

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
Hollingsworth Board Room, 1212 George Jenkins Blvd, Lakeland, FL 33815  
**Wednesday, February 9<sup>th</sup>, 2022, at 8:30 a.m.**

Call to Order	<u>Action Required</u>
1. Approval of the January LAMTD Meeting	Approval
2. Public Comments	None
3. Progress update for TDP / Julia Davis, Polk TPO	None
4. Finance / Kelly Bennington, Chief Financial Officer	
a. LAMTD Financials	None
b. PCTS Financials	None
c. TD Financials	None
d. Asset Disposal	Approval
5. Legal / Ben Darby, Esq.	
a. Payment Increase for Fort Meade	Approval
b. Gibson Oaks property, Resolution 22-06	Approval
c. Lakeland Regional Health, Resolution 22-07	Approval
6. Marketing / Erin Killebrew, Director of External Affairs	
a. The Squeeze Commercial	None
7. Facilities and Maintenance / Jay Steinbauer, Director of Fleet Maintenance and Facilities	
a. Update of East County Facility	None
8. Safety, Security, and Training / Bill Knieriem, Director of SST	
a. Approval of the 2022 Public Transit Agency Safety Plan (PTASP)	Approval
9. Operations	
a. Squeeze Inclement Weather Procedure	Approval
10. Executive Director Report / Tom Phillips	
a. CRA Agreement with Lakeland	None
b. Agency Update(s)	None
11. Executive <u>Informational</u> Summary / Tom Phillips	
a. January Calendar	None
b. Ridership and UAP Update	None
12. Other Business	TBD
Adjournment	

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEB 9, 2022  
AGENDA ITEM #1

Agenda Item:	Approval of the LAMTD Meeting Minutes for January
Presenter:	James Phillips
Policy Analysis:	TA 6 Increase internal communication through systemic processes.
Recommended Action:	Board approval of the LAMTD Meeting Minutes from January.
Attachments:	January 12, 2022 LAMTD Meeting Minutes

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
Citrus Connection, Hollingsworth Meeting Room 1212  
George Jenkins Blvd., Lakeland, Fl. 33815  
Wednesday, Jan 12<sup>th</sup>, 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 Philip Walker  
City of Lakeland Mayor Bill Mutz

Executive Director: Tom Phillips  
Executive Assistant: James Phillips

**Call to Order**

8:31am By Commissioner McCarley

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

- a. Board approval of the Dec 2021 LAMTD Meeting Minutes

[Attachments available]

“Approval of meeting minutes for the Jan 2022 LAMTD Meeting”  
1<sup>st</sup> Phillip Walker/ 2<sup>nd</sup> Martha Santiago

**MOTION CARRIED UNANIMOUSLY**

**Agenda Item #2 – Public Comments**

Parag Agrawal, Director of Polk TPO- Introduction of himself and future project for the TPO. Looking forward to working together with Citrus Connection.

**Agenda Item #3 – Board Elections**

On an annual basis the LAMTD board votes in the positions of Chair, Vice-chair, and Secretary.

“Motion to approve same positions as last year”  
1<sup>st</sup> George Lindsey/ 2<sup>nd</sup> Phillip Walker

**MOTION CARRIED UNANIMOUSLY**

**Chair – Sara Roberts McCarley**  
**Vice-chair – George Lindsey III**  
**Secretary – Martha Santiago**

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
Citrus Connection, Hollingsworth Meeting Room 1212  
George Jenkins Blvd., Lakeland, Fl. 33815  
Wednesday, Jan 12<sup>th</sup>, 2022 at 8:30 a.m.

**Agenda Item #4 – Finance**

**a. LAMTD Financials**

Lakeland Area Mass Transit District  
Monthly Financial Report  
Operating Budget. Budget to Actual  
For the Year-to-date November 30, 2021  
FY 2021-2022

**Year to Date November 30, 2021**

Description	YTD of FY Budget	YTD Budget \$	YTD Actual \$	YTD of FY Expended	Annual Budget
Revenue YTD	17%	\$1,994,630	\$567,223	28%	\$11.98 Million
Expenses YTD	17%	\$1,994,630	\$1,449,587	73%	\$11.98 Million

**REVENUES:**

The total revenues realized year-to-date through November 30, 2021, totaled \$567,223 or 28% of the YTD budget.

- Farebox revenues reflect \$54,278 or 55% of YTD budgeted revenues through November 30, 2021, due to decline in Ridership and COVID-19. The Ridership is reflecting increase over the last quarter.
- Contract revenues (UAP) totaled \$24,742 over the YTD budgeted revenues for UAP (Universal Access Passes).
- Other Contract Revenue Budget totaled \$230,000 for the Atlantic Capital LLC agreement \$.1 million, Winter Haven Services \$92,730 and Bartow Services \$37,310 for shared services. Actual totaled \$3,000.
- Ad Valorem taxes totaled \$333,621. 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 1<sup>st</sup>, 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 1<sup>st</sup> of each year. The District normally receives 90% of property taxes by May of each year.

- Interest Income on Investment at the LGIP totaled \$1,069 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 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.



LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
Citrus Connection, Hollingsworth Meeting Room 1212  
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Wednesday, Jan 12<sup>th</sup>, 2022 at 8:30 a.m.

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.

- Advertising income reflects \$27,720 in line with the budget and paid quarterly.
- The Support cost reimbursement revenue is in line with budget \$91,900.
- Misc. revenue reflects \$775 under budget.
- The other revenues are showing a lag due to timing and being on a cash basis.

Lakeland Area Mass Transit District  
Monthly Financial Report  
Operating Budget. Budget to Actual  
For the Year-to-date November 30, 2021  
FY 2021-2022

**EXPENSES:**

The total expenses year-to-date through November 30, 2021, totaled \$1.5 million or 73% of the YTD budget.

- Salaries and benefits represent 65% of the FY 2021-2022 budget. As of November 30, 2021, these expenses totaled \$1.024 million or 20% under budget of \$1.30 million a favorable variance.
- Professional and Technical Services expenses totaled \$31,505 of the YTD budget, and under budget.
- Other services expenses totaled \$7,683 of the YTD budget, under budget for temporary services.
- Fuel expenses totaled \$86,698 YTD, under budget due to fuel price.
- Materials and supplies totaled \$68,513 and under budget for vehicle parts.
- Dues and subscriptions, and office supplies are under budget.
- Property appraiser, Tax Collector Commission and CRA payments under budget since payments are quarterly and annually.
- Fixed and variable cost has contributed to some budget variances since it is a combination of a onetime cost and reoccurring costs.
- The CRA Budget for Tax Year 2021 totaling \$285,000 is not paid.

Other remaining expenses are under the YTD budget through November 30, 2021.

<b>CHANGE IN FINANCIAL CONDITION</b>
Based on the year-to-date budget-to-actual variances through November 30 <sup>th</sup> the financials reflect an unfavorable actual variance of \$.88 million with 17% of the fiscal year due to lag in revenues.

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
Citrus Connection, Hollingsworth Meeting Room 1212  
George Jenkins Blvd., Lakeland, Fl. 33815  
Wednesday, Jan 12<sup>th</sup>, 2022 at 8:30 a.m.

	STATISTICAL TRENDS LAST FIVE YEARS AUDITED FINANCIAL STATEMENTS				
	9/30/20	9/30/19	9/30/18	9/30/17	9/30/16
1. Farebox Recovery Ratio (All modes)	8.48%	10.13%	13.00%	10.04%	13.95%
2. Cost per revenue hour	\$117.66	\$116.62	\$108.42	\$106.94	\$104.76
3. Revenue Hours	146,700	145,405	146,597	142,189	139,228
4. Fuel Cost (\$)	\$744,587	\$949,887	\$1,082,166	\$834,971	\$757,485
5. Ridership	855,409	1,294,771	1,252,600	1,346,211	1,393,620

**b. PCTS Financials**

Lakeland Area Mass Transit District  
Monthly Financial Report  
Polk County Transit Contract  
Month of November 30, 2021  
Year to Date Report  
Percent of FY Reported (17%)

**Revenues**

- The revenues totaled \$3.4 million over 100% of the year-to-date budget.
- The FTA grants drawdown shows no activity.
- Fare Revenues totaled \$6,391 or 33% of the year-to-date budget.
- The Polk County City Contributions reflects a payment of \$362,830 in the FY Budget.
- The County funding reflects payments of \$3.01 million for the budgeted grants match.
- The FDOT Grants drawdown reflects no activity.
- Rural Grants Revenues reflects no activity.

**Expenses**

- Operating expenses consists of labor cost, operating expenses and contract expenses.
- Total expenses for the period totaled \$.95 million or 63% of the year-to-date budget.
- Salaries and wages totaled \$484,474 or 64% of the YTD Budget.
- Operating expenses totaled \$221,093 or 50% 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 \$242,913 or 83% and is under budget.

**c. TD Financials**

Lakeland Area Mass Transit District  
Monthly Financial Report  
The Transportation Disadvantaged Program  
Month of November 30, 2021  
Year to Date Report  
Percent of FY Reported (42%)  
**State FY July 1, 2021, thru June 30, 2022**

**Revenues**

- The revenues totaled \$429,016 or 78% of the year-to-date budget.
- The TD Trust Fund Grant drawdown reflects \$392,449 or 80% of the grant.
- Contract Revenues and other revenues totaled \$186.
- The County funding for the match totaled \$36,381 or 66%.

**Expenses**

- Operating expenses consists of labor cost, operating expenses and contract expenses.
- Total expenses for the period totaled \$391,762 or 71% of the year-to-date budget.
- Salaries, wages and benefits totaled \$324,186 or 79% of the YTD Budget.
- Operating expenses totaled \$67,576 or 50% of the YTD Budget.

**Operating Results**

- Actual Revenues are over expenses by \$32,971.

**d. 2022-2023 Section 5311 Formula Grants for Rural Areas**

This grant provides needed services to citizens in the rural areas of Polk County. The District is requesting 5311 grant funding in the amount of \$1,590,972. This is a 50/50 match. FTA will provide \$795,486 with in-kind match of \$795,972 to be provided by the County.

“Approve the 2022-2023 Section 5311 grant application and corresponding Resolution for the County Operations.”  
1<sup>st</sup> George Lindsey/ 2<sup>nd</sup> Bill Mutz

**MOTION CARRIED UNANIMOUSLY**

**e. 2021-2022 Section 5339 Formula Grants**

This grant provides for the installation of a security cameras system at the Posner Center Park and Ride. The District is requesting 5339 grant funding in the amount of \$35,668. There is no match requirement for this grant award.

“Approve of the 2021-2022 Section 5339 grant award and corresponding Resolution for the County Operations.”

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
Citrus Connection, Hollingsworth Meeting Room 1212  
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Wednesday, Jan 12<sup>th</sup>, 2022 at 8:30 a.m.

1<sup>st</sup> Bill Mutz/ 2<sup>nd</sup> Martha Santiago

**MOTION CARRIED UNANIMOUSLY**

**f. Internet Service Provider with Service Upgrade**

This grant provides needed services to citizens in the rural areas of Polk County. The District is requesting 5311 grant funding in the amount of \$1,590,972. This is a 50/50 match. FTA will provide \$795,486 with in-kind match of \$795,972 to be provided by the County.

“Approve a \$20,000 increase to the \$50,000 Not to Exceed (NTE) Contract Amount stated within the Internet Services Agreement 20-008.”

1<sup>st</sup> Bill Mutz/ 2<sup>nd</sup> Phillip Walker

**MOTION CARRIED UNANIMOUSLY**

**Agenda Item #5– Legal**

**a. VA Funding Agreement**

An update on the status of the developer agreement between The District and the VA. The developer wishes the service sooner than the original timeline and agrees to give LAMTD a 30-day notice before service would start any time after the certificate of occupancy is awarded. LAMTD staff confirms 30 days is enough time for internal changes to take place to accommodate the service.

“Approve the funding agreement as written with tentative approval from the developer”

1<sup>st</sup> George Lindsey/ 2<sup>nd</sup> Phillip Walker

**MOTION CARRIED UNANIMOUSLY**

**Agenda Item #6 – TWU / Tyrus Richardson, TWU 525 Section Chair**

**a. Introduction of Union Chair**

An introduction of the new Section Chair to the LAMTD board of directors.

**b. Memorandum of Agreement**

The TWU is seeking approval for a section of Article 19 in the bidding process to be temporarily suspended due to the ongoing pandemic.

“Approve the Memorandum between TWU and LAMTD Board of Directors”

1<sup>st</sup> George Lindsey/ 2<sup>nd</sup> Phillip Walker

**MOTION CARRIED UNANIMOUSLY**

**Agenda Item #7 – Executive Director Report**

**c. Agency Updates**

- Thanked Aaron Dunn for always providing the maximum service as possible
- Reiterated agency COVID procedures and the need for a PCR test to return to work
- PSTA last Monday announced their own version of COLTS that we have been doing
- Still a challenge hiring CDL drivers
- MLK parade this weekend

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Wednesday, Jan 12<sup>th</sup>, 2022 at 8:30 a.m.

- Dave Walters will work to get CCTV for Black History Month together
- Squeeze update: continuing to do well, weekend service exceeds expectations. Lunch service is suspended until this summer with board approval.

**Agenda Item #10 – Executive Director Informational Summary**

a. December Calendar

[Attachment Available]

b. Ridership and UAP Update

[Attachment Available]

**Agenda Item #11 – Other Business**

Commissioner Lindsey

- East Side Maintenance facility, what happened with that?
- What is the status update with Mulberry?
- Need a buy-in for a referendum for transit in either 2022 or 2024

Adjournment at 9:43 a.m.

Approved this 9<sup>th</sup> day of February 2022.

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Chair – Lakeland City Commissioner Sara Roberts McCarley

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Minutes Recorder – James Phillips

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEB 9, 2022  
AGENDA ITEM #2

Agenda Item:       **Public Comments**

Presenter:         TBD

Recommended  
Action:             TBD

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEB 9, 2022  
AGENDA ITEM #3

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  
FEBREUARY 9, 2022  
AGENDA ITEM #4a

Agenda Item: December 31, 2021, 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

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



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

Year to Date December 31, 2021					
Description	YTD of FY Budget	YTD Budget \$	YTD Actual \$	YTD of FY Expended	Annual Budget
Revenue YTD	25%	\$2,991,945	\$4,997,517	167%	\$11.98 Million
Expenses YTD	25%	\$2,991,945	\$2,420,522	81%	\$11.98 Million

**REVENUES:**

The total revenues realized year-to-date through December 31, 2021, totaled \$4,997,517 or 167% of the YTD budget.

- Farebox revenues reflect \$78,221 or 52% of YTD budgeted revenues through December 31, 2021, due to decline in Ridership and COVID-19. The Ridership is reflecting increase over the last quarter.
- Contract revenues (UAP) totaled \$34,862 over the YTD budgeted revenues for UAP (Universal Access Passes).
- Other Contract Revenue Budget totaled \$230,000 for the Atlantic Capital LLC agreement \$.1 million, Winter Haven Services \$92,730 and Bartow Services \$37,310 for shared services. Actual totaled \$4,500.
- Ad Valorem taxes totaled \$4.7 million. 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 1<sup>st</sup>, 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 1<sup>st</sup> of each year. The District normally receives 90% of property taxes by May of each year.

