Meeting Minutes for April
Presenter:	James Phillips
Policy Analysis:	TA 6 Increase internal communication through systemic processes.
Recommended Action:	Board approval of the LAMTD Meeting Minutes from April.
Attachments:	April 13, 2022 LAMTD Meeting Minutes April 26, 2022 LAMTD Board Retreat Minutes

Strategic Planning Retreat
Lake Crago Complex
April 26, 2022
8:30 a.m. – 3:30 p.m.

Strategic Thought + Strategic Communication + Strategic Preparation = Strategic Planning

Agenda

Orientation to Agenda and Ground Rules

Craig S. Collins, Ed.D., Facilitator

-Dr. Collins goes over the agenda and orientates the board and staff to today's expectations and rules.

Executive Director's Report

Tom Phillips, Citrus Connection, Executive Director

- Reflections on where we have been since last year and how we went through COVID
- Added service developer agreements like the VA and Riverstone
- 2 new products with the Peach line and the Squeeze
- 2 successful senior staff transition with Kelly Bennington and Jay Steinbauer
- Thanking the board for the approval of the driver pay increase
- Looking into the salary compression issues
- Stimulus funds allow us to use our CIP funds differently
- 100% of our fleet is now within useful life
- Will present on the status of the East side of the county
- Do we want to move the squeeze out of pilot and what do we do about the fares on our circulators?

Facilities and Fleet Update

Jay Steinbauer, Citrus Connection, Director of
Facilities and Fleet

- Presentation from Jay and Wayne on the status of the fleet and facilities
- 24 new buses coming in
- Rehab program will continue but with our own buses
- Everything is on order
- Wanting to bring back a contingency fleet to make sure we make pull-outs and reduce delay in future expansions
- Facilities are going through upgrades
-

[Attachment available]

Overview of the Eastside of Polk County

Erin Killebrew, Citrus Connection, Director of
External Affairs

- Disclaimer we don't have to do any of the options presented
- Everyone is up to 20% of their share except Haines City
- 1st option – MSTU for 27 Corridor or a version of it, possibly start with Poinciana
- 2nd option – Bring everyone up from 20% to 50% and does not give them anymore transit
- 3rd option – East Polk Re-route of arterial service and cut underperforming routes

Reflections and Priorities Aligned by Target Area Board of Directors

- Dr. Collins goes back to the Vision statement to remind who we are to serve. This period of time is for the board members reflect on anything they wish to share with their fellow colleagues
- Commissioner Santiago: Combining the facilities and fleet. The fair shares from 20-50% would be har. Skeptical the re-routing would not be sufficient to fix the problems on the East side.
- Commissioner Lindsey: Thank the city partners for their help with the CRA issue, the wage compression analysis is a start but we need a full wage study done on the agency, regarding service on the East side of the county there is a disconnect of what level of service is the county willing to fund versus what the cities are willing to pay and finding some common ground and give options for cities to choose for transit with price tags.
- Mayor Mutz: What we're talking about with the fair-shares is that we have been carrying these municipalities and carrying the costs. By asking the municipalities to pay more into the agreements we could get more interest from their governments in what their services do for them. We should be encouraging for our direction moving forward.
- Commissioner Walker: Changing the public's mindset on what they think about public transit and are we making those fundamental changes to educate the public on what transit is all about. Concerns over the amount of this county is growing by and if we are providing enough services for these needs. Making sure we have transit professionals around the table to advocate for transit.
- Commissioner McCarley: We need to de-politicize public transit and educate the public we're not here to take away anyone's cars. Help people by giving options to travel and think about not only bus connections but rail connections as well. The Fair-shares are not fair and we to be cognizant of what we're offering to the municipalities. NE Polk will continue to outpace growth more than the rest of the county. The funding is on the onus of this agency but on the municipalities to find the resources. Kudos to Jay and the fleet team for establishing a contingency fleet. Continue to discuss how we want to move people about.

<10 min break>

Identification of Strategic Plan Objectives

Board of Directors

Craig S. Collins, Ed.D., Facilitator

(TA 2) What do you want future funding for Citrus Connection to look like?

- Dr. Collins sets up the question and shares the data aggregated by the surveys
- Commissioner Walker: Want funding to be sustained to provide adequate services that is compatible with similar systems. What would that funding look like for county mass transit?
- Mayor Mutz: Think about their productivity and calmness of the riders. Move the fair-shares from 20% to 50% and provide menu options for the municipalities provided by Citrus Connection staff.
 - o Commissioner McCarley: Understands the reasoning on the suggestion of the behavioral change. This is one more option more consumers to choose from. Creates more predictability of service.
- Commissioner Lindsey: Every other board or committee has the same concern, no dedicated funding source for their operations. We could be hypocritical with our top-down approach to get people to ride, what if we looked at a bottom-up approach to obtain ridership? What is the next strata of dedicated riders we can break into?

- Commissioner McCarley: Is there a way to survey the community at large and see what the people want from their transit system?
 - o Commissioner Lindsey:
 - o Commissioner Santiago: We need data to support why these municipalities need two or three routes
- Commissioner Santiago: A focus on rebranding and showing we're all in this together and what the fair-shares are looking to accomplish. Doubts the smaller municipalities have access the funding to get to 50% of their true costs and if we could shift routes around to serve the communities better.
- Commissioner McCarley: Are there possibly new opportunities we are not looking or taking advantage of?
 - o Tom: We are confident we are aware of 90% of all major funding opportunities, but there could be some private funding in the LDDA, or chamber of commerce like in Lynx and Orlando
- Tom: If there is a need we can do a wage salary study, the last time we did was 2017 by examining the Transit Talent survey and where we are compared to the 25th percentile for transit systems.
 - o Commissioner Lindsey: We need to compare industry numbers with market comparisons
 - o Commissioner Walker: How do we compare between the Tampa and Orlando wage markets and are we staying competitive?
 - o Commissioner McCarley: Comparing wages to other markets, we need to make sure we take into account the markets where people are moving from like Boise. Wages are one thing but environment is also important

Break/Lunch is Served

(TA 2) What do you want future funding for Citrus Connection to look like? (Continued)

(TA 2/TA 3) What is the scope and reach of services of Citrus Connection on the eastside of Polk County?

- Dr. Collins: Fair-share vs fare-share, this language is confusing and needs to be addressed
- Commissioner Lindsey: Propose to staff, is there merit to establishing a ridge leadership council of some sort to reach those communities on the Eastside? What is missing both from their point of view and ours?
 - o Tom: if we establish community engagement, it has shown to be effective in a workshop format
 - o Commissioner McCarley: Does not have to be a regular council meeting, but a one-off meeting would be appropriate. Somewhere where you are getting a cross-section of the community
- Commissioner Santiago: The desire of information needed to be fed to Citrus Connection staff in order to process what we need.
- Commissioner McCarley: Wants to give kudos to staff for getting the COLTS information to students in their intro packets to show them routes and times to get home after school
 - o Tom: We find when we remove the barrier to access, we get people to try
- Commissioner Santiago: How well are connecting with county-wide agencies like Polk Vision?
 - o Commissioner McCarley: Unsure of where Polk Vision is putting their alignments and their emphasis on transit

(TA 4) How do we move beyond planning and advance a behavior shift congruent with the needs of future ridership?

- Tom: With micro transit penetrating new markets, do we want to partner with LDDA or expand the squeeze in any capacity?
- Commissioner Santiago: With Sunrail, we have one route going there now, do we need to expand the service in any way?
 - o Tom: With COVID starting to wane, we are seeing the numbers adequate for the service demand we are currently providing.
- Commissioner McCarley: With ridership numbers skewed due to COVID, we need to keep that in consideration when looking to expand or reduce service in any way.
- Commissioner McCarley: We need to change the perception of making the transit as an “AND” not and “OR” option.
- Commissioner Lindsey: What is the next level in the bottom-up approach? How do we connect with them?
 - o Commissioner McCarley: Needing predictability and removing the fear of the unknown.
 - o Tom: We used to have a ride free day on Black Friday.
 - o Dr. Collins: Is it possible to focus on certain demographics or density areas to target those belief systems?
 - o Commissioner McCarley: Targeting special events across the county to help generate the express routes.

<10 min break>

(TA 1/TA 2/TA 5/TA 7) What specific strategies should be formalized in ensuring a formalized, robust, funded internship talent pipeline for Citrus Connection?

- Tom: Clarified how we want to create a place at Citrus Connection where people who are born here, can raise their families here, and build careers here. It has worked well in years past, but we have no formal programs in place or formal budget to capture this.
- Commissioner McCarley: We should formalize this to also retain people who came here from out of state and decide to stay here in Lakeland. Programs should be both for the summer and the semester.
 - o Commissioner Walker: Should these internships be funded? Not saying they shouldn't, just questioned if it would be worth.
 - o Dr. Collins: Looking from the higher ed perspective, the competitive market is with paid internships.
 - o Commissioner Lindsey: In favor of establishing a budget and leaving it up to staff on how to administer it. In favor of interns being paid and processed through a temp agency.
 - o Commissioner Santiago: In favor of memorialize this program in not just colleges, but in high schools as well. A desire to get the interns to see the agency as more than just bus drivers. Encourage some sort of rotation though the various departments and sections to increase exposure to the organization.
 - Commissioner McCarley: Second the rotation, but for high schoolers, whereas college is more specialized.
 - Commissioner Lindsey: Do not overlook trade schools

Open Discussion

Board of Directors

- Commissioner Walker: Talking about Uber/Lyft, has there been an analysis on how those services could have pulled riders away from our services?
- Mayor Mutz: Would like to discuss the internal communication issues given the low score on the employee engagement survey.
 - o Aaron and Dr. Collins discuss how the survey is designed could give a false read of the situation based on perception.
 - o Steve and Dr. Collins: The perception of how certain employees are treated is very subjective and the possibility of breaking the survey into departments or employee class types.
 - o Marcia discussed how there is a breakdown in the process to update all departments on route changes.
 - o Erin with senior staff meetings and department chair meetings are helpful, the mid-level managers meetings that started since last retreat have been helpful for her staff
 - o Commissioner McCarley: Is it possible if we could evaluate the survey to determine the efficacy of the instrument?
- Mayor Mutz: Is there a recommendation for the squeeze?
 - o Tom: We should eliminate the fares for the service and will bring to the board a buffet of options of what operations could look like after the pilot project.
- Commissioner Lindsey: In pursuit of grants, we can't depend on, we should explore the option of a 1 cent sales tax initiative with a focus on infrastructure with a 12yr sunset. 80% would go to road projects, 10% would be dedicated to maintenance of projects, with last 10% to go to multi-modal projects (bike, ped, transit). This would be calculated on lane miles per community. There is too much headwind right now with mid-terms, interest rates, and inflation. There is never a good time to take on this initiative, but the time to do this is now.
 - o Commissioner Walker: There has always been a need for transit and acknowledged Commissioner Lindsey has led the charge in the past. An acknowledgement the transparency with the public will be crucial to get this passed.