- Interest Income on Investment at the LGIP totaled \$1,946 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 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.
- Advertising income reflects \$27,720 in line with the budget and paid quarterly.
- The Support cost reimbursement revenue is in line with budget \$137,850.
- Misc. revenue reflects \$2,208 which is under budget.
- Gain on disposal of assets totaled \$5,600.
- The other revenues are showing a lag due to timing and being on a cash basis.

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

**EXPENSES:**

The total expenses year-to-date through December 31, 2021, totaled \$2.4 million or 81% of the YTD budget.

- Salaries and benefits represent 65% of the FY 2021-2022 budget. As of December 31, 2021, these expenses totaled \$1.532 million or 20% under budget of \$1.934 million a favorable variance.
- Professional and Technical Services expenses totaled \$123,785 of the YTD budget which is approximately breakeven with the budget.
- Other services expenses totaled \$8,718 of the YTD budget, under budget for temporary services.
- Fuel expenses totaled \$132,795 YTD which is approximately breakeven with the budget.
- Materials and supplies totaled \$176,234 which is approximately breakeven with the budget.
- Dues and subscriptions totaled \$7,350 which is under budget while office supplies of \$24,329 is slightly over 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.
- Fixed and variable cost has contributed to some budget variances since it is a combination of a onetime cost and reoccurring costs.
- The CRA Budget for Tax Year 2021 totaling \$285,000 is not paid.

Other remaining expenses are under the YTD budget through December 31, 2021.

<b>CHANGE IN FINANCIAL CONDITION</b>
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Based on the year-to-date budget-to-actual variances through December 31 <sup>st</sup> the financials reflect a favorable actual variance of \$2.6 million with 25% of the fiscal year due to the influx of ad valorem income.
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	<b>STATISTICAL TRENDS LAST FIVE YEARS AUDITED FINANCIAL STATEMENTS</b>
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	9/30/20	9/30/19	9/30/18	9/30/17	9/30/16
1. Farebox Recovery Ratio (All modes)	8.48%	10.13%	13.00%	10.04%	13.95%
2. Cost per revenue hour	\$117.66	\$116.62	\$108.42	\$106.94	\$104.76
3. Revenue Hours	146,700	145,405	146,597	142,189	139,228
4. Fuel Cost (\$)	\$744,587	\$949,887	\$1,082,166	\$834,971	\$757,485
5. Ridership	855,409	1,294,771	1,252,600	1,346,211	1,393,620



CitrusConnection

LAKELAND AREA MASS TRANSIT DISTRICT

FY 2021

MONTHLY FINANCIAL STATEMENT

MONTH OF DECEMBER 2021

CODE	Account	Month				YTD				Approved Annual Budget
		Actual	Budget	Variance	%	Actual	Budget	Variance	%	
				\$'s-Fav/(Unfav)	%			\$'s-Fav/(Unfav)	%	
R4	Farebox/Pass Sales	\$ 23,943	\$ 49,403	\$ (25,460)	-52%	\$ 78,221	\$ 148,208	\$ (69,986)	-47%	\$ 592,830
R6	Contract Income (UAP)	\$ 10,121	\$ 11,196	\$ (1,075)	-10%	\$ 34,862	\$ 33,588	\$ 1,275	4%	\$ 134,350
R3	Other Contract Revenue	\$ 1,500	\$ 19,170	\$ (17,670)	-92%	\$ 4,500	\$ 57,510	\$ (53,010)	-92%	\$ 230,040
R5	Miscellaneous Income	\$ 1,433	\$ 1,667	\$ (234)	-14%	\$ 2,208	\$ 5,000	\$ (2,792)	-56%	\$ 20,000
R7	Advertising Revenue	\$ -	\$ 8,490	\$ (8,490)	-100%	\$ 27,720	\$ 25,470	\$ 2,250	9%	\$ 101,880
R8	Investment/Interest Income (net)	\$ 877	\$ 3,667	\$ (2,789)	-76%	\$ 1,946	\$ 11,000	\$ (9,054)	-82%	\$ 44,000
R9	Ad Valorem Income, net	\$ 4,340,465	\$ 469,195	\$ 3,871,270	825%	\$ 4,657,824	\$ 1,407,585	\$ 3,250,239	231%	\$ 5,630,340
R10	FDOT Operating Grant	\$ -	\$ 126,843	\$ (126,843)	-100%	\$ 0	\$ 380,528	\$ (380,527)	-100%	\$ 1,522,110
R11	Federal Operating Grant	\$ -	\$ 244,368	\$ (244,368)	-100%	\$ -	\$ 733,103	\$ (733,103)	-100%	\$ 2,932,410
R13	Cost Recovery	\$ 1,575	\$ 1,750	\$ (175)	-10%	\$ 2,230	\$ 5,250	\$ (3,020)	-58%	\$ 21,000
R17	City of Lakeland	\$ 15,091	\$ 15,152	\$ (60)	0%	\$ 44,555	\$ 45,455	\$ (900)	-2%	\$ 181,820
R2	PCTS - Support Cost Reimb.	\$ 45,950	\$ 45,950	\$ -	0%	\$ 137,850	\$ 137,850	\$ -	0%	\$ 551,400
R16	Gain on Disposal of Asset	\$ 5,600	\$ 467	\$ 5,133	1100%	\$ 5,600	\$ 1,400	\$ 4,200	300%	\$ 5,600
TOTAL REVENUES		\$ 4,446,555	\$ 997,315	\$ 3,449,240	346%	\$ 4,997,517	\$ 2,991,945	\$ 2,005,572	67%	\$ 11,967,780
E1	Salaries	\$ 378,746	\$ 454,760	\$ 76,014	17%	\$ 1,059,207	\$ 1,364,280	\$ 305,073	22%	\$ 5,457,120
E2	Employee Benefits	\$ 161,901	\$ 189,963	\$ 28,061	15%	\$ 472,844	\$ 569,888	\$ 97,044	17%	\$ 2,279,550
E3	Advertising Fees	\$ 4,213	\$ 2,158	\$ (2,054)	-95%	\$ 9,201	\$ 6,475	\$ (2,726)	-42%	\$ 25,900
E4	Professional & Technical Ser	\$ 92,279	\$ 42,235	\$ (50,044)	-118%	\$ 123,785	\$ 126,705	\$ 2,920	2%	\$ 506,820
E5	Contract Maintenance Services	\$ 3,863	\$ 9,116	\$ 5,252	58%	\$ 17,296	\$ 27,347	\$ 10,051	37%	\$ 109,388
E6	Other Services	\$ 1,035	\$ 8,521	\$ 7,486	88%	\$ 8,718	\$ 25,563	\$ 16,845	66%	\$ 102,250
E7	Fuel & Lubricants	\$ 39,703	\$ 45,444	\$ 5,741	13%	\$ 132,795	\$ 136,331	\$ 3,536	3%	\$ 545,322
E8	Freight	\$ 398	\$ 1,109	\$ 711	64%	\$ 1,841	\$ 3,326	\$ 1,485	45%	\$ 13,305
E9	Repairs & Maintenance	\$ 17,944	\$ 4,954	\$ (12,990)	-262%	\$ 20,723	\$ 14,863	\$ (5,860)	-39%	\$ 59,453
E10	Materials & Supplies	\$ 64,094	\$ 61,338	\$ (2,756)	-4%	\$ 176,234	\$ 184,013	\$ 7,778	4%	\$ 736,050
E11	Utilities/Telephone	\$ 10,209	\$ 13,271	\$ 3,062	23%	\$ 32,351	\$ 39,813	\$ 7,462	19%	\$ 159,250
E13	Insurance Expense	\$ 37,463	\$ 32,599	\$ (4,864)	-15%	\$ 112,388	\$ 97,798	\$ (14,591)	-15%	\$ 391,190
E15	Dues & Subscriptions	\$ 3,194	\$ 3,874	\$ 680	18%	\$ 7,350	\$ 11,622	\$ 4,272	37%	\$ 46,486
E16	Education/Training/Meeting/Travel	\$ 868	\$ 11,610	\$ 10,742	93%	\$ 12,160	\$ 34,829	\$ 22,669	65%	\$ 139,315
E17	Service Charges	\$ 389	\$ 1,155	\$ 766	66%	\$ 817	\$ 3,466	\$ 2,649	76%	\$ 13,863
E18	Office Expense	\$ 6,417	\$ 7,503	\$ 1,085	14%	\$ 24,329	\$ 22,508	\$ (1,820)	-8%	\$ 90,033
E19	Advertising & Promotions	\$ -	\$ 2,083	\$ 2,083	100%	\$ -	\$ 6,250	\$ 6,250	100%	\$ 25,000
E20	Miscellaneous Expenses	\$ 13,554	\$ 6,720	\$ (6,834)	-102%	\$ 17,418	\$ 20,161	\$ 2,743	14%	\$ 80,645
E21	Property Appraiser/Tax Collector Comm	\$ 108,732	\$ 15,498	\$ (93,234)	-602%	\$ 115,384	\$ 46,495	\$ (68,889)	-148%	\$ 185,980
E22	LDDA, CRA Contributions	\$ -	\$ 23,750	\$ 23,750	100%	\$ -	\$ 71,250	\$ 71,250	100%	\$ 285,000
E23	Capital Expenditures/ Debt Service	\$ 25,228	\$ 56,717	\$ 31,489	56%	\$ 75,684	\$ 170,150	\$ 94,466	56%	\$ 680,600
E24	Bad Debt	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -
E25	Restricted Contingency	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%	\$ -
TOTAL EXPENDITURES		\$ 970,230	\$ 997,315	\$ (27,085)	-3%	\$ 2,420,522	\$ 2,991,945	\$ (571,423)	-19%	\$ 11,967,780
(OVER)/UNDER EXPENDITURES		\$ 3,476,325	\$ -	\$ 3,476,325		\$ 2,576,994	\$ -	\$ 2,576,994		\$ -

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEBRUARY 9, 2022  
AGENDA ITEM #4b

Agenda Item: December 31, 2021, 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

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

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEBRUARY 9, 2022  
AGENDA ITEM #4b

Lakeland Area Mass Transit District  
Monthly Financial Report  
Polk County Transit Contract  
Month of December 31, 2021  
Year to Date Report  
Percent of FY Reported (25%)

**Revenues**

- The revenues totaled \$3.4 million over 100% of the year-to-date budget.
- The FTA grants drawdown shows no activity.
- Fare Revenues totaled \$10,922 or 37% of the year-to-date budget.
- The Polk County City Contributions reflects a payment of \$362,830 in the FY Budget.
- The County funding reflects payments of \$3.01 million for the budgeted grants match.
- The FDOT Grants drawdown reflects no activity.
- Rural Grants Revenues reflects no activity.

**Expenses**

- Operating expenses consists of labor cost, operating expenses and contract expenses.
- Total expenses for the period totaled \$1.77 million or 79% of the year-to-date budget.
- Salaries and wages totaled \$883,753 or 78% of the YTD Budget.
- Operating expenses totaled \$528,766 or 79% 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 \$356,234 or 81% and is under budget.

Lakeland Area Mass Transit District  
Financial Statement  
Polk County Contract  
Month of December 2021

**Revenue**

	<b>Annual Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Percent Expended</b>
<b>Revenues</b>				
County Match	\$ 3,029,262	\$ 757,316	\$ 3,029,262	400%
Other Contract Revenue - County	\$ -	\$ -	\$ -	
City Contribution	\$ 533,611	\$ 133,403	\$ 362,827	272%
County Contribution - PCTS	\$ -	\$ -	\$ -	
Other Revenue Transfer Cares Funding	\$ -	\$ -	\$ -	
Fares	\$ 117,250	\$ 29,313	\$ 10,922	37%
<b>FDOT Block Grants:</b>				
GOV71/G1481 - WHAT/ADA	\$ 625,820	\$ 156,455	\$ -	0%
RURAL	\$ 1,492,450	\$ 373,113	\$ -	0%
SUNRAIL	\$ 249,740	\$ 62,435	\$ -	0%
<b>FTA</b>				
FTA 5307 Grant	\$ 2,924,537	\$ 731,134	\$ -	0%
Capital Contributions - County	\$ -	\$ -	\$ -	0%
<b>Total</b>	<b>\$ 8,972,670</b>	<b>\$ 2,243,168</b>	<b>\$ 3,403,011</b>	<b>152%</b>

**Expenses**

	<b>Annual Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Percent Expended</b>
Labor	\$ 4,552,010	\$ 1,138,003	\$ 883,753	78%
Contract	\$ 1,750,000	\$ 437,500	\$ 356,234	81%
Operating	\$ 2,670,660	\$ 667,665	\$ 528,766	79%
Capital	\$ -	\$ -	\$ -	0%
<b>Total</b>	<b>\$ 8,972,670</b>	<b>\$ 2,243,168</b>	<b>\$ 1,768,753</b>	<b>79%</b>

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEBRUARY 9, 2022  
AGENDA ITEM #4c

Agenda Item: December 31, 2021, 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

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

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEBRUARY 9, 2022  
AGENDA ITEM #4c

Lakeland Area Mass Transit District  
Monthly Financial Report  
The Transportation Disadvantaged Program  
Month of December 31, 2021  
Year to Date Report  
Percent of FY Reported (50%)  
**State FY July 1, 2021, thru June 30, 2022**

**Revenues**

- The revenues totaled \$513,133 or 78% of the year-to-date budget.
- The TD Trust Fund Grant drawdown reflects \$469,600 or 79% of the grant.
- Contract Revenues and other revenues totaled \$244.
- The County funding for the match totaled \$43,289 or 66%.

**Expenses**

- Operating expenses consists of labor cost, operating expenses and contract expenses.
- Total expenses for the period totaled \$514,214 or 78% of the year-to-date budget.
- Salaries, wages and benefits totaled \$415,933 or 84% of the YTD Budget.
- Operating expenses totaled \$98,281 or 60% of the YTD Budget.

**Operating Results**

- Actual Revenues are under expenses by (\$1,082).



**Lakeland Area Mass Transit District  
Transportation Disadvantage Program  
Period Ending - December 2021**

**Revenue**

	Annual Budget	YTD Budget	YTD Actual	Total YTD
<b>Revenues</b>				
County Match 10%	\$ 131,526	\$ 65,763	\$ 43,289	66%
<b>Contract Revenue</b>	\$ 151	\$ 76	\$ 244	
Adult Day Care		\$ -	\$ -	
<b>FDOT Grants:</b>		\$ -		
CTD Grant -Operating	\$ 1,183,733	\$ 591,867	\$ 469,600	79%
<b>Total</b>	<b>\$ 1,315,410</b>	<b>\$ 657,705</b>	<b>\$ 513,133</b>	<b>78%</b>

**Expenditure**

	Annual Budget	YTD Budget	YTD Actual	Total YTD
Labor	\$ 990,070	\$ 495,035	\$415,923	84%
		\$ -		
Operating	\$ 325,340	\$ 162,670	\$ 98,281	60%
<b>Total</b>	<b>\$ 1,315,410</b>	<b>\$ 657,705</b>	<b>\$514,204</b>	<b>78%</b>

**LAKELAND AREA MASS TRANSIT DISTRICT**  
**BOARD OF DIRECTORS MEETING**  
February 09, 2022  
**AGENDA ITEM #4d**

**Agenda Item:       Asset Disposal**

**Presenter:           Kelly Bennington, CFO**

**Policy Analysis:**   TA 4 Increase ridership by combining prioritized and necessary elements to enhance the customer experience.