Next Steps/Review of Anticipated Outcomes

Tom Phillips, Citrus Connection, Executive Director
Craig S. Collins, Ed.D., Facilitator

- Dr. Collins talked about next steps and what Citrus Connection staff needs to do to take ownership of this document. Emphasized the need for mid-year reporting

Adjournment

2:58

Approved this 11th day of May 2022.

Chair – Lakeland City Commissioner Sara Roberts McCarley

Minutes Recorder – James Phillips

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Citrus Connection, Hollingsworth Meeting Room 1212
George Jenkins Blvd., Lakeland, Fl. 33815
Wednesday, Apr 13th, 2022 at 8:30 a.m.

Directors:

Polk County Commissioner Martha Santiago
Polk County Commissioner George Lindsey III
City of Lakeland Commissioner Sara McCarley
City of Lakeland Commissioner Phillip Walker
City of Lakeland Mayor Bill Mutz

Executive Director: Tom Phillips
Executive Assistant: James Phillips

Call to Order

8:32am By Commissioner McCarley

Agenda Item #1 – Approval of the Minutes

- a. Board approval of the Mar 2022 LAMTD Meeting Minutes

[Attachments available]

“Approval of meeting minutes for the Mar 2022 LAMTD Meeting”
1st George Lindsey/ 2nd Martha Santiago

MOTION CARRIED UNANIMOUSLY

Agenda Item #2 – Public Comments

None

Agenda Item #3 – 2022 & Beyond – Tom Phillips, Kelly Bennington, and Aaron Dunn

The Citrus Connection is presenting to the Board of Directors the following updates and changes to the system in order to create a sustainable future.

[Attachments available]

“Approval for Citrus Connection Staff to proceed with the operational changes necessary to execute this plan.”
1st Phillip Walker/ 2nd Martha Santiago

MOTION CARRIED UNANIMOUSLY

Agenda Item #4 – Employee engagement survey results – Larry Ross, Ph.D.

Dr. Ross facilitated the results of the Citrus Connection annual employee engagement survey and is here to presents those results ahead of this year’s strategic retreat.

[Attachments available]

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Citrus Connection, Hollingsworth Meeting Room 1212
George Jenkins Blvd., Lakeland, Fl. 33815
Wednesday, Apr 13th, 2022 at 8:30 a.m.

Agenda Item #5 – Finance

a. LAMTD Financials

Lakeland Area Mass Transit District
Monthly Financial Report
Operating Budget. Budget to Actual
For the Year-to-date February 28, 2022
FY 2021-2022

Year to Date January 31, 2022					
Description	YTD of FY Budget	YTD Budget \$	YTD Actual \$	YTD of FY Expended	Annual Budget
Revenue YTD	42%	\$4,986,575	\$5,941,544	119%	\$11.98 Million
Expenses YTD	42%	\$4,986,575	\$4,122,406	83%	\$11.98 Million

REVENUES:

The total revenues realized year-to-date through February 28, 2022, totaled \$5.9 million or 119% of the YTD budget.

- Farebox revenues reflect \$127,993 or an unfavorable 48% of YTD budgeted revenues through February 28, 2022, due to the decline in Ridership related to driver shortages and COVID-19.
- Contract revenues totaled \$54,304 which is on budget for UAP (Universal Access Passes).
- Other Contract Revenue Budget totaled \$230,000 for the Atlantic Capital LLC agreement \$0.1 million, Winter Haven Services \$92,730 and Bartow Services \$37,310 for shared services. Actual totaled \$7,500.
- Ad Valorem taxes totaled \$5.35 million or 95%. The total budgeted revenues are \$5.6 million. Only 95% of the taxes are budgeted by State Law.

Property taxes become due and payable on November 1st, each year. Discounts for early payments are as follows:

- 4% discount is allowed if paid by November
- 3% discount is allowed if paid by December
- 2% discount is allowed if paid by January
- 1% discount is allowed if paid by February

Taxes become delinquent on April 1st of each year. The District normally receives 90% of property taxes by May of each year.

- Interest Income on Investment at the LGIP totaled \$4,368 which is under budget.
- Florida DOT operating grants \$1.52 million is being billed quarterly. These grants are on a cash basis which means the services must be provided before we receive grant assistance.
- FTA Section 5307 operating and capital grants are budgeted at \$2.93 million. This grant is also on a cash basis which means that the District must expend the funds before we seek grant reimbursement. Since most of the grant funding is used for operations and preventative maintenance the grant reimbursement is received at the end of the fiscal year after State funds is recognized. Currently, we've received \$11,632 in funding.

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Citrus Connection, Hollingsworth Meeting Room 1212
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Wednesday, Apr 13th, 2022 at 8:30 a.m.

- Advertising income reflects \$58,430 which is in line with the budget and paid quarterly.
- The Support cost reimbursement revenue is \$229,750 which is on budget.
- Miscellaneous revenue reflects \$2,252 which is under budget. Gain on disposal of assets totaled \$5,850.
- Other revenues are within budget.

Lakeland Area Mass Transit District
Monthly Financial Report
Operating Budget. Budget to Actual
For the Year-to-date February 28, 2022
FY 2021-2022

EXPENSES:

The total expenses year-to-date through February 28, 2022, totaled \$4.1 million or 83% of the YTD budget.

- Salaries and benefits represent 65% of the FY 2021-2022 budget. As of February 28, 2022, these expenses totaled \$2.6 million or 18% under budget of \$3.2 million a favorable variance.
- Professional and Technical Services expenses totaled \$212,670 of the YTD budget which is on budget.
- Other services expenses totaled \$23,826 of the YTD budget, 44% under budget for temporary services.
- Fuel expenses totaled \$231,674 YTD which is on budget.
- Materials and supplies totaled \$289,829 or 5% under budget.
- Dues and subscriptions totaled \$11,961 and office supplies of \$31,460 are both under budget.
- Property appraiser/Tax Collector Commission are quarterly advance payments causing expenses to appear to be over budget.
- CRA payments are under budget since payments are annually.
- Capital expenditures/debt service of \$126,140 pertains to the lease purchase of buses and is within budget.
- Fixed and variable costs have contributed to some budget variances since they are a combination of onetime costs and reoccurring costs resulting in an overall favorable variance as of February 28, 2022.

CHANGE IN FINANCIAL CONDITION

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
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Based on the year-to-date budget-to-actual variances through February 28th, the financials reflect a favorable actual variance of \$1.8 million with 42% of the fiscal year completed. This variance is predominantly due to the influx of ad valorem income.

	STATISTICAL TRENDS LAST FIVE YEARS AUDITED FINANCIAL STATEMENTS				
	9/30/21	9/30/20	9/30/19	9/30/18	9/30/17
1. Farebox Recovery Ratio (All modes)	10.68%	8.48%	10.13%	13.00%	10.04%
2. Cost per revenue hour	\$130.01	\$117.66	\$116.62	\$108.42	\$106.94
3. Revenue Hours	135,115	146,700	145,405	146,597	142,189
4. Fuel Cost (\$)	\$878,132	\$744,587	\$949,887	\$1,082,166	\$834,971
5. Ridership	591,937	855,409	1,294,771	1,252,600	1,346,211

b. PCTS Financials

Lakeland Area Mass Transit District
Monthly Financial Report
Polk County Transit Contract
Month of February 28, 2022
Year to Date Report
Percent of FY Reported (42%)

Revenues

- The revenues totaled \$3.7 million 99% of the year-to-date budget.
- The FTA grants drawdown totaled \$201,351 or 17% of the year-to-date budget.
- Fare Revenues totaled \$16,799 or 34% of the year-to-date budget.
- The Polk County City Contributions reflects a payment of \$367,865 in the FY Budget.
- The County funding reflects payments of \$3.03 million for the budgeted grants match.
- The FDOT Grants drawdown reflects no activity.
- Rural Grants Revenues reflects \$97,372 or 16% of the year-to-date budget.

Expenses

- Operating expenses consists of labor costs, operating expenses, and contract expenses.
- Total expenses for the period totaled \$3.03 million or 81% of the year-to-date budget.
- Salaries and wages totaled \$1.5 million or 77% of the YTD Budget.

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- Operating expenses totaled \$985,536 or 89% of the YTD Budget.
- The contract services are for contractual cost for the several routes with the Contractor Transitions Commute Solutions with expenses YTD totaling \$581,408 or 80% of the YTD budget.

c. TD Financials

Lakeland Area Mass Transit District
Monthly Financial Report
The Transportation Disadvantaged Program
Month of February 28, 2022
Year to Date Report
Percent of FY Reported (67%)
State FY July 1, 2021, thru June 30, 2022

Revenues

- The revenues totaled \$640,915 or 73% of the year-to-date budget.
- The TD Trust Fund Grant drawdown reflects \$584,529 or 74% of the grant.
- Contract Revenues and other revenues totaled \$328.
- The County funding for the match totaled \$56,059 or 64%.

Expenses

- Operating expenses consists of labor costs, operating expenses, and contract expenses.
- Total expenses for the period totaled \$637,068 or 73% of the year-to-date budget.
- Salaries, wages, and benefits totaled \$449,812 or 68% of the YTD Budget.
- Operating expenses totaled \$187,256 or 90% of the YTD Budget.