**Recommended**

**Action:**           Recommend Board approve the disposal of three (3) rolling stock, fixed route, and/or paratransit buses that have surpassed their useful life in years of service and mileage, generating costly repairs or limited usage.

**Summary:**         The District is proposing the disposal of these items based on the depreciation schedule as defined by the Federal Transit Administration Circular 5010.1E.

The vehicles shall be disposed of through a competitive bid process. Item that cannot be sold will be reassessed and disposed of as scrap, in accordance with the District's Asset Disposal Policies.

Asset Disposal Chart						
Description	In Service Date	Original Cost	Expected/Actual Proceeds	FTA/CUTR/TRIPS Useful Life	Current Status or Reason for Disposal	Current Condition
35' Fixed Route #1069, 2005 Gillig Phantom-ISM LAMTD Vehicle	10/26/2005	\$293,478.00	Between Scrap & Market Value	12 years or 500,000 mile	Over 16 years & 644,272 miles	All vehicles require a high level of maintenance and have exceeded the useful life
23' Para Transit #5104, 2012 Ford E450 Turtle Top County Vehicle	10/28/2011	\$72,962.00	Between Scrap & Market Value	5 years or 150,000 mile	Over 10 years & 321,554 miles	
22' Para Transit #5190, 2009 Ford E450 Turtle Top County Vehicle	06/28/2010	\$71,565.00	Between Scrap & Market Value	5 years or 150,000 mile	Over 11 years & 249,841 miles	

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
JAN 12, 2022  
AGENDA ITEM #5a

Agenda Item:      **Payment Increase for Fort Meade**

Presenter:        Ben Darby, Esq.

Recommended  
Action:            Approve the increase for Fort Meade

Summary:         Outside the standard Fair Share agreement to Fort Meade, they  
have asked for increased service and increased in their payment  
to the district.

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
JAN 12, 2022  
AGENDA ITEM #5b

Agenda Item:       **Gibson Oaks Property**

Presenter:           Ben Darby, Esq.

Recommended  
Action:               Approve the addition of land to the District

Summary:            An addition of land to the Lakeland Area Mass Transit District

LAKELAND AREA MASS TRANSIT DISTRICT

RESOLUTION NO. 22-06

A RESOLUTION RELATING TO DISTRICT BOUNDARIES; APPROVING AN ENLARGEMENT OF THE DISTRICT; INCLUDING WITHIN THE DISTRICT CERTAIN TERRITORY IN LAKELAND, FLORIDA, LOCATED AT 4430 GIBSON DRIVE, LAKELAND, FLORIDA 33809; FINDING APPROVAL BY THE PROPERTY OWNER; FINDING COMPLIANCE WITH THE COUNTY ORDINANCE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Lakeland Area Mass Transit District was created on June 19, 1980, by the adoption of Ordinance No. 80-13 by the Board of County Commissioners of Polk County, Florida; and

WHEREAS, certain territory located at 4430 Gibson Drive, Lakeland, Florida 33809, more particularly described on Exhibit "A" attached hereto, is within the City of Lakeland; and

WHEREAS, that territory was not included within the boundaries of the district established by Polk County Ordinance No. 80-13, and approved in by City of Lakeland Ordinance No. 2205; and

WHEREAS, the Board of County Commissioners has adopted Ordinance No. 81-23, which amended Ordinance No. 80-13, to provide a procedure for adding territory to the District subsequent to its creation; and

WHEREAS, both the governing body of the Lakeland Area Mass Transit District and the owner of the property are desirous of adding such territory to the District,

NOW, THEREFORE, BE IT RESOLVED BY GOVERNING BODY OF THE LAKELAND AREA MASS TRANSIT DISTRICT:

SECTION 1. The boundaries of the District are hereby revised to include the territory described on Exhibit "A" attached hereto.

SECTION 2. The approval of the owner of the territory described in Section 1 to the inclusion shall be evidenced by a letter executed by the owner of said property expressing its approval to being included in the District, and subject to the levy of an ad valorem tax by the District.

SECTION 3. The transit director has received a letter complying with Section 2, and it is hereby found that such letter complies with Ordinance No. 81-23.

SECTION 4. This resolution shall take effect upon its approval by the governing body, except that Section 1 shall not take effect until the City Commission of the City of Lakeland has adopted an ordinance approving of the inclusion of this territory, which is located in the City, into the District.

PASSED AND CERTIFIED AS TO PASSAGE this 9<sup>th</sup> day of February, 2022.

\_\_\_\_\_  
Chairman

ATTEST: \_\_\_\_\_  
Administrative Assistant

APPROVED AS TO FORM AND LEGAL SUFFICIENCY: \_\_\_\_\_  
Ben H. Darby, Jr., Attorney for the District

**Exhibit "A"**

Lots 4, 5, and 6, Block C, LAKE GIBSON HEIGHTS, according to the map or plat thereof, as recorded in Plat Book 6, Page 21, of the Public Records of Polk County, Florida.

Parcel ID No. 302724-162000-030400

Lake Crago



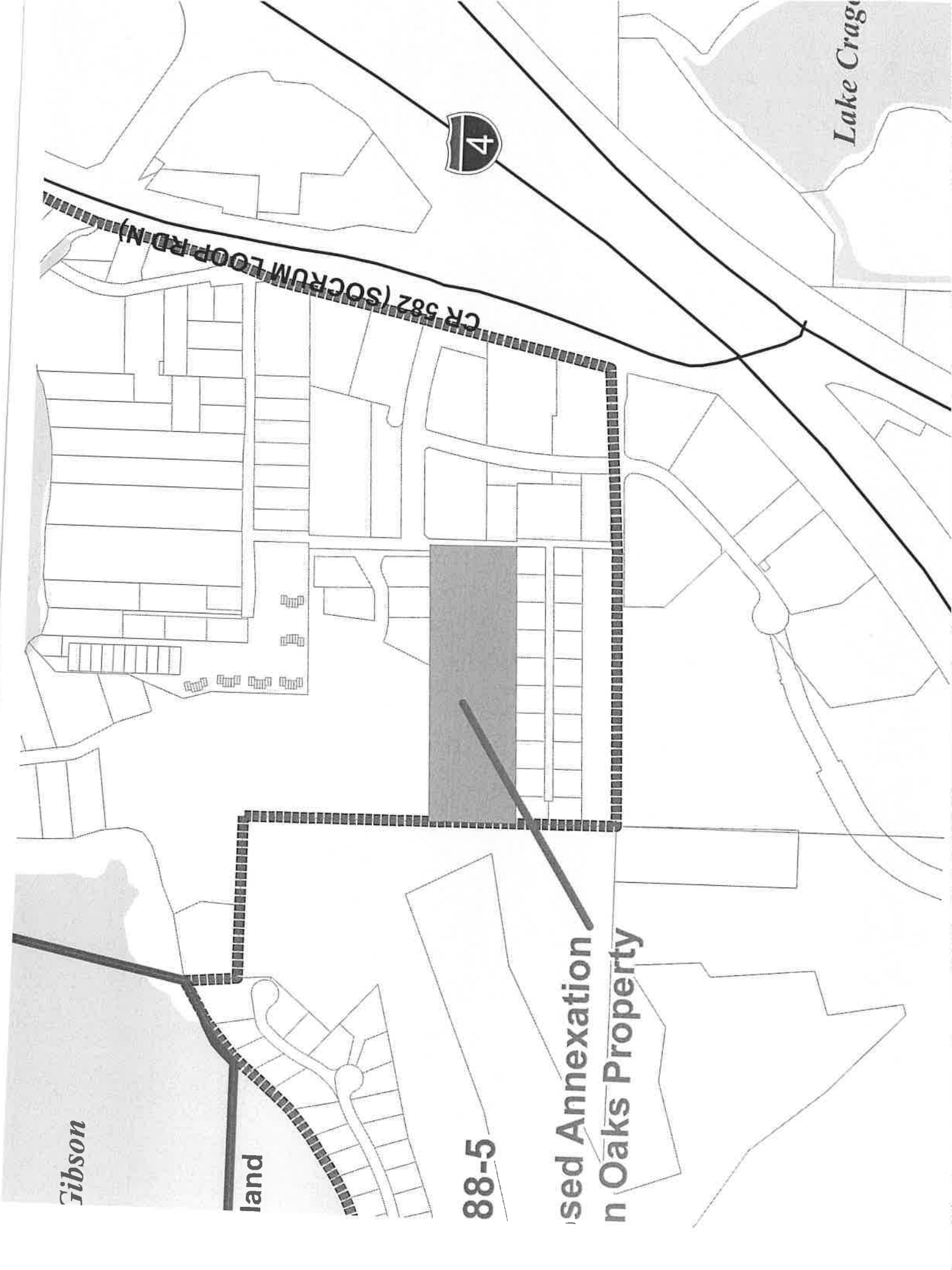
CR 582 (SOCKRUM LOOP RD-N)

Gibson

land

88-5

Proposed Annexation  
in Oaks Property



LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
JAN 12, 2022  
AGENDA ITEM #5c

Agenda Item:       **Lakeland Regional Health Property**

Presenter:           Ben Darby, Esq.

Recommended  
Action:               Approve the addition of land to the District

Summary:            An addition of land to the Lakeland Area Mass Transit District



LAKELAND AREA MASS TRANSIT DISTRICT

RESOLUTION NO. 22-07

A RESOLUTION RELATING TO DISTRICT BOUNDARIES; APPROVING AN ENLARGEMENT OF THE DISTRICT; INCLUDING WITHIN THE DISTRICT CERTAIN TERRITORY IN LAKELAND, FLORIDA, LOCATED ON THE WEST SIDE OF KATHLEEN ROAD, NORTH OF INTERSTATE 4; FINDING APPROVAL BY THE PROPERTY OWNER; FINDING COMPLIANCE WITH THE COUNTY ORDINANCE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Lakeland Area Mass Transit District was created on June 19, 1980, by the adoption of Ordinance No. 80-13 by the Board of County Commissioners of Polk County, Florida; and

WHEREAS, certain territory located in Lakeland, Florida, located on the West side of Kathleen Road, North of Interstate 4, more particularly described on Exhibit "A" attached hereto, is within the City of Lakeland; and

WHEREAS, that territory was not included within the boundaries of the district established by Polk County Ordinance No. 80-13, and approved in by City of Lakeland Ordinance No. 2205; and

WHEREAS, the Board of County Commissioners has adopted Ordinance No. 81-23, which amended Ordinance No. 80-13, to provide a procedure for adding territory to the District subsequent to its creation; and

WHEREAS, both the governing body of the Lakeland Area Mass Transit District and the owner of the property are desirous of adding such territory to the District,

NOW, THEREFORE, BE IT RESOLVED BY GOVERNING BODY OF THE LAKELAND AREA MASS TRANSIT DISTRICT:

SECTION 1. The boundaries of the District are hereby revised to include the territory described on Exhibit "A" attached hereto.

SECTION 2. The approval of the owner of the territory described in Section 1 to the inclusion shall be evidenced by a letter executed by the owner of said property expressing its approval to being included in the District, and subject to the levy of an ad valorem tax by the District.

SECTION 3. The transit director has received a letter complying with Section 2, and it is hereby found that such letter complies with Ordinance No. 81-23.

SECTION 4. This resolution shall take effect upon its approval by the governing body, except that Section 1 shall not take effect until the City Commission of the City of Lakeland has adopted an ordinance approving of the inclusion of this territory, which is located in the City, into the District.

PASSED AND CERTIFIED AS TO PASSAGE this 9<sup>th</sup> day of February, 2022.

\_\_\_\_\_  
Chairman

ATTEST: \_\_\_\_\_

Administrative Assistant

APPROVED AS TO FORM AND LEGAL SUFFICIENCY: \_\_\_\_\_

Ben H. Darby, Jr., Attorney for the District

**EXHIBIT "A"**  
**LEGAL DESCRIPTION**

That part of the West 1/2 of the Southwest 1/4 of Section 2, Township 28 South, Range 23 East, and that part of the East 1/2 of the Southeast 1/4 of Section 3, Township 28 South, Range 23 East, Polk County, Florida, more particularly described as follows:

Begin at the intersection of the North line of the East 1/2 of the Southeast 1/4 of said Section 3 and the Northeasterly right of way line of Seaboard Coast Line Railroad, run thence South 30 degrees 25 minutes 43 seconds East along said railroad right of way line a distance of 887.0 feet to the POINT OF BEGINNING for this description, continue thence South 30 degrees 25 minutes 43 seconds East along said railroad right of way line a distance of 1473.26 feet to the intersection with the East line of the Southeast 1/4 of said Section 3, run thence North 0 degrees 15 minutes 13 seconds West along the East line of said Southeast 1/4 of Southeast 1/4 a distance of 495.01 feet to a point, said point being 228.0 feet South of the Northeast corner of said Southeast 1/4 of Southeast 1/4, run thence South 89 degrees 59 minutes 28 seconds East a distance of 455.60 feet to the intersection with the interchange right of way of State Road Number 400 (Interstate No. 4), run thence North 0 degrees 20 minutes 39 seconds East along said right of way line a distance of 373.36 feet, run thence North 13 degrees 32 minutes 27 seconds West along State Road right of way line a distance of 72.45 feet, run thence North 46 degrees 30 minutes 12 seconds West along State Road right of way line a distance of 266.38 feet, run thence North 39 degrees 11 minutes 27 seconds East along State Road right of way line a distance of 44.20 feet to the centerline of Lakeland-Kathleen Road (State Road No. 35-A), run thence in a Northwesterly direction along said centerline 900 feet more or less to a point, said point being on line running North 34 degrees 33 minutes 53 seconds East, and a distance of 499.98 feet from the point of beginning, run thence South 34 degrees 33 minutes 53 seconds West a distance of 499.98 feet to the POINT OF BEGINNING, subject to right of way for Kathleen Road.

AND

The South 4.5 acres North and West of Highway right of way of Interstate 4 (SR 600) of the Southwest 1/4 of the Southwest 1/4 of Section 2, Township 28 South, Range 23 East, Polk County, Florida

LESS AND EXCEPT that portion of property shown in the Order of Taking, Case No. GCG-01-4007, Section 08, Parcel No. 127, recorded February 11, 2002 in Official Records Book 4924, Page 304 and Stipulated Final Judgment recorded December 22, 2006 in Official Records Book 7108, Page 2006, Public Records of Polk County, Florida.

LESS AND EXCEPT:

That Part of the East 1/2 of the Southeast 1/4 of Section 3, Township 28 South, Range 23 East, Polk County, Florida, more particularly described as follows:

Commence at the intersection of the North line of the East 1/2 of the Southeast 1/4 of said Section 3, and the Northeasterly right of way line of the Seaboard Coast Line Railroad; thence run South 30°21'14" East along said railroad right of way line a distance of 887.52 feet; thence run N34°13'25"E a distance of 443.53 feet to the Southwesterly right of way line of Kathleen Road (State Road No 35-A) as established by the Order Of Taking recorded in Official Records Book 4924, Page 304, Public Records of Polk County, Florida; thence S55°25'00"E along said Southwesterly right of way line a distance of 58.71 feet for a point of beginning; thence continue S55°25'00"E along said Southwesterly right of way line, a distance of 35.24 feet to a new proposed right of way line for Kathleen Road (State Road No. 35-A); thence S42°00'49"E along proposed right of way line a distance of 30.20 feet; thence continue along proposed right of way line S55°25'00"E a distance of 151.07 feet to a point of curvature on a curve concave Southwesterly having a radius of 28.00 feet and a chord bearing and distance of (S23°13'09"E 29.84 Feet), thence leaving said proposed right of way line, run Southeasterly along the arc of said curve through a central angle of 64°23'42" a distance of 31.47 feet to a non-tangent point; thence S34°13'25"W, a distance of 244.40 feet to a non-tangent point on a curve concave Northeasterly having a radius of 24.00 feet and a chord bearing and distance of (N76°30'09"W 17.27 feet); thence run Northwesterly along the arc of said curve through a central angle of 42°10'18" a distance of 17.66 feet to a tangent point; thence N55°25'00"W a distance of 195.51 feet to a point of curvature on a curve concave Northeasterly having a radius of 34.00 feet and a chord bearing and distance of (N31°32'00"W 27.53 feet); thence run Northwesterly along the arc of said curve through a central angle of 47°46'00" a distance of 28.35 feet to a non-tangent point; thence N32°15'31"E a distance of 176.61 feet thence N26°26'11"E a distance of 70.08 feet to a non-tangent point on a curve concave Southeasterly having a radius of 28.00 feet and a chord bearing and distance of (N69°14'16"E 20.08 feet); thence run Northeasterly along the arc of said curve through a central angle of 42°01'45" a distance of 20.54 feet to the point of beginning.

Ord 5840

Ord 5840

City of Lakeland

MALIBU

Res 84-5

GR 35A (KATHLEEN RD)

4

SR 539 (KATHLEEN RD)

Proposed  
Lakeland  
Regional Health

INTERSTATE 4

BELLA VISTA STREET W/KENDRICK LN

City of Lakeland

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEB 9, 2022  
AGENDA ITEM #6

Agenda Item:           **Squeeze Commercial**

Presenter:             Erin Killebrew, Director of External Affairs

Recommended  
Action:               None

Summary:             To increase awareness to the Squeeze and keep the public up to date on service changes, Marketing has developed this TV spot for public use.

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
February 9, 2022  
AGENDA ITEM # 7a

Agenda Item: Motor Pool Road Status Update

Presenter: Jay Steinbauer, Director of Fleet & Facility Maintenance

Recommended  
Action: Informational

Background: The property located on Motor Pool Rd is currently owned by the City of Winter Haven and is currently under a long-term lease agreement with the Polk County Board of County Commissioners. The land was previously used by Polk County Transit as a storage yard for vehicles. The land is partially paved and has a small Electric Service connection, but no other amenities (water, sanitary sewage, or communications). The District is being granted use of the land of which we would like to use for light vehicle maintenance.

Summary: Phase One: The District's goal would be to perform light maintenance activities at motor pool road location instead of the Winter Haven terminal. Installing a temporary office and restroom facility for staff use. Upgrade two gate operators and add barbed wire to fencing for increased security.

The estimated cost is as follows:

Mobile office with restroom \$2,000 per month

Barbed wire fencing \$2,000

Upgrade electrical Panel \$12,000

Replace two gate operators \$14,000

Total cost year one not to exceed \$60,000

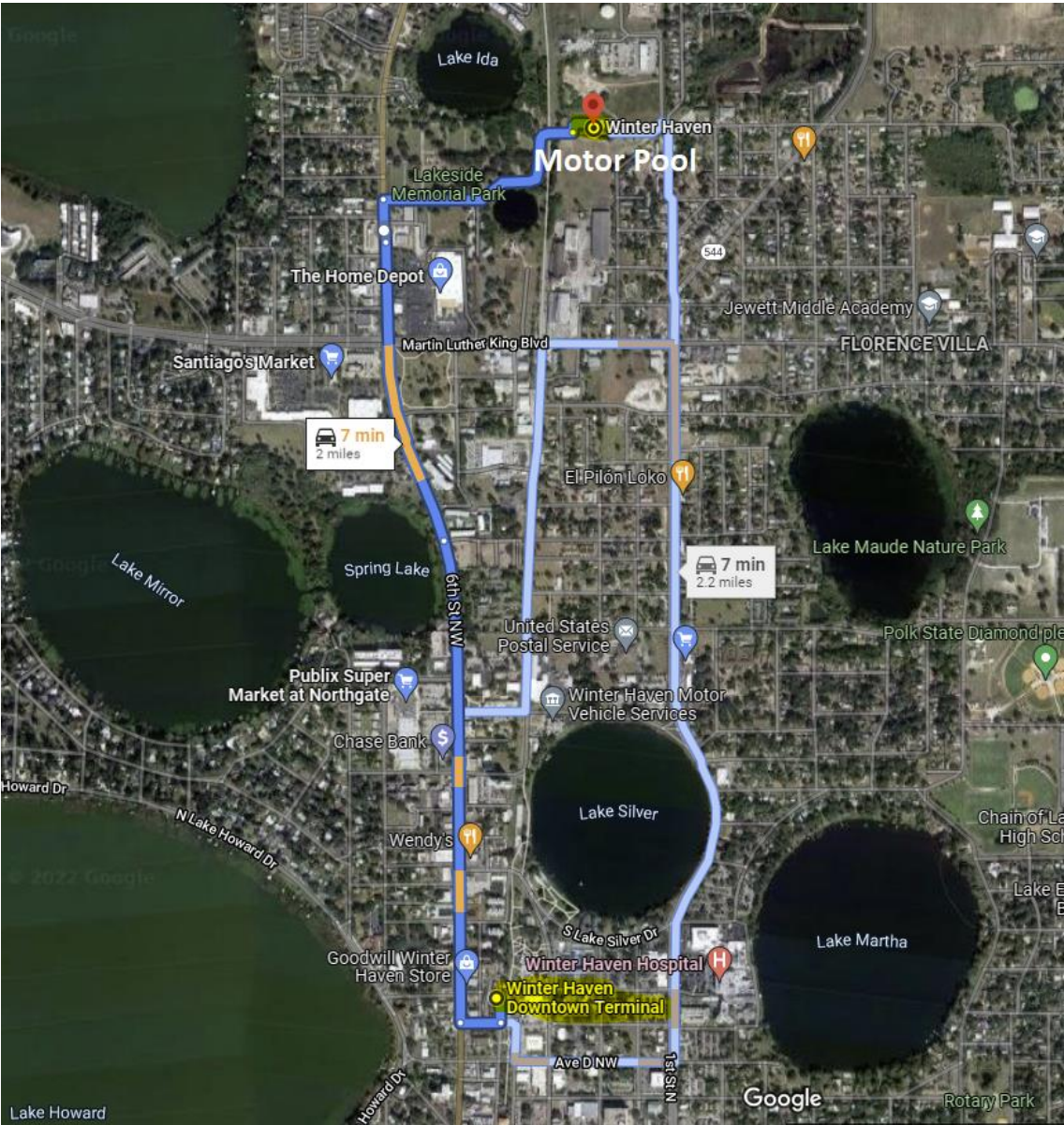
As per the lease agreement, all plans for site improvements require approval by the City of Winter Haven prior to any property modifications.

Funding: This project is funded with the Cares FL-2021-006-00

Attachments: none



AGENDA ITEM #7a – CONT.



LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEB 9, 2022  
AGENDA ITEM #8

Agenda Item:           **Approval of the 2022 Public Transit Agency Safety Plan (PTASP)**

Presenter:              Bill Knieriem, Director of Safety, Security, and Training

Recommended  
Action:                  Approve the PTASP for the 2022 year

Summary:               Annually the agency needs to recertify the PTASP in order to stay in compliance with Federal and State regulations.

Attachments:           2022 Public Transit Agency Safety Plan





# Public Transit Agency Safety Plan (PTASP)

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## I. SIGNATURE PAGE

Below is the contract organization accountable manager and SMS Safety, Security & Training approval for Citrus Connections agency safety plan. Electronic verification of approvals is maintained within Safety, Security & Training Department.

Contract Organization	Location	Manager (Name & Title)	SMS Manager (Name & Title)
Citrus Connection	Lakeland FL	Bill Knieriem, Director of Safety Security & Training	Christopher Cheney, Safety specialist/ Safety Manager

### Records of Revision

Manual Holder: Electronically published Manual

Note: Retain this record in the manual and update at every revision change or on cycle, whichever comes first.

Revision Number	Dated	Date Filed	Filed By
Original	10-1-2020	10-1-2020	William Knieriem
1	1-1-2022	2/10/2022	William Knieriem

### Master List of Updates

The below noted updates are incorporated into this manual:

Section	Update Details
Original	Not Applicable – Original
Section 2 & appendix	Updated maintenance plans

## II. TRANSIT AGENCY INFORMATION

<b>Transit Agency Name</b>	Citrus Connection			
<b>Transit Agency Address</b>	1212 GEORGE JENKINS BLVD, LAKE LAND FL			
<b>Name and Title of Accountable Executive</b>	TOM PHILLIPS, EXECUTIVE DIRECTOR			
<b>Name of Chief Safety Officer or SMS Executive</b>	BILL KNIERIEM, CSO			
<b>Mode(s) of Service Covered by This Plan</b>	FIXED ROUTE/ PARATRANSIT	<b>List All FTA Funding Types</b>	5307, 5310, 5311	
<b>Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)</b>	Paratransit is directly operated Fixed route is directly operated and contracted service with Transitions Commute Solutions Transitions operates 4 fixed routed on the East side of the county.			
<b>Does the agency provide transit services on behalf of another transit agency or entity?</b>	1. <input type="checkbox"/> Yes	2. <input checked="" type="checkbox"/> No	<b>Description of Arrangement(s)</b>	NOT APPLICABLE
<b>Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided</b>	NOT APPLICABLE			

### PTASP Annual Updates, Revisions, and Changes

The Transit Agency Safety Plan (TASP), System Security Plan (SSP) and the Emergency Preparedness Plan (EPP) will be jointly reviewed by the CSO, department directors and Executive Director and updated annually, on or before January 1st, then submitted to FDOT SSO for approval and acceptance in accordance with FDOT's Bus Transit State Safety Oversight Program Procedures and Standards. The plans may also be revised when and as required by the Executive Safety Committee.

FDOT SSO may request in writing, modification to the plans due to audit reports, on-site reviews or investigations. Citrus Connection will be given at least 30 days to address any requested changes. Once FDOT has approved the revised plans, Citrus Connection will transmit a signed copy of the plans to FDOT SSO in an unalterable electronic format.

Comprehensive emergency management plans have been developed for Citrus Connection and are part of the Emergency Preparedness Plan (EPP). Citrus Connection's Chief Safety Officer is accountable to the Executive Director for the accuracy and timeliness of all TASP, SSP and EPP updates, approvals, and distribution to

include FDOT, SSO manager, directors, managers, and supervisors. Citrus Connection's Safety Department will coordinate with FDOT-SSO to develop, review, update and distribute the plans. Citrus Connection's safety department is also responsible to evaluate compliance and or deficiencies with Citrus Connection's safety emergency preparedness programs, FDOT-SSO program, 49 CFR 673 general requirements, and programs, as applicable.

Citrus Connection's System Security Plan (SSP) details the security program for Citrus Connection. This plan describes the system security and the threat and vulnerability management process employed by Citrus Connection. This plan details how state and local law enforcement agencies and Citrus Connection work together to provide for a secure system. Involvement of Citrus Connection's directors, managers, supervisors, and local law enforcement personnel is essential for a strong cooperative security effort.

The plans are controlled documents that are applicable to all Citrus Connection employees and contractors. The current TASP is available on the intranet and is updated as new versions are made available. (Note: The SSP is not distributed as it is a security sensitive document. It may be reviewed after an approved written request is made).



### III.CERTIFICATION

#### BUS TRANSIT SYSTEM

#### ANNUAL SAFETY CERTIFICATION AND ADOPTION

Date: 2/9/2022

Name: Lakeland Area Mass Transit District  
d.b.a Citrus Connection

Address: 1212 George Jenkins Blvd.  
Lakeland, Florida 33815

In accordance with FTA 49 CFR Part 673 Final Rule, the bus system named above hereby adopts and certifies to the following:

1. The adoption of the Citrus Connection Public Transportation Agency Safety Plan for calendar year 2022
2. Compliance with adopted standards of the Public Transportation Agency Safety Plan (PTASP), for calendar year 2022
3. Performance of safety inspections on all buses operated in accordance with Rule 14-90.009, for calendar year 2022

Signature: \_\_\_\_\_

Name: Commissioner Sarah McCarley  
Title: Chairman of the Board of Directors, Citrus Connection

Signature: \_\_\_\_\_

Name: Tom Phillips  
Title: Executive Director, Citrus Connection

## IV SAFETY MANAGEMENT SYSTEM INTRODUCTION

**General:** This manual establishes the policies for all employees of Citrus Connection.

**Issue and Update:** This manual will be reviewed and updated, as applicable, annually beginning on date of issuance.

Immediate changes to this manual may be authorized by Citrus Connection in the form of a signed Immediate Change Memo. Citrus Connection will communicate immediate changes to all concerned through email and bulletin board postings.

**Scope:** Citrus Connection Safety Plan (PTASP) has been established consistent with business needs and regulatory impetus. The PTASP is designed to identify, assess, track, control, minimize and resolve hazards. Citrus Connection PTASP will be used as a means of preventing injuries, incidents, system disruption, accidents, environmental damage and other losses.

**Citrus Connection objectives:** Reducing transit safety, employee, and environmental risks by better managing Citrus Connection safety risks and setting goals to eliminate or reduce risks.

Communication of safety risks to employees and their roles and responsibilities related to risks.

Increase awareness of safety issues at all levels of the company, thereby providing a better framework/structure for:

- ⇒ Management to play a leadership role in addressing safety concerns.
- ⇒ Continuous improvement of contract organization and risk controls.
- ⇒ Compliance with all applicable state and federal regulations.
- ⇒ Foster a culture of change management so that safety issues are identified, and risks are eliminated or reduced in the planning process and delays or other impediments to business goals are avoided.

Mode of Service	Fatalities (Total)	Fatalities (per 100,000 miles)	Injuries (Total)	Injuries (per 100,000 miles)	Safety Events (Total)	Safety Events (per 100,000 miles)	System Reliability (VRM/Failures)
Fixed Route	0	0	5	.16	10	.32	12,500
ADA/ Paratransit	0	0	5	.16	10	.32	25,000

Safety Performance Target Coordination		
Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.		
The Citrus Connection Accountable Executive shares our PTASP, including safety performance targets, with the Metropolitan Planning Organization (MPO) in our service area each year after its formal adoption by the Board of Directors. Citrus Connection's Accountable Executive also provides a copy of our formally adopted plan to the Florida Department of Transportation (FDOT). Citrus Connection personnel are available to coordinate with FDOT and the MPO in the selection of FDOT and MPO safety performance targets upon request.		
Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	Florida Department of Transportation	2/10/2022
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Metropolitan Planning Organization	2/10/2022

## System Description:

### Introduction:

Citrus Connection's is a small bus provider servicing Polk County. Our mission is to strengthen and connect communities and in doing so, we enable individuals to pursue a fuller life with greater ease and convenience. We accomplish this by leading in the partnering and planning process and make wise investments of physical, economic, and human resources. Citrus Connection plays an integral role in making Polk County a more livable community while also cutting back our reliance on foreign oil and minimizing the stress associated with commuting.