Operating Results

- Actual Revenues exceed expenses by \$3,848. Due to a shortage of drivers, routes have been closed which affects ridership volumes and the ability to draw down revenues. Also due to the shortage of drivers, TD drivers are being utilized on other routes. Therefore, using the job costing method, 5.98% of expenses related to TD drivers were reallocated appropriately.

LAKELAND AREA MASS TRANSIT DISTRICT
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d. CARES ACT Extension, Resolution 22-09

This grant covers 100% of the purchase of two new expansion buses and stop and shelter repairs in the amount of \$809,048

“Approve of the Cares ACT section 5311 grant amendment and corresponding resolution to extend the use \$809,048 of funding for the County for twelve months.”

1st Bill Mutz/ 2nd Phillip Walker

MOTION CARRIED UNANIMOUSLY

Agenda Item #6 – Legal

a. Interlocal Agreement w/City of Lakeland, RE: CRA Agreement

Following the decision of the City of Lakeland to exempt the Lakeland Area Mass Transit District from the Community Redevelopment Tax, this agreement from the city will ratify the arrangement.

“Approve the Interlocal Agreement with the City of Lakeland.”

1st Phillip Walker/ 2nd Bill Mutz

MOTION CARRIED UNANIMOUSLY

Agenda Item #7 – Regional Mobility Call Center / Marcia Roberson, Director of RMCC

a. ADA Patient Portal Demonstration

The Citrus Connection is ready to share the patient portal with ADA clients on a limited basis before releasing to the general public. By request of board member Commissioner Santiago, we are sharing with the board today what the portal looks like for both users and staff.

[Attachments Available]

Agenda Item #8 – Progress Update for TDP

The Citrus Connection is in the middle of its major revision to the Transportation Development Plan. With a partnership with the Polk TPO, they are here to provide a progress update on the status of the update.

Agenda Item #9 – Executive Director Report

a. Agency Updates

- Thank the board for making the decision to help with the driver pay issue and look forward to seeing divers come back
- Looking forward to the board retreat

Agenda Item #8 – Executive Director Informational Summary

a. March Calendar

[Attachment Available]

LAKELAND AREA MASS TRANSIT DISTRICT
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b. Ridership and UAP Update

[Attachment Available]

Agenda Item #9 – Other Business

None

Adjournment at 10:10 a.m.

Approved this 11th day of May 2022.

Chair – Lakeland City Commissioner Sara Roberts McCarley

Minutes Recorder – James Phillips

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #2

Agenda Item: **Public Comments**

Presenter: TBD

Recommended
Action: TBD

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #3

Agenda Item: **GEM Awards**

Presenter: Aaron Dunn

Recommended
Action: None

Summary: Recognizing one of our drivers who have gone above and beyond
what was called of the position.

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #4a

Agenda Item: March 31, 2022, LAMTD Monthly Financial Statement
FY 2021-22

Presenter: Kelly Bennington, CFO

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
Operating Budget. Budget to Actual
For the Year-to-date March 31, 2022
FY 2021-2022

Year to Date March 31, 2022					
Description	YTD of FY Budget	YTD Budget \$	YTD Actual \$	YTD of FY Expended	Annual Budget
Revenue YTD	50%	\$5,983,890	\$6,562,798	110%	\$11.98 Million
Expenses YTD	50%	\$5,983,890	\$5,175,386	86%	\$11.98 Million

REVENUES:

The total revenues realized year-to-date through March 31, 2022, totaled \$6.6 million or 110% of the YTD budget.

- Farebox revenues reflect \$158,120 or an unfavorable 47% of YTD budgeted revenues through March 31, 2022, due to the decline in Ridership related to driver shortages and COVID-19.
- Contract revenues totaled \$63,625 which is on budget for UAP (Universal Access Passes).
- Other Contract Revenue Budget totaled \$230,000 for the Atlantic Capital LLC agreement \$0.1 million, Winter Haven Services \$92,730 and Bartow Services \$37,310 for shared services. Actual totaled \$9,000.
- Ad Valorem taxes totaled \$5.4 million or 93%. The total budgeted revenues are \$5.6 million. Only 95% of the taxes are budgeted by State Law.

Property taxes become due and payable on November 1st, each year. Discounts for early payments are as follows:

- 4% discount is allowed if paid by November
- 3% discount is allowed if paid by December
- 2% discount is allowed if paid by January
- 1% discount is allowed if paid by February

Taxes become delinquent on April 1st of each year. The District normally receives 90% of property taxes by May of each year.

- Interest Income on Investment at the LGIP totaled \$6,574 which is under budget.
- Florida DOT operating grants \$1.52 million is being billed quarterly. These grants are on a cash basis which means the services must be provided before we receive grant assistance.
- FTA Section 5307 operating and capital grants are budgeted at \$2.93 million. This grant is also on a cash basis which means that the District must expend the funds before we seek grant reimbursement. Since most of the grant funding is used for operations and preventative maintenance, the grant reimbursement is received at the end of the fiscal year after State funds is recognized. Currently, we've received \$274,747 in funding.
- Advertising income reflects \$58,430 which is in line with the budget and paid quarterly.
- The Support cost reimbursement revenue is \$275,700 which is on budget.
- Miscellaneous revenue reflects \$2,958 which is under budget. Gain on disposal of assets totaled \$5,850.
- Other revenues are within budget.

Lakeland Area Mass Transit District
Monthly Financial Report
Operating Budget. Budget to Actual
For the Year-to-date March 31, 2022
FY 2021-2022

EXPENSES:

The total expenses year-to-date through March 31, 2022, totaled \$5.2 million or 86% of the YTD budget.

- Salaries and benefits represent 65% of the FY 2021-2022 budget. As of March 31, 2022, these expenses totaled \$3.4 million which is 12% under budget or a favorable variance of \$474,344.
- Professional and Technical Services expenses totaled \$239,555 of the YTD budget which is on budget.
- Other services expenses totaled \$37,619 of the YTD budget, 26% under budget for temporary services.
- Fuel expenses totaled \$312,510 YTD which is over budget by 15%.
- Materials and supplies totaled \$340,969 or 7% under budget.
- Dues and subscriptions totaled \$13,493 and office supplies of \$37,481 are both under budget.
- Property appraiser/Tax Collector Commission are quarterly advance payments causing expenses to appear to be over budget.
- CRA payments are under budget since payments are annually.
- Capital expenditures/debt service of \$151,367 pertains to the lease purchase of buses and is under budget.
- Fixed and variable costs have contributed to some budget variances since they are a combination of onetime costs and reoccurring costs resulting in an overall favorable variance as of March 31, 2022.

CHANGE IN FINANCIAL CONDITION

Based on the year-to-date budget-to-actual variances through March 31st, the financials reflect a favorable actual variance of \$1.4 million with 50% of the fiscal year completed. This variance is predominantly due to the influx of ad valorem income.

STATISTICAL TRENDS LAST FIVE YEARS AUDITED FINANCIAL STATEMENTS

	9/30/21	9/30/20	9/30/19	9/30/18	9/30/17
1. Farebox Recovery Ratio (All modes)	10.68%	8.48%	10.13%	13.00%	10.04%
2. Cost per revenue hour	\$130.01	\$117.66	\$116.62	\$108.42	\$106.94
3. Revenue Hours	135,115	146,700	145,405	146,597	142,189
4. Fuel Cost (\$)	\$878,132	\$744,587	\$949,887	\$1,082,166	\$834,971
5. Ridership	591,937	855,409	1,294,771	1,252,600	1,346,211