October 1, 2015, LAMTD and Polk County Transit merged and became Citrus Connection. The merger increased the company manning levels from 118 employees to 184 overnight. The growth consisted of drivers, supervisors and managers. Although we are a small transit agency, Citrus Connection provides fixed route and door to door service to a multitude of municipalities within the Polk county area which encompasses a 2,000 square mile area.

### Services Provided and Jurisdiction:

Citrus Connection provides approximately 1,187,030 fixed route trips and 107,741 paratransit trips annually with demand increasing for even more bus service. The history of public transportation in the Polk County area over the past years has been a constant stretch to meet the needs of the community with budgetary constraints.

Currently, we operate 12 fixed routes and we partner with the Board of County Commissioners to operate an additional 15 routes throughout the County. Citrus Connection also operates 30 Para transit routes (PT Connect/Connect) providing door-to-door service and non-emergency transportation (NET) services across Polk County supporting state and federal programs, consistent with the requirements of various FDOT and FTA grant requirements.

Citrus Connection is governed by a Board of Directors, which are currently made up of two active Polk County Commissioners and three City of Lakeland Commissioners. All financial and legal oversight of Citrus Connection is governed by the board.

**Dispatch Location(s):**

1290 Golfview Blvd, Bartow FL, 33830

1212 George Jenkins Blvd, 33815

**Maintenance Location(s):**

1212 George Jenkins Blvd, Lakeland, FL. 33815

Community Transportation Coordinator (CTC): Yes X No \_\_\_\_\_

CTC Operator: Yes X No

CTC Name: Citrus Connection

## 1. SAFETY MANAGEMENT POLICY

### 1.1. SAFETY POLICY

**General:** The management of safety is one of our core business functions. Citrus Connection is committed to developing, implementing, maintaining, and constantly improving processes to ensure that all our transit service delivery activities take place under a balanced allocation of organizational resources, aimed at achieving the highest level of safety performance and meeting established standards.

All levels of management and all employees are accountable for the delivery of this highest level of safety performance, starting with the Executive Director. The agency safety plan (PTASP) is managed under my authority by the Director of Safety, Security & Training.

**Citrus Connection commitment is to:**

- **Support** the management of safety through the provision of appropriate resources, that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention to results as the attention to the results of the other management systems of the organization;
- **Integrate** the management of safety among the primary responsibilities of all managers and employees;
- **Clearly define** for all staff, managers and employees alike, their accountabilities and responsibilities for the delivery of the organization's safety performance and the performance of our safety management system;
- **Establish and operate** hazard identification and analysis, and safety risk evaluation activities, including an employee safety reporting program as a fundamental source for safety concerns and hazard identification, in order to eliminate or mitigate the safety risks of the consequences of hazards resulting from our operations or activities to a point which is consistent with our acceptable level of safety performance;
- **Ensure** that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- **Comply with**, and wherever possible exceed, legislative and regulatory requirements and standards;
- **Ensure** that sufficient skilled and trained human resources are available to implement safety management processes;
- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;
- **Establish** and measure our safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- **Continually improve** our safety performance through management processes that ensure that appropriate safety management action is taken and is effective; and
- **Ensure** externally supplied systems and services to support our operations are delivered meeting our safety performance standards.

#### Values and guiding principles

- Integrity, Trust, Teamwork, Respect, Customer Focus, Fun/Humor
- Commitment to Safety
- Commitment to Continuous Improvement
- Commitment to Compliance

As Citrus Connection Senior Leaders, we have reviewed and endorse the Citrus Connection Transit Agency Safety Plan. We also understand that we have the authority and responsibility for day to day implementation and operation of our Safety Management System (SMS).

**X**

---

Tom Phillips  
Executive Director

**X**

---

Aaron Dunn  
Director of Revenue Service

**X**

---

Jay Steinbauer  
Director of Fleet Maintenance

**X**

---

Marcia Roberson  
Director of Regional Mobility Call Center

**X**

---

Erin Killebrew  
Director of External Affairs

**X**

---

Steven Schaible  
Director of Human Resources

**X**

---

David Pursuad  
Chief Financial Officer

**X**

---

Bill Knieriem  
Director of Safety, Security & Training

## 1.2. SAFETY MANAGEMENT POLICY COMMUNICATION

The ability to communicate safety information in a timely and professional manner is important for Citrus Connection's Public Transportation Agency Safety Plan to function as intended. The Safety Management Policy Statement and this Public Transportation Agency Safety Plan will be distributed across the organization to be referenced by management, union lead personnel and others. Additionally, both the Safety Management System Framework and the PTASP will be published on the Intranet for all employees to utilize. Documents that set forth the Citrus Connection Public Transportation Agency Safety Plan and the implementation of the Safety Management System (SMS), as well as results from SMS processes and activities will be stored on the shared drive (S/:drive) accessed only by members of the Safety Department and backed up according to information systems procedures. Additionally, the PTASP and the SMS Framework documents are itemized work products of the Safety Department records retention schedule to be maintained for three years after creation. All requests for such documents made by FTA, FDOT SSO or any other Federal entity will be fulfilled electronically by the Safety Department

## 1.3. ORGANIZATIONAL ROLES

**General:** To establish accountability for safety.

**Organizational Levels and Roles:** Citrus Connection Organizational Roles

**EO/Accountable Executive:** Provides strategic direction for safety policy, risk mitigation, safety assurance and promotion.

**Chief Safety Officer:** Provides leadership in the operation and performance of SMS, develops and implements innovative strategies that foster continuous SMS improvement in a manner that supports departmental, customer and corporate business plans, goals and objectives.

**Director of Revenue Service:** Communicates and enables safety policy related to SMS. Promotes operational safety, environmental responsibility and employee health and safety on and off the job.

**Director of Maintenance:** Manages functions related to all maintenance activities.

**Facilities Manager:** Manages functions related to site level facilities activities.

**Safety Manager/SMS Manager:** Manages functions related to EHS and operational safety and serves as the focal point of contact for SMS activities.

**SMS Teams/Councils:** Safety Council: The council is the driving force for ensuring that reported safety items are appropriately addressed, concluded, tested, and that the originator of the report is notified of requisite action.

### **All Personnel**

- ⇒ Conduct work in the safest manner possible in accordance with approved site procedure, policies and in a manner that enhances their own/other employees' health and safety.
- ⇒ Promotes risk reduction, participates openly in safety related events investigations and immediately report workplace hazards and make suggestion for control of reported hazards.
- ⇒ Contribute to the overall success of the SMS program at the site level.

## Citrus Connection SMS Contacts

Name	Role	Contact Information
Tom Phillips	EO/Accountable Executive	(863) 327-1300
William Knieriem	Director, Safety, Security & Training/ Chief Safety Officer	(863) 327-1318
Aaron Dunn	Director of Revenue Service	(863) 733-4202
Jay Steinbauer	Director of Maintenance	(863) 255-0531
David Persaud	Chief Financial Officer	(863) 327-1303
Marcia Roberson	Director of RMCC	(863) 733-4222
Steven Schaible	Director of HR & Risk	(863) 327-1308
Erin Killebrew	Director of External Affairs	(863) 413-6008
Ruby Kimble	Assistant Director of Safety, Security & Training	(863) 999-3430
Chris Cheney	Safety specialist/SMS Manager	(863) 308-0713

### 1.4. AUTHORITIES, ACCOUNTABILITIES AND RESPONSIBILITIES

#### Accountable Executive Role and Responsibilities

The Citrus Connection Executive Director is designated the Accountable Executive for the SMS. The Executive Director is accountable for ensuring that the SMS is effectively implemented and resourced throughout Citrus Connection, and for ensuring action is taken, as necessary, to address any degradation in safety performance at Citrus Connection.

#### Chief Safety Officer Role and Responsibilities

- ⇒ The Director has designated the Safety, Security and Training Director as the SMS Executive. The SST Director is responsible for
- ⇒ Facilitating full implementation of the SMS across Citrus Connection
- ⇒ Advocating for a safety culture
- ⇒ Conducting strategic planning for the SMS
- ⇒ Managing and updating SMS processes based on experiences and lessons learned
- ⇒ Reviewing and updating this SMS and Implementation Plan and PTASP at least annually
- ⇒ Providing additional guidance material (as required) to further strengthen and clarify the SMS processes
- ⇒ Managing the SRM and Safety Assurance processes and outputs
- ⇒ Facilitating coordination of SRM, evaluations and investigations, and controls with special attention to cross-organizational impacts
- ⇒ Monitoring the safety performance of Citrus Connection operations and activities through formal data collection and analysis
- ⇒ Tracking safety-critical issues and corrective actions to conclusion, using appropriate tracking systems



- ⇒ Leading and facilitating hazard analyses through workshops with appropriate subject matter experts
- ⇒ Leading internal safety audits with support from appropriate Citrus Connection departments
- ⇒ Developing and coordinating the provision of the data and dashboards for tracking and monitoring safety performance
- ⇒ Developing and maintaining safety training requirements
- ⇒ In addition, the SST Director is responsible for advising Citrus Connection leadership on safety-related issues

### *Safety Specialist Role and Responsibilities*

The Safety Specialist is responsible for the safety of all Citrus Connection operations and implementing the SMS within the Operations, Support, Maintenance and Information Technologies Department. The Safety Specialist will:

- ⇒ Assist in the full implementation of the SMS across Citrus Connection
- ⇒ Advocating for a safety culture
- ⇒ Managing and updating SMS processes based on experiences and lessons learned
- ⇒ Monitoring the safety performance of Citrus Connection operations and activities through formal data collection and analysis
- ⇒ Tracking safety-critical issues and corrective actions to conclusion, using appropriate tracking systems
- ⇒ Assist in the review and update of this SMS and Implementation Plan and PTASP at least annually
- ⇒ Oversee & assist the operations, support and maintenance departments and information technology to establish and maintain clear and unambiguous lines of authority and responsibility for ensuring safety measures and procedures are in place for meeting safety performance targets
- ⇒ Require that all relevant safety-related information be communicated and used in decision-making
- ⇒ Leading and facilitating hazard analyses through workshops with appropriate subject matter experts
- ⇒ Leading internal safety audits with support from appropriate Citrus Connection departments
- ⇒ Developing and coordinating the provision of the data and dashboards for tracking and monitoring safety performance
- ⇒ Developing and maintaining safety training requirements
- ⇒ Promote the safety culture

### *Directors, Managers Roles and Responsibilities*

All directors and managers are accountable and responsible for:

- ⇒ Upholding and promoting safety policies, and safety risk management, safety assurance, and safety training and communication protocols

- ⇒ Developing safety performance measures and targets
- ⇒ Fostering a strong safety culture within their department
- ⇒ Allocating the appropriate staffing resources necessary to become compliant with and maintain compliance with the SMS requirements
- ⇒ Identifying the necessary funds to meet the safety performance requirements and incorporate them into budgeting plans, prioritizing and allocating expenditures according to safety risk
- ⇒ Implementing the safety risk management, safety assurance, and safety training and communication protocols of their department
- ⇒ Safety performance within their functional areas
- ⇒ Ensuring procedures are consistent with the SMS
- ⇒ Determining and implementing countermeasures required to counteract safety risks and manage issues that negatively impact Citrus Connection safety performance
- ⇒ Ensuring that all employees are trained in SMS
- ⇒ Supporting and requiring employees within their department to participate in safety training activities
- ⇒ Integrating SRM into existing processes
- ⇒ Requiring that all relevant safety information is communicated and used in decision-making
- ⇒ Ensuring that all system changes are coordinated, documented and go through the SRM & SA process
- ⇒ Cooperating with and providing support for evaluations and audits conducted

### *Supervisor Role and Responsibilities*

All Supervisors are accountable and responsible for:

- ⇒ The safety performance of all personnel and equipment under their supervision
- ⇒ Implementing and maintaining safety-related control measures/mitigations
- ⇒ Familiarizing employees with the safety requirements and hazards associated with the work to be performed
- ⇒ Responding to identified hazards that may impact safety performance
- ⇒ Reporting all mishaps and incidents to the SST
- ⇒ Sharing lessons learned from incidents
- ⇒ Implementing and adhering to SMS procedures and processes within their span of control

### *Citrus Connection Employee Responsibilities*

All Citrus Connection employees are responsible for:

- ⇒ Becoming familiar with the safety procedures for their assigned work activity
- ⇒ Performing their work safely
- ⇒ Following procedures and rules
- ⇒ Calling attention to hazards that may impact safety performance

⇒ Reporting mishaps and incidents to their Supervisor, in accordance with established requirements for the protection of themselves, co-workers, customers, facilities, and equipment

### 1.5. TASK FREQUENCY

PTASP Task	Frequency	Management Responsibility by Position		Staff Responsibility by Position	
Oversee PTASP and Safety Plan; assure compliance	Daily	Director	Managers	All Staff	
Inspection of Departments for safety compliance (pre-trip inspections, driver files, maintenance records)	Quarterly/as needed		All Managers	Supervisors	Operators
PTASP and Safety Plan Review, maintenance and distribution	Annual/as needed	Executive Director	Managers Supervisors		
Intra-agency coordination and safety meetings	Monthly		Managers Supervisors	All Staff	
Inter-agency coordination (FDOT, law enforcement, emergency response organizations)	As needed		Managers/ Supervisors		
Facility Inspection	Monthly		Facility Manager		
Employee safety training, testing and record keeping	Init Hire/ annual		Training		
Drug Free Workplace (policy maintenance, employee training and testing, etc.)	Initial Hire/Quarterly		HR Manager		
Driver license validity check and record maintenance	Initial Hire/Quarterly		HR Manager		
Administrative – Human Resources Safety Actions	As needed		Managers	All Staff	
Safety and security data acquisition and analysis	Ongoing		Managers/ Supervisors		
Medical examination of drivers and record keeping	Initial Hire/Annual		HR Manager		
Vehicle and equipment procurement	As needed		Maintenance Director		
Pre-trip inspections and record keeping	Daily		Maintenance Manager	Supervisors	Operators
Vehicle maintenance and record keeping	Daily		Maintenance Director	Supervisors	Technicians
Annual safety inspections and record keeping	Annual		Maintenance Manager	Maintenance Manager	Parts Manager
Event investigations and record keeping	As needed		Safety Manager	Supervisors	
Investigate safety complaints	As needed		All Managers	Supervisors	Safety

Pre-employment screening	Initial Hire		HR Manager		
Employee time recording and maintenance	Daily	Directors	Supervisors	Payroll	
Internal safety audits	Annual/as needed	All Directors	All Manager & Supervisors	Chief Safety Officer	Safety Manager
Facilitate external safety audits	As needed	SST Director	All Directors, Managers	All Supervisors	All Staff
Records maintenance, retention and distribution	Daily/as needed	All Directors	All Managers	All Supervisors	All Staff
<b>PTASP Task</b>	<b>Frequency</b>	<b>Management Responsibility by Position</b>		<b>Staff Responsibility by Position</b>	
Contractor safety and security compliance oversight	As needed	Directors	Managers	Chief Safety Officer	Safety Manager
Hazard identification and resolution	Daily		All Managers	All Supervisors	All Employees
Compliance with PTASP	Daily	ALL STAFF			
Self-certification of safety compliance	Annual	Directors	Managers		

## 1.6.SAFETY COMMITTEES

Citrus Connection will implement and use multiple safety committees to review and evaluate safety-related processes, activities, and issues. The following safety committees will be established during the implementation of the SMS.

- **Executive Safety Committees** - This represents key staff and has the capability to employ multiple disciplines at Citrus Connection while also having access to higher level budgeted solutions.
- **Safety & Security Review Committee (SSRC)** – the purpose of this committees is to bring management, employees, and employee representatives together to achieve and maintain a safe, healthful workplace. Meetings may be held monthly and may include program reviews, injury reviews, and reviews of employee concerns.

## 1.7.SAFETY CULTURE POLICY

This policy identifies the Citrus Connection philosophy and process required to establish and maintain an appropriate safety/just culture that supports our SMS through proactive risk identification and event management considering human factors and a balanced guiding principle on employee disposition following an event.

Citrus Connection is committed to creating and sustaining a safety culture environment that supports our SMS and recognizes that a number of principles enable the development and sustainment of a positive safety culture including:

⇒ Recognition that fair and equitable treatment of all employees encourages sharing of safety-related

information

- ⇒ Creating and sustaining an environment that actively seeks out risks and supports hazard and event reporting, to include near misses
- ⇒ Recognition that inappropriate disciplinary measures can suppress open reporting of risks
- ⇒ Creating and sustaining an environment where there is an understanding that human errors will occur
- ⇒ Creating and sustaining an environment that promotes openness and learning from events  
at Citrus Connection, there is an expectation that all employees actively promote safety in everything they do. This includes two explicit duties that are the responsibility of all employees
- ⇒ To report any hazard, near-miss, unsafe condition, or incident that occurs, or is otherwise known about
- ⇒ To openly participate in any investigation that may arise because of any reported hazard, near-miss or event that occurs

Citrus Connection recognizes that employee actions that contribute to hazards and events may be the result of a wide spectrum of behaviors. These include unintentional error, engaging in at-risk behavior (i.e., moving away from desired behavior, not recognizing risks involved, reckless behavior or knowingly puts an employee, customer, or the public in harm's way).

The Citrus Connection policy regarding these behaviors is as follows:

- ⇒ Unintentional errors will be investigated, and feedback given
- ⇒ At-Risk behavior will usually warrant a verbal or written record of first counseling
- ⇒ Reckless behavior (and some circumstances of at-risk behavior) will usually warrant more significant positive counseling/corrective action steps to be taken

We are committed to creating an open and fair safety culture with Citrus Connection that supports our SMS. As we implement this policy, we pledge that our first response to any event will be to investigate fairly the circumstances involved.

## 1.8. NON-PUNITIVE SAFETY HAZARD & NEAR MISS REPORTING

Citrus Connection is committed to the safest operation possible. Therefore, it is imperative that we have uninhibited reporting of all safety hazards, near miss, concerns and/or suggestions that in any way affect the safety of our operation.

Every employee at Citrus Connection has the responsibility and right to report near miss, safety hazards or perceived hazards, concerns and/or suggestions that may affect the integrity of our operation to their supervisor or to the Safety, Security & Training Department. Citrus Connection has the responsibility to provide every employee the opportunity to report those hazards and concerns and do so with confidentiality and without fear of reprisal.

The purpose of this program is to ensure all near miss incident (including minor incidents) are reported, recorded and investigated. Reporting and sharing information with relevant parties creates an opportunity to answer the questions of what happened. We gain understanding and insight from an incident's analysis then utilize that knowledge to predict, prevent or mitigate future risk of reoccurrence. This proactive approach will promote an open, learning and just culture in regard to workplace safety.

Citrus Connection will not initiate disciplinary proceedings against an employee who discloses a safety hazard or perceived hazard, safety concern and / or suggestion involving safety. However, the non-reprisal policy does not apply to defined accidents/incidents, willful violations of law, Citrus Connection policy, or any event where there was intentional disregard for safety. This also does not apply to any event or condition that involves criminal activity, substance abuse, controlled substances, alcohol or intentional falsification. In such cases, the Citrus Connection reserves the right to take disciplinary actions as appropriate.

Citrus Connection also reserves the right to take appropriate action in the event that a report indicates: willful violations of law or Citrus Connection policy, intentional disregard for safety, or any event or condition that involves criminal activity, substance abuse, controlled substances, alcohol or intentional falsification by an individual other than the reporting individual.

We urge every employee to use this program to help us provide the highest level of safety for our employees and customers. Every employee who submits a report will be provided feedback on the final outcome regarding his/her report.

The identity of the person reporting will be confidential and only known by the Safety Department or reports may be made anonymously if you so desire.

### 1.9.EMERGENCY RESPONSE PLANNING

Citrus Connection's Emergency Response Plan & COOP describe our process to ensure that fast, controlled, and predictable responses can be made to various types of emergencies that may occur within Polk County. The ability to respond quickly and in an organized manner is vital to the continuation of transit service during a special event, emergency, or during the recovery from a catastrophic incident, including but not limited to:

- ⇒ Fire
- ⇒ Flooding
- ⇒ Hazardous material spill
- ⇒ Medical emergency
- ⇒ Severe weather
- ⇒ Transit related accidents
- ⇒ Active shooters
- ⇒ Acts of terrorism

Plan Review: Emergency Response Plans should be reviewed annually and after the occurrence of significant events. Certain practice drills should be carried out every two years for emergency scenarios.

Response/Drill Critique: Emergency responses or drills are carried out by Safety and security personnel and the results thereof are recorded and shared in the interest of continuous improvement.

Potential changes to the response plan may be identified by the following methods:

- ⇒ Review of accidents, incidents, and near-misses

- ⇒ Risk assessment processes
- ⇒ Appropriation request
- ⇒ Internal evaluation
- ⇒ External evaluation
- ⇒ Assessments or audits

#### Citrus Connection Priorities:

The following represents the collective set of overarching priorities suggested by Citrus Connection for consideration. The combined effort of all City and County Departments will work collectively to ensure that as a community, these objectives are satisfied in the “all hazards” environment.

1. Ensure continuity of governance. Ensure and demonstrate to the public the continued functioning of critical government leadership elements, including succession to key offices; organizational communications; leadership and management opportunities.
2. Coordinate with critical partners. Maintain communications and interactions as necessary during a crisis, with critical partners and organizations, including the Federal government, State government, other local governments, private sector and non-profit organizations.
3. Maintain civil order and public safety.
  - A) Protect people and property and the rule of law.
  - B) Ensure basic civil rights, prevent crime, and protect critical infrastructure.
4. Provide emergency services. Provide critical emergency services including: Emergency Management, Sheriff, Police, Fire, Medic, and public safety communication services.
5. Maintain critical public infrastructure, including but not limited to water lines, electric, sanitary/ sewer, flood/storm water management, buildings and data centers.
6. Provide basic essential services. Ensure provision of basic essential services, including but not limited to: healthcare, water and sewer service, voice and data communications, IT services, transportation services, sanitation services, environmental protection, code enforcement/inspections, emergency housing, human services, and critical internal support functions.

The Executive Director, Director of Revenue Services, Director of Safety, Security and Training, Director of Maintenance and Director of Regional Mobility Call Center serve as points of contact for Citrus Connection Bus Operations and emergency response and regulatory agencies.

### 1.9.1. CONCEPT OF OPERATION

Reference Continuity of Operations Plan (COOP) and Emergency Response Plan (ERP)

### 1.10. RECORDS MANAGEMENT

Citrus Connection is responsible for implementing a record management program that includes maintenance, retention, distribution, and safe disposal of all safety and security records of the agency.

Citrus Connection annually reviews and updates the PTASP and SPP to ensure compliance with state and federal regulations. Revisions and updates will be communicated to employees, contractors, and regulatory

agencies as they occur or as deemed necessary by the management, depending on the nature of the revision or update. The SPP is considered a confidential document and will be retained in a secure location by management.

Citrus Connection will ensure the maintenance and retention of the following records for at least four years:

- Records of bus driver background checks and qualifications.
- Detailed descriptions of training administered and completed by each bus driver.
- A record of each bus driver's duty status which will include total days worked, on-duty hours, driving hours, and time of reporting on and off duty each day.
- Records of preventive maintenance, regular maintenance, inspections, lubrication, and repairs performed for each bus.
- Records of annual safety inspections and documentation of any required corrective actions.
- Completed and signed Medical Examination Certificate (FDOT Form 725-030-11) confirming that biennial medical examinations have been conducted for each driver.

In addition, maintenance will retain records of daily bus inspections and any corrective action documentation for a minimum of two weeks.

Records retention is in accordance with F.A.C. 14-90 and F.A.C R. 1B-24.003(1)(a).

## 2. SAFETY RISK MANAGEMENT

The Safety Department collaborates with all departments to ensure adequate safety control measures are incorporated into daily operations, and that efforts are taken to resolve significant safety issues.

### 2.1.SAFETY DEPARTMENT ACTIVITIES

The Safety Department is responsible for conducting comprehensive investigations of near-miss, collisions, passenger and employee injuries/illnesses and fatalities, major fires, and other serious incidents that may occur. In addition, Safety conducts formalized hazard assessments of systems, facilities, and equipment. The safety committees assist the Safety Department in safety reviews, processing Hazard Reporting Forms and in hazard identification.

The Safety Department is responsible for the development and implementation of a health and safety program to protect employees in the work environment and passengers in the transit systems' environment. This function is focused primarily on facilities, construction, maintenance, operating procedures, and the avoidance of hazards through compliance with instruction and regulations and the use of prescribed safety devices. Therefore, it conducts activities that concentrate on passenger and employee protection efforts, personal safety attitudes, and accident/incident data collection and analysis.

Another responsibility is minimizing hazards in the design and operation of the system. The Safety Department activities are focused on the identification and resolution of system safety hazards and on the inclusion of



system safety requirements in the design and development of system elements such as facilities, buses, systems, equipment, procedures and training.

The following summarizes the general responsibilities of the Safety Department:

- ⇒ Assists with identification of hazards associated with the system
- ⇒ Evaluates identified hazards and design action to eliminate or minimize and control the hazards
- ⇒ Incorporates safety into system test, operation, and maintenance procedures
- ⇒ Develops safety design criteria for incorporation into system design
- ⇒ Evaluates system operations for incorporation of adequate safety measures
- ⇒ Conducts hazard analyses of plans and specifications for new equipment and construction
- ⇒ Maintains safety records in accordance with the Records Retention Schedule
- ⇒ Manages and implements the Public Transportation Agency Safety Plan
- ⇒ Performs investigations of near-miss, collisions, non-revenue vehicle collisions, passenger or employee injuries or fatalities, fires, major equipment damage, and other major incidents and accidents that occur
- ⇒ Conducts safety assurance audits
- ⇒ Monitors compliance with federal, state, and local safety codes and regulations and inspections
- ⇒ Promotes employee motor vehicle safety
- ⇒ Promotes accident prevention
- ⇒ Recommends safe and adequate tools and personal protective equipment
- ⇒ Supports fire prevention and control and emergency preparedness
- ⇒ Inspects warning alarms, signs, and machine guards in the workplace
- ⇒ Monitors for adequate lighting and noise levels in the facilities
- ⇒ Inspects facility cleanliness and housekeeping practices
- ⇒ Compiles and analyzes occupational accident information; design and implement programs to reduce incidences and severity of occupational injuries
- ⇒ Complies with provisions of State Safety Oversight Program as administered by the Florida Department of Transportation
- ⇒ Coordinates safety-related activities to ensure that safety information is passed to all sections of the organization. Examples of information include collision and passenger accident data, occupational injury and illness loss data, safety committee meeting minutes, and safety inspection reports
- ⇒ Conducts or participates in accident/ incident investigations
- ⇒ Exchanges safety data with other transit systems
- ⇒ Reviews maintenance records to ensure that proper documentation is being recorded
- ⇒ Develops corrective actions and recommendations related to accidents, unacceptable hazardous conditions, and other safety issues uncovered through analyses and failure report data
- ⇒ Participates in training activities to ensure that safety elements are part of the curriculum, and that safety information is disseminated to all affected employees
- ⇒ Identifies and assists in investigating and resolving hazards, including those related to maintenance, operation, and accident/incident investigation
- ⇒ Provides liaison with outside emergency response organizations and assist in such activities as familiarization training and emergency preparedness drills

- ⇒ Develops/updates safety rules/ procedures and emergency preparedness plans in cooperation with other departments and outside agencies as appropriate
- ⇒ Assures awareness of and compliance with pertinent legislation, regulations, and standards.
- ⇒ Evaluates new designs and proposed system modifications from a safety perspective
- ⇒ Defines safety requirements
- ⇒ Initiates and administers the Safety and Security Certification Plan
- ⇒ Monitors the use of personal protective equipment

## 2.2.REVENUE SERVICE ACTIVITIES

Revenue Service tasks include but are not limited to the following:

- ⇒ Develop and update emergency response plans & procedures
- ⇒ Develop procedures for abnormal and failure recovery conditions, including COOP
- ⇒ Define facilities, equipment and personnel required to support/enhance transit safety
- ⇒ Take steps to familiarize personnel with safety equipment, use and location
- ⇒ Take steps to identify unsafe practices and procedures throughout the transit system
- ⇒ Help investigate unsafe practices and procedures
- ⇒ Help investigate accidents and injuries
- ⇒ Help establish disciplinary actions for unsafe acts, practices, and rule violations
- ⇒ Help establish safety-training requirements for various positions
- ⇒ Participate in drills and simulations to validate procedures and training
- ⇒ Establish requisite tests and inspections
- ⇒ Ensure that safety performance is a part of employee evaluation and promote a positive safety culture
- ⇒ Ensure adherence to all Standard Operating Procedures

## 2.3.FLEET MAINTENANCE ACTIVITIES

- ⇒ Define support equipment, personnel, and procedures for responding to emergencies, abnormal or failed recovery conditions
- ⇒ Take steps to identify unsafe practices and procedures throughout the systems
- ⇒ Help investigate unsafe practices and procedures
- ⇒ Help investigate accidents and incidents
- ⇒ Define safety critical elements and establish maintenance priorities for them
- ⇒ Help establish safety-training requirements for critical maintenance activities
- ⇒ Participate in drills and simulations to validate procedures and training
- ⇒ Develop and verify that maintenance procedures are in place
- ⇒ Ensure that safety performance is a part of employee evaluation

### 2.3.1. Introduction

The mission of Citrus Connection is to provide safe, reliable, clean and well-maintained vehicles for the community they serve. The purpose of the maintenance plan is to provide a consistent, systematic program that will enable the maintenance department to properly maintain and service vehicles to meet or exceed the manufacturer's

recommended maintenance schedule. These procedures are designed to achieve efficiency and reliability while keeping vehicle repairs and maintenance costs under control.

## Maintenance Plan Goals

It is the goal of the Citrus Connection to operate above industry standard by managing an effective preventative maintenance program and ensuring the proper management of parts, equipment, and fleet. The maintenance department strives to maximize the number of vehicles in service each day and ensure that defects are reported and addressed.

The maintenance department manages an effective preventative maintenance program by consistently analyzing vehicle data, such as: noted defects on post trips, component failures, preventive maintenance inspections, repair orders, and in-service failures. Maintenance trends that are identified through this process are addressed by initiating scheduled replacements and additional component inspections.