CitrusConnection

LAKELAND AREA MASS TRANSIT DISTRICT

FY 2022

MONTHLY FINANCIAL STATEMENT

MONTH OF MARCH 2022

CODE Account		Month				YTD					
		Actual	Budget	Variance		Actual	Budget	Variance		Approved Annual Budget	
				\$'s-Fav/(Unfav)	%			\$'s-Fav/(Unfav)	%		
R4	Farebox/Pass Sales	\$ 30,126	\$ 49,403	\$ (19,276)	-39%	\$ 158,120	\$ 296,415	\$ (138,295)	-47%	\$ 592,830	
R6	Contract Income (UAP)	\$ 9,321	\$ 11,196	\$ (1,875)	-17%	\$ 63,625	\$ 67,175	\$ (3,551)	-5%	\$ 134,350	
R3	Other Contract Revenue	\$ 1,500	\$ 19,170	\$ (17,670)	-92%	\$ 9,000	\$ 115,020	\$ (106,020)	-92%	\$ 230,040	
R5	Miscellaneous Income	\$ 706	\$ 1,667	\$ (961)	-58%	\$ 2,958	\$ 10,000	\$ (7,042)	-70%	\$ 20,000	
R7	Advertising Revenue	\$ -	\$ 8,490	\$ (8,490)	-100%	\$ 58,430	\$ 50,940	\$ 7,490	15%	\$ 101,880	
R8	Investment/Interest Income (net)	\$ 2,206	\$ 3,667	\$ (1,461)	-40%	\$ 6,574	\$ 22,000	\$ (15,426)	-70%	\$ 44,000	
R9	Ad Valorem Income, net	\$ 68,668	\$ 469,195	\$ (400,527)	-85%	\$ 5,420,902	\$ 2,815,170	\$ 2,605,732	93%	\$ 5,630,340	
R10	FDOT Operating Grant	\$ 185,312	\$ 126,843	\$ 58,469	46%	\$ 172,986	\$ 761,055	\$ (588,069)	-77%	\$ 1,522,110	
R11	Federal Operating Grant	\$ 263,115	\$ 244,368	\$ 18,748	8%	\$ 274,747	\$ 1,466,205	\$ (1,191,458)	-81%	\$ 2,932,410	
R13	Cost Recovery	\$ 10,146	\$ 1,750	\$ 8,396	480%	\$ 24,077	\$ 10,500	\$ 13,577	129%	\$ 21,000	
R17	City of Lakeland	\$ 16,529	\$ 15,152	\$ 1,377	9%	\$ 89,830	\$ 90,910	\$ (1,080)	-1%	\$ 181,820	
R2	PCTS - Support Cost Reimb.	\$ 45,950	\$ 45,950	\$ -	0%	\$ 275,700	\$ 275,700	\$ -	0%	\$ 551,400	
R16	Gain on Disposal of Asset	\$ -	\$ 467	\$ (467)	-100%	\$ 5,850	\$ 2,800	\$ 3,050	109%	\$ 5,600	
TOTAL REVENUES		\$ 633,578	\$ 997,315	\$ (363,737)	-36%	\$ 6,562,798	\$ 5,983,890	\$ 578,908	10%	\$ 11,967,780	
E1	Salaries	\$ 563,618	\$ 454,760	\$ (108,858)	-24%	\$ 2,405,874	\$ 2,728,560	\$ 322,686	12%	\$ 5,457,120	
E2	Employee Benefits	\$ 193,781	\$ 189,963	\$ (3,819)	-2%	\$ 988,116	\$ 1,139,775	\$ 151,659	13%	\$ 2,279,550	
E3	Advertising Fees	\$ 3,381	\$ 2,158	\$ (1,223)	-57%	\$ 27,511	\$ 12,950	\$ (14,561)	-112%	\$ 25,900	
E4	Professional & Technical Ser	\$ 26,885	\$ 42,235	\$ 15,350	36%	\$ 239,555	\$ 253,410	\$ 13,855	5%	\$ 506,820	
E5	Contract Maintenance Services	\$ 3,235	\$ 9,116	\$ 5,881	65%	\$ 81,712	\$ 54,694	\$ (27,018)	-49%	\$ 109,388	
E6	Other Services	\$ 13,794	\$ 8,521	\$ (5,273)	-62%	\$ 37,619	\$ 51,125	\$ 13,506	26%	\$ 102,250	
E7	Fuel & Lubricants	\$ 59,380	\$ 45,444	\$ (13,937)	-31%	\$ 312,510	\$ 272,661	\$ (39,849)	-15%	\$ 545,322	
E8	Freight	\$ 327	\$ 1,109	\$ 782	71%	\$ 3,407	\$ 6,653	\$ 3,245	49%	\$ 13,305	
E9	Repairs & Maintenance	\$ 6,430	\$ 4,954	\$ (1,475)	-30%	\$ 38,609	\$ 29,727	\$ (8,883)	-30%	\$ 59,453	
E10	Materials & Supplies	\$ 50,987	\$ 61,338	\$ 10,351	17%	\$ 340,969	\$ 368,025	\$ 27,056	7%	\$ 736,050	
E11	Utilities/Telephone	\$ 13,259	\$ 13,271	\$ 12	0%	\$ 64,427	\$ 79,625	\$ 15,198	19%	\$ 159,250	
E13	Insurance Expense	\$ 38,029	\$ 35,429	\$ (2,600)	-7%	\$ 225,343	\$ 212,575	\$ (12,768)	-6%	\$ 425,150	
E15	Dues & Subscriptions	\$ 1,531	\$ 3,874	\$ 2,342	60%	\$ 13,493	\$ 23,243	\$ 9,750	42%	\$ 46,486	
E16	Education/Training/Meeting/Travel	\$ 2,004	\$ 11,610	\$ 9,606	83%	\$ 25,912	\$ 69,658	\$ 43,746	63%	\$ 139,315	
E17	Service Charges	\$ 1,953	\$ 1,155	\$ (798)	-69%	\$ 5,948	\$ 6,932	\$ 983	14%	\$ 13,863	
E18	Office Expense	\$ 6,011	\$ 7,503	\$ 1,491	20%	\$ 37,481	\$ 45,017	\$ 7,536	17%	\$ 90,033	
E19	Advertising & Promotions	\$ -	\$ 2,083	\$ 2,083	100%	\$ -	\$ 12,500	\$ 12,500	100%	\$ 25,000	
E20	Miscellaneous Expenses	\$ 1,480	\$ 6,720	\$ 5,241	78%	\$ 21,959	\$ 40,323	\$ 18,363	46%	\$ 80,645	
E21	Property Appraiser/Tax Collector Comm	\$ 23,296	\$ 15,498	\$ (7,798)	-50%	\$ 152,568	\$ 92,990	\$ (59,578)	-64%	\$ 185,980	
E22	LDDA, CRA Contributions	\$ -	\$ 23,750	\$ 23,750	100%	\$ -	\$ 142,500	\$ 142,500	100%	\$ 285,000	
E23	Capital Expenditures/ Debt Service	\$ 25,228	\$ 56,717	\$ 31,489	56%	\$ 151,367	\$ 340,300	\$ 188,933	56%	\$ 680,600	
TOTAL EXPENDITURES		\$ 1,034,610	\$ 997,315	\$ 37,295	4%	\$ 5,175,386	\$ 5,983,890	\$ (808,504)	-14%	\$ 11,967,780	
(OVER)/UNDER EXPENDITURES		\$ (401,031)	\$ -	\$ (401,031)		\$ 1,387,411	\$ -	\$ 1,387,411		\$ -	

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #4b

Agenda Item: March 31, 2022, Financials for Polk County Transit Services
Contract – FY 2021-22

Presenter: Kelly Bennington, CFO

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
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #4b

Lakeland Area Mass Transit District
Monthly Financial Report
Polk County Transit Contract
Month of March 31, 2022
Year to Date Report
Percent of FY Reported (50%)

Revenues

- The revenues totaled \$4.4 million, 98% of the year-to-date budget.
- The FTA grants drawdown totaled \$745,849 or 51% of the year-to-date budget.
- Fare Revenues totaled \$21,396 or 36% of the year-to-date budget.
- The Polk County City Contributions reflects a payment of \$367,865 in the FY Budget.
- The County funding reflects payments of \$3.03 million for the budgeted grants match.
- Rural FDOT Grant Revenues reflects \$249,398 or 33% of the year-to-date budget.
- The remaining FDOT block grants reflects no activity.

Expenses

- Operating expenses consists of labor costs, operating expenses, and contract expenses.
- Total expenses for the period totaled \$3.8 million or 84% of the year-to-date budget.
- Salaries and wages totaled \$1.9 million or 83% of the YTD Budget.
- Operating expenses totaled \$1.2 million or 90% of the YTD Budget.
- The contract services are for contractual cost for the several routes with the Contractor Transitions Commute Solutions with expenses YTD totaling \$697,982 or 80% of the YTD budget.

Lakeland Area Mass Transit District
Financial Statement
Polk County Contract
Month of March 2022

Revenue

	Annual Budget	YTD Budget	YTD Actual	Percent Expended
Revenues				
County Match	\$ 3,029,262	\$ 1,514,631	\$ 3,029,262	200%
Other Contract Revenue - County	\$ -	\$ -	\$ -	
City Contribution	\$ 533,611	\$ 266,806	\$ 367,865	138%
County Contribution - PCTS	\$ -	\$ -	\$ -	
Other Revenue Transfer Cares Funding	\$ -	\$ -	\$ -	
Fares	\$ 117,250	\$ 58,625	\$ 21,396	36%
FDOT Block Grants:				
GOV71/G1481 - WHAT/ADA	\$ 625,820	\$ 312,910	\$ -	0%
RURAL	\$ 1,492,450	\$ 746,225	\$ 249,398	33%
SUNRAIL	\$ 249,740	\$ 124,870	\$ -	0%
FTA				
FTA 5307 Grant	\$ 2,924,537	\$ 1,462,269	\$ 745,849	51%
Capital Contributions - County	\$ -	\$ -	\$ -	0%
Total	\$ 8,972,670	\$ 4,486,336	\$ 4,413,770	98%

Expenses

	Annual Budget	YTD Budget	YTD Actual	Percent Expended
Labor	\$ 4,552,010	\$ 2,275,851	\$ 1,883,472	83%
Contract	\$ 1,750,000	\$ 875,000	\$ 697,982	80%
Operating	\$ 2,670,660	\$ 1,335,485	\$ 1,196,516	90%
Capital	\$ -	\$ -	\$ -	0%
Total	\$ 8,972,670	\$ 4,486,336	\$ 3,777,970	84%

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #4c

Agenda Item: March 31, 2022, Financials for The Transportation Disadvantaged Program– FY 2021-22

Presenter: Kelly Bennington, CFO

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.

The Transportation Disadvantaged Program fiscal year starting July 1, 2021 and ends June 30, 2022. The funding is 90% State for the Transportation Disadvantaged Trust Fund and 10% matching funds funded by Polk County. There are some other third-party revenues for contract services.

Attachments: See Attachments

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #4c

Lakeland Area Mass Transit District
Monthly Financial Report
The Transportation Disadvantaged Program
Month of March 31, 2022
Year to Date Report
Percent of FY Reported (75%)
State FY July 1, 2021, thru June 30, 2022

Revenues

- The revenues totaled \$732,049 or 83% of the year-to-date budget.
- The TD Trust Fund Grant drawdown reflects \$667,268 or 85% of the grant.
- Contract Revenues and other revenues totaled \$328.
- The County funding for the match totaled \$64,453 or 74%.

Expenses

- Operating expenses consists of labor costs, operating expenses, and contract expenses.
- Total expenses for the period totaled \$741,486 or 85% of the year-to-date budget.
- Salaries, wages, and benefits totaled \$529,701 or 80% of the YTD Budget.
- Operating expenses totaled \$211,786 or 98% of the YTD Budget.

Operating Results

- Actual Expenses exceeded Revenues by \$9,437. Due to a shortage of drivers, routes have been closed which affects ridership volumes and the ability to draw down revenues. Also due to the shortage of drivers, TD drivers are being utilized on other routes. Therefore, using the job costing method, 5.98% of expenses related to TD drivers were reallocated appropriately. Further, three payrolls were processed during the month and the allocation of repairs and maintenance for buses was higher than usual, increasing total expenses.

**Lakeland Area Mass Transit District
Transportation Disadvantage Program
Period Ending - March 2022**

Revenue

	Annual Budget	YTD Budget	YTD Actual	Total YTD
Revenues				
County Match 10%	\$ 131,526	\$ 98,645	\$ 64,453	65%
Contract Revenue	\$ 151	\$ 113	\$ 328	
Adult Day Care		\$ -	\$ -	
FDOT Grants:		\$ -		
CTD Grant -Operating	\$ 1,183,733	\$ 887,800	\$ 667,268	75%
Total	\$ 1,315,410	\$ 986,558	\$ 732,049	74%

Expenditure

	Annual Budget	YTD Budget	YTD Actual	Total YTD
Labor	\$ 990,070	\$ 742,553	\$529,701	71%
		\$ -		
Operating	\$ 325,340	\$ 244,005	\$ 211,786	87%
Total	\$ 1,315,410	\$ 986,558	\$741,486	75%

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Date: May 11, 2022
AGENDA ITEM #4d

Agenda Item: **Federal Transit Administration American Rescue Plan Act (ARP) Grant for the Lakeland UZA**

Presenter: Kelly Bennington, CFO

Recommended
Action: Staff recommend approval of the ARP Grant application for Lakeland Area Mass Transit District for a total amount of \$50,000.

Summary: This grant will provide \$50,000 in Preventative Maintenance funds at 100% for the Lakeland Area Mass Transit District. These are the remaining fund from the ARP allocation that was already awarded minus the cost for carts that were determined to be an ineligible expense.

Attachments: None

Intern Budget 2022-2023

Based on the assumption of \$10/hour, 40 hours/week, and 10 weeks

OPTION A:

[illegible]

OPTION B:

[illegible]

Based on the assumption of \$13/hour, 40 hours/week, and 10 weeks

OPTION C:

[illegible]

OPTION D:

[illegible]

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #4e

Agenda Item: Intern Program Budget

Presenter: Kelly S. Bennington, CFO

Policy Analysis: TA7 Examine wages and benefits to maximize rider experience.

Recommended Action: Recommend the Board approve an ongoing Intern budget. Staff recommends Option A.

Summary: Internship programs offer an opportunity to mentor and provide valuable experiences to students. With Board approval, an ongoing internship can be established and subsequently budgeted in future years. In previous years, LAMTD has paid \$10/hour for interns. CareerSource Polk summer interns (four being allocated to Citrus Connection) are being paid \$15/hour. Attached provides examples of \$10/hour and in increase in pay to \$13/hour (to work towards closing the hourly pay gap with CareerSource) with 6-10 interns to consider.

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #4f

Agenda Item: Human Resources Position Realignment

Presenter: Kelly S. Bennington, CFO

Policy Analysis: TA7 Examine wages and benefits to maximize rider experience.

Recommended Recommend the Board approve an additional position for
Action: Human Resources

Summary: Human Resources (HR) has currently budgeted for a Human Resources and Risk Manager. The HR Manager recently resigned and moved out of state. In lieu of rehiring a Manager, HR requests to hire two entry level positions. One position would focus on Benefits while the other position would focus on Recruiting. The Manager's position is completely allocated to LAMTD. The Manager previously made \$32/hour while the proposed new positions would make \$18/hour each. Although a minimal difference in salary, the additional funding needed after considering fringes is approximately \$20,000. The change would be budget neutral due to HR currently having unspent funding in other accounts.

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Date: MAY 11, 2022
AGENDA ITEM#4g

Agenda Item: **The Squeeze Update**

Presenter: Tom Phillips, Aaron Dunn, and Kelly Bennington

Policy Analysis: TA1 Enhance public perception of Citrus Connection through a targeted marketing and rebranding plan.
TA2 Identify new and untapped funding sources.
TA4 Increase ridership by combining prioritized and necessary elements to enhance the customer experience.
TA5 Cultivate community partnerships with Citrus Connection through management and board engagement.

Recommended Action: Approve the annual proposed Budget to continue operating the low-speed vehicles (LSV) along the downtown connector that previously began as a pilot program, also known as ‘The Squeeze.’

Summary: On April 13, 2021 the Board approved the Downtown Connector Pilot Program which operates 3 street legal, 8 passenger golf cart type vehicles, with the necessary tracking and security systems, and 3 enclosed cargo trailers for storage and transport.

Based on the success of the pilot program, Citrus Connection suggests moving the pilot program to an ongoing budgeted program. Based on the pilot program, we suggest replacing the lunch transportation hours with special event coverage. Due to increases in salary, additional drivers needed on special events, the annual proposed budget is \$381,973.42.

Lakeland Area Mass Transit District Proposed Budget Weekdays <i>Replace lunch budget with special events</i>						Lakeland Area Mass Transit District Proposed Budget Weekends <i>Weekend Evenings</i>					
Special Events						5:00 pm to 10:00 PM					
LABOR HOURS	Daily Hours	Days per Week	Total Hours per Person	# of People		LABOR HOURS	Daily Hours	Days per Week	Total Hours per Person	# of People	
Operators					See Support tab	Operators	9.0	2.0	18	3	
Supervisor					See Support tab	Supervisor	9.0	2.0	18	1	
Admin Support staff			13% of 1			Admin Support staff				13% of 1	
Maintenance			27% of 1			Maintenance				27% of 1	
LABOR COSTS	Hrly rate	Fringe	Total Hrly Rt	Hours	Total Mthly Costs	LABOR COSTS	Hrly rate	Fringe	Total Hrly Rt	Hours	Total Mthly Costs
Operators	\$21.00	\$11.55	\$32.55	2658	\$7,209.83	Operators	\$21.00	\$11.55	\$32.55	2808	\$7,616.70
Supervisor	\$30.00	\$16.50	\$46.50	636	\$2,464.50	Supervisor	\$30.00	\$16.50	\$46.50	936	\$3,627.00
Admin Support staff	\$30.00	\$16.50	\$46.50	82.68	\$320.39	Admin Support staff	\$30.00	\$16.50	\$46.50	121.68	\$471.51
Maintenance	\$25.00	\$13.75	\$38.75	171.72	\$554.51	Maintenance	\$25.00	\$13.75	\$38.75	32.85	\$106.09
					\$10,549.22						\$11,821.30
Monthly COST					Mthly Equiv	MONTHLY COSTS					Mthly Equiv
Flat Bed rental (for maintenance)	\$500.00				\$41.67	Flat Bed rental	\$500.00				\$41.67
ANNUAL COSTS						ANNUAL COSTS					
Insurance	\$1,350.00				\$112.50	Insurance	\$1,350.00				\$112.50
CAPITAL COSTS						CAPITAL COSTS					
Capital	\$51,873.58				\$4,322.80	Capital	\$51,873.58				\$4,322.80
FUEL COSTS						FUEL COSTS					
500 gallons @\$3.80/gallon annually	\$1,900.00				\$158.33	1,100 gallons @\$3.80/gallon annually	\$4,180.00				\$348.33
				MTHLY TOTAL	\$15,184.52					MTHLY TOTAL	\$16,646.60
				<i>Annual equiv</i>	<i>\$182,214.25</i>					<i>Annual equiv</i>	<i>\$199,759.17</i>
		636 hours		<i>Cost per hour</i>	<i>\$286.50</i>	18 hours/weekend x 52 WEEKENDS=	936 hours			<i>Cost per hour</i>	<i>\$213.42</i>
			TOTAL ANNUAL COST		\$182,214.25				TOTAL ANNUAL COST		\$199,759.17

Total Capital	\$103,747.15 (included in total)
Total Cost Calculation from prior budget	\$169,276.83
Total Cost for proposed budget	\$381,973.42
Increase from original budget	\$212,696.59

		Event Hours x 3 people	Event Hours with 2 additional people
Farmers Market			
48 events			
39 events @ 8 hours	312		
9 events @ 7 hours	63		
need 2 additional people - Saturdays	375 hours	1125	750
Food Truck Rallies			
12 events @ 9 hours	108	324	
No additional people needed			
Additional Events			
34 days			
Used 50% of 34 for 17 days@9 hrs	153	459	
No additional people needed			
Total Event Hours	636	1908	750

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #5

Agenda Item: Contingency Fleet Plan

Presenter: Jay Steinbauer

Policy Analysis: TA4 Increase ridership by combining prioritized and necessary elements to enhance the customer experience.

Recommended Action: Approve Contingency Vehicle Fleet Plan

Summary: Implementation of a vehicle contingency fleet plan to better prepare for the following scenarios emergency relief, training, extended equipment down time due to supply shortages, extended repairs such as accidents, and prevents delay for possible route expansion. Contingency fleet vehicles are selected based on useful life being met and if extending life beyond useful life is beneficial to the district. Contingency fleet will be maintained in accordance with the FTA guidelines.



CONTINGENCY VEHICLE FLEET PLAN

Lakeland Area Mass Transit Citrus Connection
Approved _____

Document Author:	Jay Steinbauer		
Area of application:	LAMTD Fleet Maintenance and Operations		
Document location:	S:\Public\Maint\Contingency Fleet		
Original issue date:			
Revisions			
Rev. No.	Date	Description	
001	03/08/2022		
Recurring action items			
Activity	Responsibility	Frequency	
1. Review of FTA requirements and the contents of this plan. Update this plan as needed.	Director of Maintenance	Annually	
Executive Summary			
<p>LAMTD maintains and makes available a contingency fleet of buses used for emergencies, disasters, and other contingencies, including occasional in-service use to ensure mechanical reliability and fleet readiness. LAMTD may use buses in this fleet for behind-the-wheel (BTW) training and/or mechanic or technician training; buses adopted into this fleet must meet the FTA minimum retirement standards.</p>			
Executive Signature			
Tom Phillips, Executive Director		Date	

CONTINGENCY FLEET PLAN

This plan outlines the periodic need and justification for Lakeland Area Mass Transit contingency bus fleet as required by the Federal Transit Administration (FTA) prior to establishing a contingency fleet. LAMTD shall not place a bus into the contingency fleet before the vehicle has reached the end of its minimum useful service life. Buses held in a contingency fleet must be properly stored, maintained and any work on vehicles documented. Staff reviews this plan annually and updates this plan as necessary to support the contingency fleet and related processes and procedures.