## Measurable Goals

### Road Calls

It is the goal of the maintenance department to reduce road calls by ensuring that vehicles are in proper mechanical order. The road calls are separated between fixed route vehicles, demand response vehicles. The total revenue mileage is divided into each of these categories separately to calculate the distance between failures. A monthly report is generated and compared to all previous road call reports. The goal is to increase distance between road calls of fixed vehicles to 7,000 miles, demand response by 18,000 miles. Once these goals are attained the mileages will be increased for continual improvement in vehicle reliability.

The Maintenance Manager analyzes all road calls as they occur and determines if the road call was preventable. This is accomplished by dividing the road calls into subsystems to determine the root cause of the failures. The preventive maintenance program is consistently monitored for effectiveness and adjustments are made as necessary to prevent repeat failures.

### Preventive Maintenance Interval Monitoring

It is the goal of the maintenance department to complete all preventive maintenance inspections within 10% of the scheduled mileage, or 600 miles, whichever is greater. The inspections will not be fewer than 80% within this range for any one-month period. This maintenance activity is intended to prevent failures and is consistently monitored for its effectiveness by the percentage of on-time inspections and the number of road calls resulting in unscheduled maintenance.

The parts specialist generates an “Inspections Due” report weekly using computer software. The maintenance manager and lead technicians schedule the buses to remain out of service until the inspection is completed. All inspections must be within desired mileage parameters. If at any time the goal falls below 80% of on-time for the inspections during the month, the root cause of the deficiency will be determined, and adjustments will be made to the maintenance program to prevent future shortfalls.

Citrus Connection also provides micro-transit to the Lakeland downtown community with three LSV Cushman shuttles. The shuttles were fitted with hour meters to help track scheduled PM maintenance intervals. The three shuttles will have a PM maintenance interval of 100 hours and will be maintained and inspected to a higher standard than the manufacturer.

### Scheduled vs. Unscheduled Maintenance

The maintenance department defines scheduled maintenance as repairs made due to defects identified during all types of preventive maintenance inspections and unscheduled maintenance as repairs made to equipment due to unexpected failures. It is the goal of the maintenance department to decrease unscheduled maintenance to 20% of all repairs.

The Maintenance team enters all maintenance activities into iMaint program as either scheduled or unscheduled. Reports are generated monthly, and an analysis is made to determine the percentages of each category. If not within the predetermined maintenance goal, the root cause is determined for the unbalanced maintenance activities. The Maintenance Manager analyzes how many repeat failures occur, mechanic skill level, age of fleet, miles per vehicle, adherence to the preventive maintenance schedule, and overall effectiveness of the preventive maintenance program.

### Peak Pull Out/Spare Ratio

It is the goal of the maintenance department to maintain the required number of vehicles for peak operating hours. A spare ratio of 20% will be maintained to accomplish this goal. This will allow enough spare buses to substitute for vehicles undergoing regular maintenance or for vehicles that have broken down during the day.

The Maintenance Manager monitors the ability of the maintenance department to produce quality repairs in a timely manner to have the buses available for peak pull out. The maintenance team maintain a vehicle availability spreadsheet daily and update listing throughout day as work is completed or added. The vehicle availability list is updated one last time at the end of the day and sent in an email to different departments that use the information for scheduling and other activities.

### Fleet Summary

A physical inventory of equipment is kept on file and updated regularly. The property number, year of manufacture, type of vehicle, vehicle identification, ADA information, total mileage, and mileage operated annually can be found on the list.

The Citrus Connection fleet consist of combined fleets of Lakeland Area Mass Transit District and Polk County Transportation Services, the following is a summary of the fleet, service requirements and spare ratio:

#### Fleet and Service Requirements

Service Mode	Fleet Total	LAMTD	County	Spare
Fixed Route (FR)	39	24	15	
FR Required	34	26	8	12%
Para Transit (PT)	44	21	29	
PT Required	36	18	18	18%
Squeeze Service	3	2	0	1

Buses are scheduled for retirement when the vehicle has reached the age and mileage life expectancy. When vehicles reach maximum life expectancy, they are presented to the Board of Directors with a recommendation for disposal, if replacement vehicles and funding are available. Upon receiving approval from the Board, Citrus Connection will contact the Federal Transit Administration and provide notice of impending vehicle disposal. Vehicles are sold at auction by the finance department.

#### 2.3.2. Vehicle History File

Each vehicle has a combination of written and electronic records documenting preventive maintenance, regular maintenance, inspections, lubrication, and repairs performed. Such records will be maintained for the life of the vehicle and include at a minimum the following information:

- ⇒ Identification of the vehicle, including make, model, license number or other means of positive identification and ownership
- ⇒ Date, mileage, and description of each inspection, maintenance, repair, or lubrication performed
- ⇒ If not owned by the transit agency, the name of the person or company furnishing service with this vehicle
- ⇒ The name and address of any business firm performing a maintenance repair
- ⇒ Listing of repair order number for all repairs made
- ⇒ Warranty

#### Maintenance Shop

The maintenance shop operates from 5 AM – 9:00 PM Monday thru Friday and 5:00 AM thru 1:30 PM Saturday. While operating sixteen hours daily with two shifts the technicians have overlapping hours to ensure smooth shift transitions. The maintenance shop staff consists of eight (8) technicians and two (2)

Electronic Techs. The Maintenance Manager monitors all maintenance activities and assists in the shop when needed. LEAD Technicians are assigned to help delegate work to keep the technicians productive. The maintenance department's organizational chart is included.

The Maintenance Manager and lead technicians schedules the daily workloads based on immediate needs and floor coverage. Straightforward repairs are finished first to ensure adequate amounts of buses are available for all routes. Each shift has two (2) to three (3) technicians to accommodate road calls and any other non-scheduled repairs.

The primary responsibilities of each shift are:

- ⇒ First shift assists in route pull out, pre/post trip follow up from the night before, performs road calls if needed, preventive maintenance inspections, and general repairs.
- ⇒ Second shift performs preventive maintenance inspections, performs road calls if needed, electronic repairs, and pre/post trip repairs.
- ⇒ The maintenance shop has five (5) shop bays with portable lift systems. There is also a two-post lift in bay #1 used for vans and smaller vehicles.

### 2.3.3. Fleet Maintenance

The maintenance department strives to complete 80% of vehicle repairs as scheduled maintenance repairs. The maintenance department identifies scheduled maintenance repairs as repairs made due to defects identified during all types of preventive maintenance inspections. Scheduled maintenance allows for time, materials, tools, equipment, and labor to be managed easier than having unpredictable maintenance costs, workloads, and vehicle downtime. Unscheduled maintenance is defined as repairs made to equipment due to unexpected failures.

The following steps are taken to encourage that scheduled maintenance repairs are identified and increasingly conducted:

#### Preventative Maintenance

Preventative maintenance is described as periodic, prescribed inspections and/or servicing of equipment accomplished on a calendar, mileage, or hours of operation basis. A Microsoft Access program labeled "Inspection Schedule" is used to schedule upcoming preventative maintenance inspections. The mileages are taken from the fuel sheets that the Fuel Master generates nightly. Once the mileages are entered, a list is provided to the Maintenance Manager of the vehicles due for service at approximately 1,300 miles prior to the targeted mileage of the upcoming inspection. The Maintenance Manager projects the inspection dates by estimating vehicles traveling approximately 250 miles per day.

Written guidelines are used to assist with conducting preventative maintenance inspections. These guidelines are accessible to all maintenance technicians. The maintenance department uses the written guidelines that appear in the FDOT Preventative Maintenance Standards Manual to assist with inspecting paratransit and fixed route vehicles.

When a vehicle is due for an inspection it is taken out of service until the inspection is completed and the necessary repairs have been made. Maintenance technicians use an inspection checklist when conducting preventative maintenance inspections. Attached to each preventive maintenance checklist is a defect sheet. Defects noted during the inspection are marked on the defect sheet. As each defect is repaired, it is marked completed on the sheet. If repairs overlap work shifts, the next technician working on the repairs uses the defect sheet to determine which repairs have been made and which repairs are still outstanding. The technician performing the inspection signs all inspection checklists with tech number and all labor associated with PM are entered into the electronic maintenance program.

## PM Maintenance Schedule

The maintenance department schedules daily maintenance based on immediate needs and peak pullout. Daily maintenance practices include straightforward repairs and preventative maintenance inspections. There are two levels of preventative maintenance inspections: “A” inspections and “B” inspections. The fixed route buses are serviced every 6,000 miles with an “A” inspection. “B” inspections occur every 36,000 miles. Therefore, the inspection sequence is as follows: “A”, “A”, “A”, “A”, “A”, “B” (5 “A’s” and 1 “B”).

The paratransit buses are serviced every 6,000 miles with an “A” inspection. “B” inspections occur every 36,000 miles. The inspection sequence for these vehicles is as follows: “A”, “A”, “A”, “A”, “A”, “B” (5 “A’s” and 1 “B”).

### Scheduled Preventive Maintenance Inspections

UNIT TYPE	INSPECTION	DESIGNATED MILEAGE	NOT TO EXCEED
FIXED ROUTE BUSES			
30, 35, and 40 ft	A	EVERY 6,000 MILES	6,600 MILES
	B	EVERY 36,000 MILES	36,600 MILES

UNIT TYPE	INSPECTION	DESIGNATED MILEAGE	NOT TO EXCEED
PARATRANSIT			
CUTAWAY	A	EVERY 6,000 MILES	6,600 MILES
	B	EVERY 36,000 MILES	36,600 MILES

UNIT TYPE	INSPECTION	DESIGNATED MILEAGE	NOT TO EXCEED
NON REVENUE			
VEHICLES	A	EVERY 6,000 MILES	6,600 MILES
	B	EVERY 36,000 MILES	36,600 MILES

UNIT TYPE	INSPECTION	DESIGNATED HOURS	NOT TO EXCEED
Squeeze Service	A	100 HOURS	160 HOURS

### 2.3.4. Intermediate Maintenance and Oil Analysis Monitoring

Engine oil analysis is performed on every service for our diesel fixed route vehicles. The oil analysis provides valuable information and allows us to schedule a maintenance intervention to correct problems before they become more severe.

### 2.3.5. Component Inspection

During each preventative maintenance inspection, technicians perform additional A/C checks by utilizing a separate HVAC inspection checklist form. This form is attached to the preventative maintenance checklist form and filed in the vehicle history files when completed.

A complete cycle of the lift is performed during the operator's pre-trip inspection each day. The operators report, by the most immediate means available, any lift failures. The lifts are also serviced on preventative maintenance inspections.

### 2.3.6. Wear Tolerance

A wear tolerance policy is in place for tire and brake replacements. Front tires must be replaced when the tread depth reaches 4/32 and rear tires must be replaced when the tread depth reaches 2/32 inches. Brakes must be replaced when the Brake linings reach the wear line on the brake block. Brake lining wear tolerance determinations are required to have two maintenance tech signatures to ensure accuracy. OEM specifications are followed for all repairs.

### 2.3.7. Long-term Maintenance

Outsourcing is utilized for services that require tools and diagnostic equipment not available to non-OEM repair facilities. The repairs that are regularly outsourced include transmission rebuilds, body repair and painting. The following local garages are utilized for these types of repairs:

Cummins Engines  
Cummins of South Tampa  
5910 East Hillsborough Avenue Tampa, FL 33610-5419

Allison Transmissions  
1310 George Jenkins Blvd, Lakeland, FL 33815

Body & Accident Work  
Florida Truck & Trailer  
3500 FL-60  
Bartow, Florida 33830

Coach Crafters  
27530 County Rd 561 Tavares, FL 32778

ABC  
17469 West Colonial Drive / Winter Garden, FL

### 2.3.8. Fareboxes

Beginning in November 2017 all GFI Fare Boxes were replaced with Diamond Fare Boxes and Smart Card Readers. Bus Probing is no longer required. Prior to entering the Fuel Island the Cash Box is removed and replaced from the Diamond Fare Box. Fare Data is down-loaded in real time while the bus is in service.



### 2.3.9. Annual Inspections


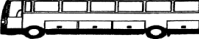
The "B" Level Inspection (Major Inspection) forms are used routinely and are considered the same as an Annual Inspection. Each bus has a minimum of one annual inspection per year.

### 2.3.10. Pre-trip/Post-trip Inspections

Pre-trip inspections are conducted each morning by operators before the vehicle begins revenue service. The inspection checklist remains on the vehicle during the day. If a relief driver uses the vehicle during service, the new driver performs a walk around inspection of the bus and records any damage on the inspection checklist. At the end of the day, a post-trip inspection is conducted, and the checklist is placed in a drop box attached to the operations office module adjacent to the maintenance shop. The corresponding repairs are noted on the same form and scanned into an electronic file. At the end of the last maintenance shift, all vehicles are listed on a Vehicle Availability Form as available or Out of Service. The form is e-mailed to the Operations and the Dispatch/Call Center Groups for vehicle assignments. All safety related concerns are corrected before the bus is put back into service.

### 2.3.11. Pre-Trip Inspection

The pre-trip inspection ensures the following parts and devices are in safe condition and in good working order at the beginning of the trip:

CitrusConnection	Dates:	<u>3-21</u>	Bus# _____
<b>VEHICLE INSPECTION REPORT</b>			
Beginning Mileage: _____ Ending Mileage: _____ Employee 1: _____ Employee 2: _____	Check Each Item:    ✓ = OK     ✗ = Needs Work  Pre-Trip _____ Remarks _____	<input type="checkbox"/> All Lights off. <input type="checkbox"/> Radio/AC off. <input type="checkbox"/> New body damage <input type="checkbox"/> Safety equipment <input type="checkbox"/> Graffiti <input type="checkbox"/> Windows closed	
<b>MARK AN "X" ON ALL BODY DAMAGE</b>   			
I have checked the above items and found as noted.			
Operator's Signature _____			
Defects: _____ _____ _____			
Repairs Made By: _____ _____			

If defects are noted during the pre-trip inspection they are repaired when reported. Defects reported during the post trip inspection of the vehicle are repaired by the night shift and morning shift maintenance employees. The Maintenance Manager has the discretion to defer a non-safety related repair due to parts availability if the bus is

needed to complete service requirements. The repair must be repaired later when parts become available only if the defect is not safety related. All repairs are documented into the maintenance software and a work order number is referenced on the pre-post trip.

### 2.3.12. Road Calls

A road call is defined as unscheduled maintenance requiring an emergency repair or service of a piece of equipment either in the field or after being towed to the maintenance facility. When failures occur, they are radioed into the maintenance department and a technician will gather details of concern and either make the repair offsite if failure is minor or swap out the bus with a spare bus if failure cannot be addressed without prolonging service delays. If the bus is drivable and safe, the technician will return the bus to the garage. If assistance is needed, the shop truck is dispatched to the site of the failure. The truck is equipped with a complete set of basic tools, fluids, and air compressor. In the case the bus cannot be repaired at the site of the failure, a towing service is called.

All road calls are documented including the following information the date, unit ID, mileage, and time of the road call, as well as a brief description of the failure. The technician lists the information in a work order in the maintenance software. The information is submitted to the parts department where it is then recorded on a separate Excel spreadsheet. Each month, the parts department sends the Maintenance Manager the spreadsheet listing all the road calls that occurred the previous month. The Maintenance Manager further analyzes the spreadsheet by failure, bus and by specific subsystems and uses this information to determine the mean distance between failures.