LAMTD's active rolling stock is not part of the contingency fleet; LAMTD does not calculate or include contingency fleet vehicles into its spare ratio.

The FTA recognizes two types of vehicles: active and contingency. During a period of vehicle replacement, some buses may be in an inactive status. LAMTD considers this a temporary condition. LAMTD's contingency plan accounts for rolling stock in a contingency fleet due to various reasons, including procurement schedules for fleet replacement, expansion, and other justification for a contingency fleet as noted in this plan.

LAMTD considers new buses delivered for service expansion or fleet replacement as "in processing" and does not include these buses in its spare ratio calculation. In some instances, the transition from active fleet to disposal, or a contingency fleet, may be delayed; however, all transitions between categories should occur as soon as practical. Buses held in a contingency fleet are properly stored, maintained, and documented as part of the Contingency Plan. LAMTD will identify vehicles placed into its contingency fleet on the bus availability listing. Staff will revise this Plan as necessary, to support LAMTD's Mission.

POLICY STATEMENT

LAMTD actively maintains a contingency bus fleet in compliance with FTA regulations. When applicable, the contingency fleet may be in addition to the normal spare ratio allowed by federal regulations and will only be used when circumstances warrant. The buses in this fleet will be used for emergency responses or training and will be maintained at a minimum, per OEM requirements to ensure mechanical reliability and fleet readiness.

DEFINITIONS

Contingency Bus Fleet – LAMTD may use its contingency fleet for emergency operations, including but not limited to evacuations due to an earthquake, fire, flood, or other natural or manmade disasters. LAMTD may also use these vehicles for service expansion, fuel shortages, parts shortages, and loaning to another transit agency during emergency response, evacuation, or other emergency type situations. LAMTD may also use these vehicles due to the loss of an operating base and for other undefined emergencies or service requirements including Coach Operator training.

Bus Reactivation – An unanticipated sudden reduction in the availability of buses in the active bus fleet may require LAMTD to place contingency fleet buses back into its active fleet to fulfill service requirements. As an example - LAMTD would reactivate contingency fleet buses if several of its active buses were damaged or destroyed by fire, flood, or other unforeseen natural disaster.

Additional use of contingency buses may also include but is not limited to a fleet wide defect or a major component recall impacting a significant portion of a fleet, or some other fleet wide failure, including the failure of a major component of a group of buses, e.g., an engine or transmission failures.

Contingency Fleet Activation for Training – LAMTD may also use buses in the contingency for mechanic and technician training to ensure mechanical reliability and fleet readiness. Any bus placed into the LAMTD's contingency fleet will meet FTA minimum service life criteria. LAMTD will evaluate and select vehicles that have reached the end of their FTA defined useful service life and of which are in the best mechanical and operating condition.

Service Life – Vehicle life of rolling stock begins on the date LAMTD places the vehicle into revenue service and continues until LAMTD removes it from service and from its active fleet. Minimum service life for LAMTD's bus fleet is as follows:

- **Large, heavy-duty transit buses** including over the road buses (approximately 35'–48'–60'): 12 years of service and an accumulation of at least 500,000 miles.
- **Small size, heavy-duty transit buses** (approximately 30'): ten years of service and an accumulation of at least 350,000 miles.
- **Medium-Duty and Purpose-Built Bus** (approximately 30'): seven years of service and an accumulation of at least 200,000 miles.
- **Light-Duty Mid-Sized transit buses** (approximately 25'–35'): five years of service and an accumulation of at least 150,000 miles.
- **Light-Duty Small Bus, Cutaways, and Modified Van** four years and an accumulation of at least 100,000 miles.

Historically, LAMTD's buses remain in the active fleet well beyond FTA's definition for useful service life. Each vehicle placed into LAMTD's contingency fleet will be examined for reliability versus the need for disposal (sale, scrap, or donation) prior to placement into the contingency fleet.

MAINTENANCE OF THE CONTINGENCY FLEET

Buses in the contingency fleet are subject to a 6,000-mile preventive maintenance (PM) schedule. Periodic vehicle "start-ups" will occur between normal preventive maintenance inspections (PMI) so the fleet remains ready for service activation at all times. LAMTD will maintain all records associated with these buses and vehicles within this fleet will be subject to the following minimums:

Every Month: Start bus and conduct a basic inspection

- Check engine fluids
- Check tires for inflation and wear
- Check for fluid leaks under the vehicle
- Start and warm the vehicle to operating temperature
- Operate heater and air conditioner (HVAC)
- Drive the vehicle through the bus yard
- If any defects are found, document and schedule for repair

Prior to activating contingency vehicles back into revenue service and LAMTD's active fleet, LAMTD will perform a Brake and Tire Safety Inspection. If the vehicle has been inactive for more than 90 days, LAMTD will perform a full PMI.

When LAMTD reactivates a vehicle from the contingency fleet into its active operating fleet the contingency vehicle will be maintained as per the requirements in LAMTD's maintenance plan.

ACTIVATING VEHICLES FROM CONTINGENCY FLEET

LAMTD shall complete the "Contingency Fleet Activation" form and submit to LAMTD's Director of fleet maintenance or their approved designee for approval before using a vehicle in the Contingency Fleet. Contingency fleet will be located at 1212 George Jenkins Blvd Lakeland FL or at Motor Pool Road parking site in Winter Haven FL and protected by fencing and surveillance systems. During natural disasters all contingency fleet vehicles will be located at 1212 George Jenkins Blvd Lakeland FL. Bus availability listing will list location of contingency fleet vehicles.

This form is not required, in the event of an emergency that requires immediate activation of a Contingency Fleet vehicle, or for maintenance training purposes. Assignee's authorized to activate contingency fleet for emergency needs include Executive Director, Revenue Services Director, Safety Security, and Fleet Director

The form is accessible on LAMTD's shared drive S:\Public\Maint\Contingency Fleet



Preauthorization Form: Contingency Fleet Activation

Date: _____

Requested Initiated By: _____

Approved By: _____ Date: _____

Unit Numbers Requested: _____

Period Of Use: _____

Check Intended Use of Contingency Fleet and Provide Explanation

- ☐ Training _____
- ☐ Fleet Failure _____
- ☐ Evacuation* _____
- ☐ Emergency Response* _____
- ☐ Other _____

*LAMTD Preauthorization not required

Upon Return to Contingency Fleet Indicate:

Total Number of Days of Use: _____ Total Mileage Accrued: _____

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
MAY 11, 2022
AGENDA ITEM #6

Agenda Item: Policy and Procedure for Public Hearings Update

Presenter: James Phillips

Policy Analysis: TA4 Increase ridership by combining prioritized and necessary elements to enhance the customer experience.
TA6 Increase internal communication through systemic processes.

Recommended
Action: Approve the changes to clarify language in the route change policies and procedures

Summary: The policy and procedure adopted in 2006 was meant to formalize the process routes are changed and allow for public comments. The changes presented are to keep the same intent but clarify the language and establish procedures in the unlikely event changes are not approved.

Attachments: Policy and Procedure for Public Hearings

Policy and Procedure for Public Hearings and Notices

- Rationale:** Changes in fares, complementary paratransit service (ADA) and/or routes affected by customer trip generation/termination points, travel patterns, or other community-based factors may require evaluation to improve customer service or service delivery cost.
- Policy:** Changes in fares, complementary paratransit service (ADA) and/or routes affected by customer trip generation/termination points, travel patterns, or other community-based factors may require evaluation to improve customer service or service delivery cost.
- A public hearing and Board of Directors' approval is required for changes to fares and ADA service levels or eligibility requirements; and changes to an existing routes revenue miles by twenty five percent (25%) or more.
- Procedure:** Changes in fares, complementary paratransit service (ADA) and/or routes affected by customer trip generation/termination points, travel patterns, or other community-based factors may require evaluation to improve customer service or service delivery cost. A public hearing and Board of Directors' approval is required for changes to fares, ADA service levels or eligibility requirements, and changes to existing routes revenue miles by twenty five percent (25%) or more. Route changes involving less than twenty-five (25%) percent of existing routes revenue miles are referred to as modifications and require notice to the public. The hearing will be advertised in the local newspaper and posted for public viewing at the transit headquarters, in the facility where the Board of Directors Meetings are conducted, and on the affected routes, no less than 30 calendar days prior to the hearing.
- Board approval is required for changes that are the subject to a public hearing. Notice of approved route changes will be available on all buses no less than 14 calendar days prior to the effective date of the change. The Board of Directors will be briefed prior to staffs posting notices, publishing notices, or conducting meetings as a means of providing customers notice of route modification that will occur or are being considered for modification. Printed notices or notice meetings will be in place no less than 14 calendar days prior to an established comment date; and notice of modifications will be available on affected routes no less than 14 calendar days prior to the effective date of a modification.
- Routes that do not pass Board approval will stay in their current design until the changes are approved. Routes that are rejected by the board will start the process over with a new public hearing no less than 30 calendar days prior to the hearing. The hearing will follow the same process listed above.

Tom Phillips, Executive Director

Adopted By LAMTD Board of Directors May 11, 2021

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
APR 13, 2022
AGENDA ITEM #7

Agenda Item: **Progress update for TDP**

Presenter: Julia Davis, Polk TPO

Recommended
Action: None

Summary: The Citrus Connection is in the middle of its major revision to the Transportation Development Plan. With a partnership with the Polk TPO, they are here to provide a progress update on the status of the update.

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Date: MAY 11, 2022
AGENDA ITEM 8a

Agenda Item: **Agency Updates**

Presenter: Tom Phillips

Recommended
Action: Informational

Summary: Items and information from the Executive Director

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Date: MAY 11, 2022
AGENDA ITEM 9a

Agenda Item: **April calendar**

Presenter: Tom Phillips

Recommended
Action: Informational

Summary: Review and summary of events taken place in March.

<div> <div>Today</div> <div><></div> <div>April 2022</div> </div>		<div> <div>Lakeland, Florida</div> <div> <div> <div>Today</div> <div>86° F / 61° F</div> </div> <div> <div>Tomorrow</div> <div>85° F / 61° F</div> </div> <div> <div>Wednesday</div> <div>82° F / 60° F</div> </div> </div> <div> <div>Month</div> <div>></div> </div> </div>				
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<div>Mar 27</div>	<div>28</div> <div> <div>10:00am Attendance Phone Conference for W. Phillips; Heather Manrow</div> <div>1:30pm Polk TD-LCB - Quarterly Meeting & Public Workshop. (This is the Date, 3-28-2022.) today starting at 1:30 and going to about 3:30 +/- public commen...</div> <div>4:00pm LEDC March Meeting; 502 E. Main Street, Catapult 3.0; Steve Scruggs</div> </div>	<div>29</div> <div> <div>7:30am 2022 Legislative Wrap-Up Breakfast; First Presbyterian Church; 175...</div> <div>10:00am 1-on-1 w/Marcia; Tom's office; Tom Phillips</div> <div>11:00am 1-on-1 w/HR; Tom Phillips</div> <div>1:00pm CRA Partnership - Follow-Up; City Hall - Comm. Dev. Cnf. Room 2nd Floor ...</div> </div>	<div>30</div> <div> <div>9:00am 1-on-1 w/Kelly; Tom Phillips</div> </div>	<div>31</div> <div> <div>9:30am TAC Meeting ; Room 413 Polk County Administration Building; Crews-Downs, Annette</div> <div>10:00am Meeting with Citrus Connection (Lakeland Area Mass Transit) Staff to Discuss Fair Share Contract; City Manager's Conference Room; 2nd Floor - City Hall; 620 E Main Street; Haines City,...</div> </div>	<div>Apr 1</div> <div> <div>10:00am Strategy Meeting; Tom Phillips</div> </div>	<div>2</div>
<div>3</div>	<div>4</div> <div> <div>9:30am Senior Staff Call; https://us02web.zoom.us/j/81950698488?pwd=R3MxOU9QbHhObUowUGZ0ekZVeWlUT09; James Phillips</div> <div>10:00am 1-on-1 w/HR; Tom Phillips</div> </div>	<div>5</div> <div> <div>Copy: Board of Directors, Performance Indicator Data, due COB 3rd working day of ever</div> <div>10:00am 1-on-1 w/Marcia; Tom's office; Tom Phillips</div> <div>10:30am Mayfaire by the Lake Squeeze Meeting; Hollingsworth Board Room; James Phillips</div> <div>2:00pm Intermodal Center Discussion; https://us02web.zoom.us/j/8171214570...</div> </div>	<div>6</div> <div> <div>9:00am 1-on-1 w/Kelly; Tom Phillips</div> </div>	<div>7</div> <div> <div>8:00am Repatha</div> <div>8:30am Presentation Work; Board Room; James Phillips</div> <div>10:00am Mayfair Logistic Meeting; Polk Museum of Art; Neal Ward</div> </div>	<div>8</div> <div> <div>10:30am Coffee w/Ledger; Black n Brew; 205 E Main St, Lakeland, FL 33801</div> </div>	<div>9</div>
<div>10</div>	<div>11</div> <div> <div>7:00am Lipid profile</div> <div>9:30am Senior Staff Call; https://us02web.zoom.us/j/8195069848...</div> <div>10:00am Presentation Rehearsal; Board Room; James Phillips</div> <div>1:30pm VISTE Interview and Retreat Planning; https://us02web.zoom.us/j/81...</div> </div>	<div>12</div> <div> <div>8:30am Email Ridership Update to LAMTD Board of Directors</div> <div>9:00am Cardiology - Dr. Fojtik</div> <div>10:30am Board Chair Meeting; Hollingsworth Board Room; 1212 George Jenkins Blvd; James Phillips</div> </div>	<div>13</div> <div> <div>8:30am LAMTD April Board Meeting; 1212 George Jenkins Blvd, Lakeland, FL 33815; Tom Phillips</div> <div>9:00am 1-on-1 w/Kelly; Tom Phillips</div> <div>10:30am 1-on-1 w/HR; Tom Phillips</div> </div>	<div>14</div> <div> <div>9:30am Employee Hearing; Darby Law Group; 500 Florida Ave S # 520, Lakeland, FL 33801</div> <div>11:00am CCTV Shoot; James Phillips</div> </div>	<div>15</div> <div> <div>No School (Roberts, McKeel, Montessori)</div> </div>	<div>16</div>
<div>17</div>	<div>18</div> <div> <div>No School (McKeel)</div> <div>11:30am 1-on-1 w/HR; Tom Phillips</div> </div>	<div>19</div> <div> <div>8:30am Coffee - McLeod - Tom Phillips; Mitchell's - 235 N Kentucky Ave, Lakeland, FL 33801; Terry, Traci</div> <div>10:30am Coffee w/James ; Starbucks, 1310 Lakeside Village, Lakeland, FL 33803; James Phillips</div> <div>11:30am Clean Audit Lunch; Abuelo's; 3700 Lakeside Village Blvd, Lakeland, FL ...</div> </div>	<div>20</div> <div> <div>Early Dismissal- 11:30a (Montessori)</div> <div>9:00am 1-on-1 w/Kelly; Tom Phillips</div> </div>	<div>21</div> <div> <div>8:00am Repatha</div> <div>10:30am Taping for 4/29/22 Listening Session; PGTV- 10:30 AM; Davis, Julia</div> </div>	<div>22</div>	<div>23</div>
<div>24</div>	<div>25</div> <div> <div>9:00am Listen Lakeland ; Lakeland Electric Lobby; 501 E Lemon St, Lakeland, FL 338...</div> <div>10:30am Senior Staff Call; https://us02web.zoom.us/j/8195069848...</div> <div>11:00am 1-on-1 w/HR; Tom Phillips</div> <div>4:00pm LEDC April Meeting; 502 E. Main Street, Catapult 3.0; Steve Scruggs</div> </div>	<div>26</div> <div> <div>8:30am LAMTD Board Retreat; Lake Crago Outdoor Recreation Complex; 525 Lake Crago Dr, Lakeland, FL 33805; James Phillips</div> </div>	<div>27</div> <div> <div>9:00am 1-on-1 w/Kelly; Tom Phillips</div> <div>9:30am 1-on-1 w/Marcia; Tom's office; T...</div> <div>10:00am Transportation Disadvantaged ...</div> <div>11:30am Citrus Connection & Katie Wor...</div> <div>11:30am Copy: Citrus Connection & Kati...</div> <div>5:30pm ABC Community Input Meeting ...</div> </div>	<div>28</div> <div> <div>8:00am State of the County ; Polk State College Center for Public Safety; Kaley Raub</div> <div>6:00pm Community Engagement Task Force; Conf Rm City Hall Chamber; Ratcliff, Carol</div> </div>	<div>29</div> <div> <div>10:00am "Polk TPO's TAN Virtual -Public Information Update on the Polk Transit Vision 2032--- (Staff Calendar Entry) Apr...</div> <div>10:00am Copy: "Polk TPO's TAN Virtual -Public Information Update on the Polk Transit Vision 2032--- (Staff Calendar En...</div> <div>10:00am Polk TPO's TAN Virtual -Public Information Update on the Polk Transit...</div> </div>	<div>30</div>

LAKELAND AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Date: MAY 11, 2022
AGENDA ITEM #9b

Agenda Item: **Ridership Report**

Presenter: Tom Phillips, ED

Recommended
Action: Information only

Summary: Year to date ridership information for the entire system
including LAMTD, Winter Haven, Rural and Demand
Response through March 31, 2022

Attachments: Ridership Report.

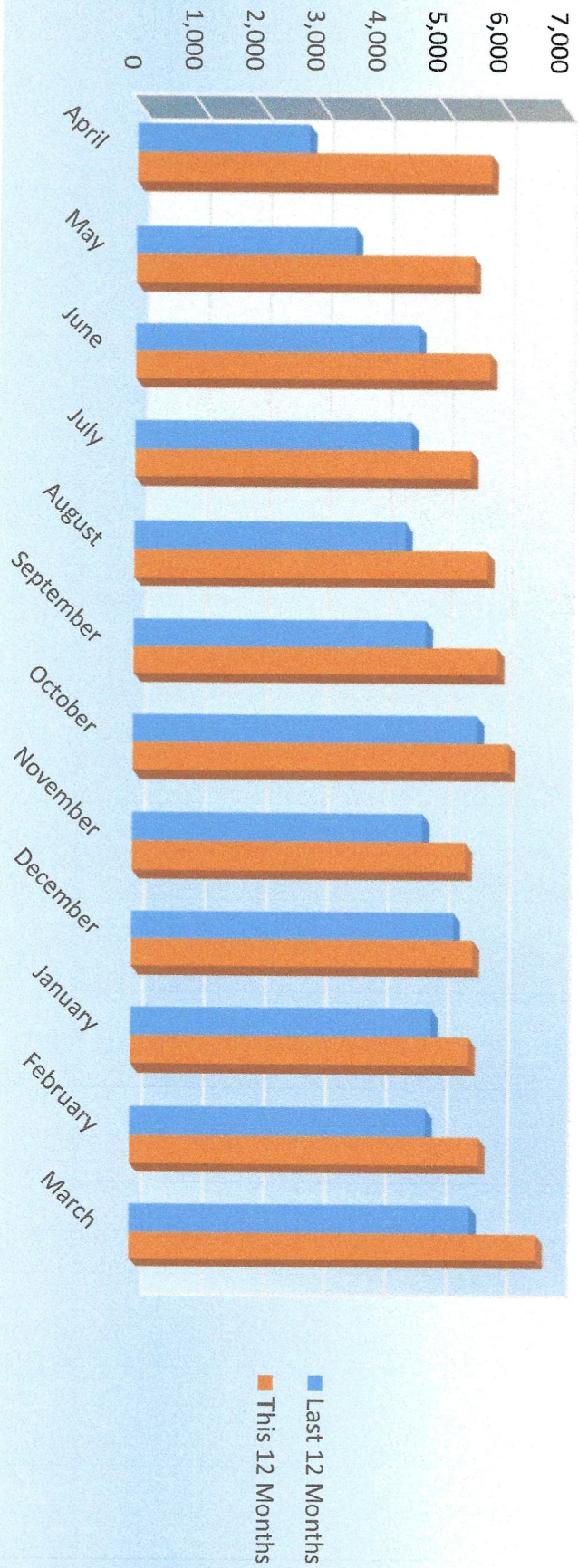
Citrus Connection and PCTS Fixed Route							
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Change
October	108,078	113,220	117,763	109,219	38,961	51,132	31%
November	106,998	104,149	104,192	89,803	37,733	48,506	29%
December	111,197	95,520	95,813	91,147	42,876	49,446	7%
January	103,647	93,227	106,080	96,288	39,609	45,948	7%
February	108,068	100,300	100,900	93,231	40,756	48,283	8%
March	116,794	99,916	101,697	76,736	47,989	55,170	7%
April	103,274	95,993	106,578	27,855	46,995	0	0%
May	108,224	95,476	104,034	39,257	41,267	0	0%
June	102,092	93,781	93,028	47,522	44,107	0	0%
July	98,193	92,042	103,793	35,612	42,568	0	0%
August	118,104	111,898	109,285	36,186	45,293	0	0%
September	89,794	98,550	100,468	38,505	49,269	0	0%
Totals	1,274,460	1,194,072	1,243,631	781,361	517,423	298,485	20%

Citrus Connection and PCTS Para-Transit Totals							
	2016-2017	2017-2018	2018-2019	2019-2020	2000-2021	2021-2022	Change
October	7,071	8,654	9,820	9,745	5,644	6,166	9%
November	7,002	7,940	8,495	8,246	4,759	5,466	15%
December	7,014	7,660	8,032	8,177	5,279	5,598	6%
January	7,521	9,478	8,846	8,734	4,924	5,542	13%
February	7,413	9,514	8,559	8,231	4,844	5,720	18%
March	8,715	10,469	9,204	6,109	5,582	6,673	20%
April	7,757	9,947	9,377	2,815	5,807	0	0%
May	8,460	9,534	9,801	3,590	5,531	0	0%
June	8,374	8,777	8,784	4,640	5,813	0	0%
July	8,131	8,247	9,502	4,527	5,512	0	0%
August	9,533	9,642	9,455	4,441	5,792	0	0%
September	6,711	8,437	7,866	4,790	5,969	0	0%
Totals	93,702	108,299	107,741	74,045	65,456	35,165	13%

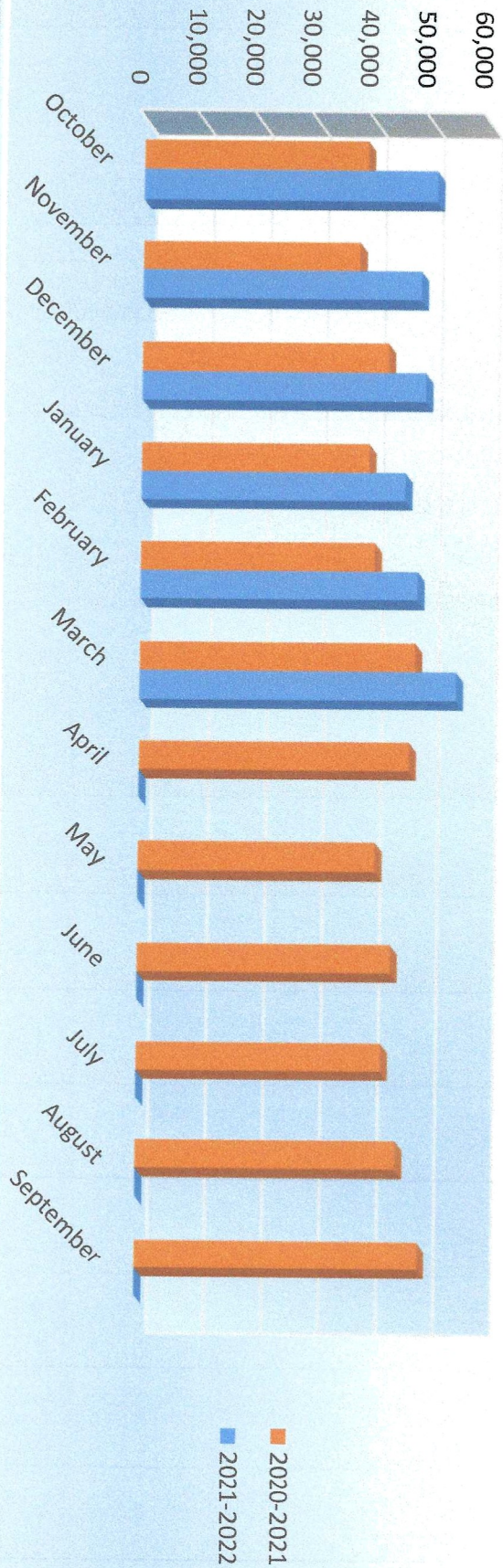
Citrus Connection only Fixed Route Totals							
	2016-2017	2017-2018	2018-2019	2019-2020	2000-2021	2021-2022	Change
October	67,636	73,349	74,739	67,938	27,810	31,976	15%
November	71,083	67,437	66,084	55,331	25,998	29,943	6%
December	72,646	60,879	60,217	55,960	30,003	31,305	2%
January	70,767	58,830	66,889	58,774	27,355	28,979	3%
February	71,884	63,140	62,854	57,800	27,781	30,467	4%
March	78,158	62,897	63,867	47,927	33,489	34,245	1%
April	67,338	59,873	67,078	19,363	32,830	0	0%
May	72,329	60,039	66,297	25,570	28,723	0	0%
June	67,965	59,754	60,242	30,667	31,074	0	0%
July	66,347	59,884	67,655	23,294	30,369	0	0%
August	79,427	71,375	70,546	23,297	31,515	0	0%
September	54,155	62,306	65,477	25,651	30,828	0	0%
Totals	839,734	759,763	791,945	491,572	357,775	186,915	8%

Citrus Connection only Para-Transit Totals							
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Change
October	3,229	4,025	4,745	4,889	2,454	2,946	20%
November	3,252	3,734	3,963	3,980	2,013	2,572	15%
December	3,154	3,444	3,818	3,930	2,140	2,648	15%
January	3,507	4,055	4,252	4,277	2,059	2,628	14%
February	3,505	3,909	4,248	4,255	2,100	2,448	9%
March	4,040	4,217	4,513	2,392	2,491	2,768	7%
April	3,694	3,935	4,630	1,111	1,910	0	0%
May	4,060	3,848	4,916	1,431	2,489	0	0%
June	3,880	3,627	4,352	2,041	2,496	0	0%
July	3,681	3,437	4,612	1,768	2,364	0	0%
August	4,306	3,978	4,686	1,960	1,774	0	0%
September	6,039	3,396	3,414	2,036	1,868	0	0%
Totals	46,347	45,605	52,149	34,070	26,158	16,010	21%

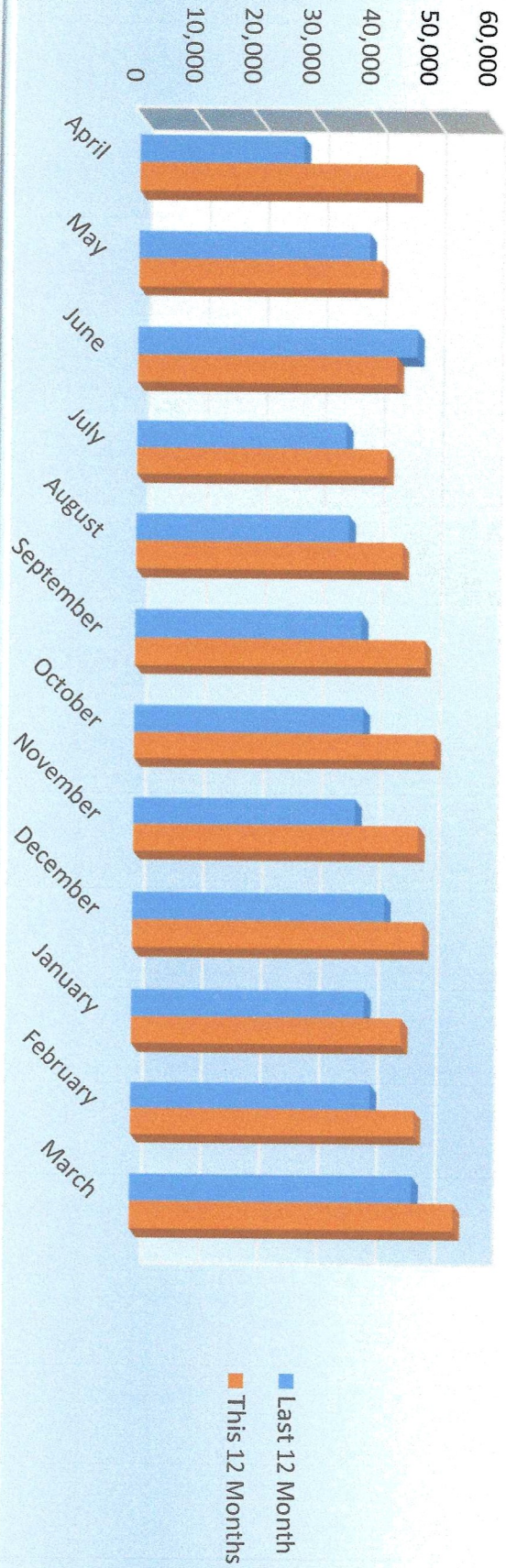
Citrus Connection and PCTS Para Over 12 Months



Citrus Connection and PCTS Fixed Route Total Ridership



Citrus Connection and PCTS Fixed Over 12 Months



Citrus Connection and PCTS Para-Transit Total Ridership