When a failure occurs, the Maintenance Manager investigates the incident to determine the root cause of the failure and whether the failure could have been prevented. This process involves reviewing recent repairs, preventive maintenance inspections, and recent drivers defect reports as well as prior road calls. Once the cause is determined, corrective actions are taken as necessary to prevent future failures. It is the goal of the maintenance department to continually increase the distance between failures through analyzing all failures and revising the preventative maintenance program as needed.

### 2.3.13. Cleaning

During pre-trip inspections, it is the responsibility of the driver to perform a walkthrough on the vehicle and ensure that any debris on the flooring or step wells that could result any falls or slips. Any unsafe conditions are corrected before any scheduled trips.

The driver reports all graffiti/etchings, gum, spills, or any other issues in the interior that would warrant extra material and labor from normal clean-up, on their post-trip report.

The interior of the buses is wiped down, sanitized, swept, and mopped nightly. The exterior of the buses is cleaned hand washing with long handled brushes. The fuel island utility workers perform this.

#### 2.3.14. Accidents

Accident investigation, determination of preventability and scheduled retraining is handled by the Operations Department & Safety Department. Minor Accident damage are repaired in house. Depending on the nature of an accident and when safety comes into question, vehicles are held for inspection by the Maintenance staff. The complete vehicle is inspected, and all safety related items are tested and/or inspected to determine if there was a mechanical failure that caused or contributed to the accident. The findings are documented in electronic work order system. Vehicles return to service after they are deemed safe for operation.

#### 2.3.15. Information Management

The maintenance department uses the electronic maintenance software program to monitor asset management, maintenance scheduling, labor management, work order management, cost tracking, parts inventory management, and purchasing.

Technicians create work orders at the beginning of each job assignment. When parts are needed, a parts specialist enters them into the system on the corresponding work order. After the job is completed one of the maintenance leads review the work order and approves the information noted. The parts department then verifies that all the parts are entered and accurate before closing out the work order. The work order is stored in the program and can be printed upon request.

The Maintenance Manager is responsible for regularly monitoring and analyzing maintenance data to identify trends, repeat repairs and adjust the preventative maintenance program based on this information. The Maintenance Manager begins each workday by reviewing the previous day's work orders to determine whether any of the repairs could have been prevented. The preventative maintenance program is adjusted as needed based on these determinations and further training is provided if technicians show signs of knowledge or inexperience issues.

#### 2.3.16. Material Handling

The maintenance department provides their employees with electronic SDS instructions on safe handling, first aid treatment, emergency procedures, and proper clean up procedures of chemicals in the workplace. Knowing the potential flammability, explosion, and reactivity of chemicals in the workplace are the rights of the employees under the Right-To-Know-Law.

An emergency spill containment program is in place. The spill kit includes absorbing pads and disposal bags that are collected by an outsourced oil disposal contracted company. An outsourced contractor also disposes of waste oils, filters, and other 'Controlled Waste'.

### 2.3.17. Material Safety Data Sheets

All chemicals, lubricants, cleaners etc., purchased accompany a Safety Data Sheet. A SDS file is maintained and made available to the employee on every company computer.

When purchasing products for different functions careful consideration is taken as to the toxicity and flammability of chemicals used. Environmentally friendly products are taken into consideration when purchasing products.

### 2.3.18. Parts Inventory

Parts are stored in the parts room adjacent the maintenance shop. Parts are grouped by type and size and stored. Parts inventory information is entered into the electronic maintenance system. Parts are inventoried using handheld scanners as each part in inventory is bar coded. Parts inventory are cycle counted, two times per year and at the End of Year Inventory. The End of Year Inventory is audited by an external Auditing firm yearly, which reports to the Chief Financial Officer and the Board of Directors.

Parts are issued by the parts specialists to maintenance technicians upon request. The parts used are then recorded into the maintenance software system by a parts specialist.

The parts re-order is based on the maintenance software using Min/Max quantity guide for requesting vender quotes under Procurement guidelines. Parts also request quotes for annual supply contract quotes for consumable goods and Blanket Purchase Orders for parts with high usage.

## **End of Fiscal Year Parts Inventory Audit procedures**

### **Preparatory measures for count**

- A. Conducted a thorough pre-count organizing and adjusting physical inventory counts.
- B. Pre-count and prepackage small items.
- C. Affix barcoded labels to all parts and locations in accordance with the computer tracked inventory.

### **Count Procedures**

An inventory briefing will be given prior to start of inventory.

1. Email all reports the day before inventory count @12:00pm. No more items will be received or issued until inventory audit is completed.
2. Isolate new freight on the shipping and receiving dock until after physical count is completed.
3. Identify and tag all DNI (do not inventory) items.
4. Isolate all shop supplies and materials from physical inventory.
5. Staff enters all physical inventories counted into maintenance software assigned bin via handheld scanner and/or work sheets (for items that bar-code can't reach).
6. All bin location reports will be saved before and after each count.
7. LAMTD personnel physically count inventory for recognition purposes.
8. Finance personnel observe.
9. Finance will report all fuel ins and outs for inventory.
10. Export inventory valuation to Excel for electronic transfer to independent auditors.
11. LAMTD external auditor will be here to observe.

### **Actions Taken to Improve Inventory Control**

1. Closed access to parts to only parts dept. and maintenance management.
2. Creating an inventory opportunity worksheet (A random count generated via maintenance software to spot check possible shrink or errors).
3. All electronic repair orders and billing out parts as they are handed out to technicians, keeping live inventory accurate.
4. Double check system for receiving in freight, entering freight in the maintenance software, and stocking.
5. Bar-coded all parts.

### **Roll Out Procedures**

1. All request for repair orders will be entered into the computer and all parts issued will be recorded on paper and logged into the work requests in the comment section.
2. All parts brought in to be used immediately will be recorded on a receiving slip and attached to the purchase order or P-card receipt and held aside until after audit is completed.
3. All stock orders received after 12:00pm on the day before inventory audit will be isolated on the dock with the packing list displayed.
4. Once inventory has been closed all parts pulled during inventory will be added to their work order.

### 2.3.19. Warranty

A warranty recovery system, warranty records, and annual summaries of warranty claims submitted and received are maintained by the Citrus Connection. Warranty repairs are identified by maintaining warranty information in maintenance management software. When a component fails, it is checked against the file for expiration time and/or mileage to determine if it is still under warranty. Documentation of warranty repairs and claims are recorded on maintenance management software to guarantee the equipment manufacturer and not the agency pay the cost of the defects under warranty. All warranty claims are pursued until the claim is settled.

### 2.3.20. On Site Fueling

The current FDEP Registration Placard is displayed at the fuel station. Fuel tanks are double walled and equipped with electronic monitoring (Veeder Root) for leak detection and on hand quantities. Dispensing units are controlled and monitor by different electronic system (Fuel Master) that records the dispensing of fuel and controls user access.

The fuel and oils are procured under a joint participation contract HART in Tampa. The motor and transmission oils are OEM approved and ordered by using monitors on top of bulk tanks that notify the maintenance department when more oils are needed. All bulk tanks are placed inside spill containment devices located outside under a canopy between the maintenance shop and facilities building.

## 2.4.FACILITY MAINTENANCE TASKS

Facility Maintenance tasks include:

- ⇒ Establish policies and procedures for daily/shift inspection of safety critical items.
- ⇒ Establish preventive maintenance program for key equipment and facility components to assure employee safety and loss prevention.
- ⇒ Establish policies and procedures for tagging defective equipment, and work-around procedures where appropriate.
- ⇒ Help define support equipment, personnel and procedures for responding to an emergency and facility alarm situation.
- ⇒ Help define safety-training requirements related to maintenance of facilities and mechanical equipment (HVAC, emergency ventilation, pumps, fire suppression, etc.).
- ⇒ Take steps to identify unsafe practices and procedures throughout facilities.
- ⇒ Help investigate unsafe practices and procedures.
- ⇒ Define safety critical elements and establish maintenance priorities for them.

### 2.4.1. Introduction

The mission of Citrus Connection is to provide safe, reliable, clean, and well-maintained Transit System for the community they serve. The role of the Facility Maintenance Department is to maintain the facilities, buildings, equipment, grounds, shelters, bus stops and other amenities in a state of good repair and aesthetically pleasing. The purpose of the maintenance plan is to provide a consistent, systematic program that will enable the Facility Maintenance Department to for fill its role in supporting the Transit Service. Additionally, Facility

Maintenance will provide Administrative support as needed when offices are being relocated or areas within the facility are being repurposed.

#### 2.4.2. Maintenance Plan Goals

It is the goal of the Citrus Connection to operate at a higher industry standard by managing an effective routine and preventative maintenance. Routine maintenance would include Custodial work, Janitorial work, Lawn Maintenance, installation of bus stop signs and trash pick-up at the terminals and bus stops. Preventive Maintenance would include work completed on mechanical systems in each of our facilities. Preventive Maintenance should reduce the need for emergency maintenance when a system completely fails or stops working.

#### 2.4.3. Measurable Goals

The Facility Maintenance Supervisor analyzes information collected during the Preventive Maintenance Inspection process and determines the need for upgrading and replacing parts or an entire system to prevent an emergency when a system stops working.

Internal and external customer complaints are also used to determine the effectiveness of the Facility Maintenance Program.

#### 2.4.4. PM Interval Monitoring & Scheduled vs Unscheduled Maintenance

Currently working on a process to incorporate and record the work performed by Facility Maintenance into the iMaint Work Order system. The system will facilitate the reporting.

##### Locations

- |  |                                    |
|--|------------------------------------|
| • Main Offices – Repair & Fueling Facility | 1212 George Jenkins Blvd, Lakeland |
| • Downtown Bus Terminal                    | 200 N. Florida Ave, Lakeland       |
| • Winter Haven Terminal                    | 555 AVE E NW, Winter Haven         |
| • Park & Ride Lot                          | 100 Pyramid Pkwy, Lakeland         |
| • 1,141 Bus Stops & 100 Shelters           | Various locations                  |

#### 2.4.5. Maintenance Shop

The maintenance shop operates from 7 AM – 4:00 PM Monday thru Friday. The maintenance shop staff consists of eight (6) positions, two (2) are Technician I, two (2) are Technician II and two (2) are Part Time custodial/Janitorial Positions. The Facility Maintenance Supervisor schedules and monitors all maintenance activities and assists in the shop or work site when needed.

The maintenance shop is equipped with all of the tools necessary for wood and metal working type repairs and fabrications. Additionally the shop is equipped with portable tools and supplies necessary for completing repairs or fabricating items.



## 2.4.6. Maintenance

### Routine Maintenance

Route Maintenance is performed on daily basis. Two technician are assigned each week to perform the Line Trimming and trash pick-up at all of the Citrus Connection bus stops and shelters throughout the complete system, which include the County bus stops.

Two part time employees are assigned to perform the janitorial and custodial work at the Main Office, Park & Ride Lot, Winter Haven Terminal and the Lakeland Terminal.

## 2.4.7. Preventative Maintenance

Preventative maintenance is a periodic, prescribed inspections and/or servicing of equipment accomplished on a calendar basis. The FM Maintenance Supervisor schedules the inspection dates and assigns the work,

The technician performing the inspection signs all inspection checklists.

## 2.4.8. PM Maintenance Schedule

PM Maintenance Check Sheets provide documents to record work completed.

Schedule of Inspections

Weekly	Monthly	<u>October</u> <u>January</u> <u>April</u> <u>July</u>	<u>November</u> <u>February</u> <u>May</u> <u>August</u>	<u>December</u> <u>March</u> <u>June</u> <u>September</u>	Bi-Annual
Bus Stops	Fuel Island	Main Facility Exterior/Interior	Oil Fitter Crusher	Hose Reels	Oil-Water separator
		Vault Room Exterior/Interior	Hydraulic Press	Drill Press	Storm Drains
	Light Maintenance	Modular Exterior/Interior	Floor Jacks	Golf Carts	Oil-Fired Heaters
	Generator	AC Main Facility/ Server Room	Transmission Jack	Floor Scrubber	
	Bench Grinder	AC Parts/ Fleet office	Twin Post Lift	Forklift	
	<u>Ox.&amp; Act.</u> Torches	AC Terminal	Mobile Floor Crane	<u>Back Pack</u> Blower	
	All Fluid Pumps	AC Modular	Hydraulic Lift Table	Weed Eaters	
	Generators	Terminal Exterior/Interior	Elevator	Zero Turn Mower	
		First Aid	Exhaust Fans	Push Mower	
		Water Fountain filters	Air Compressor	Pressure Washer	
		Facilities Building	<u>Koni</u> Lifts	Mig Welder	
		Weather Radios		Pole Saw	



In addition to the above listed schedule, daily visual checks are performed on the following items:

- Gates
- Perimeter Fence
- Turnstyle
- Fuel Island
- Vault Room
- Generators
- Exterior Doors and Windows
- Vehicles assigned to Facility Maintenance
- Parking Lots (Front & Rear)

#### 2.4.9. Inspections and Recordkeeping Procedures

Preventive maintenance inspections are a mandatory requirement of the Lakeland Area Mass Transit District (LAMTD) D.B.A. Citrus Connection. Safety inspections are required on all LAMTD equipment and facilities.

The following are procedures for conducting safety inspections.

1. Use the PM checklist. Review the checklist before the inspection begins.
2. Inspect the entire piece of equipment or facility.
3. Inspect in one area at a time.
4. (Focus on one room at a time, one floor at a time, one piece of equipment at a time.)
5. Focus on unsafe conditions.
6. Document observed hazard(s) clearly and accurately on the pm sheets.

The following are procedures after inspections.

1. Reasonable dates for correction (based upon the hazard) will be set.
2. Priorities for correcting the hazards are set.
3. Non-serious hazards are corrected as soon as possible.
4. Serious hazards are corrected immediately.
5. If correction cannot be handled in a timely manner, the following measures will be taken to protect employees:
  - a) machine(s) are taken out of service;
  - b) operation(s) will be stopped; and/or
  - c) any necessary action(s) will be taken to protect employees.

#### 2.4.10. Material Safety Data Sheets

All chemicals, lubricants, cleaners etc., purchased accompany a Material Safety Data Sheet. A MSDS binder is maintained and made available to the employee upon request.

When purchasing products for different functions careful consideration is taken as to the toxicity and flammability of chemicals used. Environmentally friendly products are taken into consideration when purchasing products.

#### 2.4.11. Warranty

A warranty recovery system and warranty records are maintained by the Citrus Connection. Documentation of warranty repairs and claims are kept in paper format at this time. This will change with the implementation of iMaint Work Orders. All warranty claims are pursued until the claim is settled.

### 2.5.PROJECT MANAGEMENT TASKS

Project Management establishes design criteria and standards for the design of key safety and security related requirements and/or systems for projects and any other future bus and/or terminal upgrades and/or new construction.

These design criteria include basic planning considerations specific to the project based on industry standards, codes, guidelines, Crime Prevention Through Environmental Design (CPTED) concepts, Americans with Disabilities Act (ADA) requirements, and safety and security best practices that are commonly utilized at other like transit agencies. In addition, some design criteria are derived from other station reconstruction projects lessons learned and safety/security recommendations derived from the Preliminary Hazard Analysis (PHAs).

Project Management department also:

- ⇒ Maintains as-built drawings and configuration management for systems, equipment, and facilities
- ⇒ Reviews contracts to assure inclusion of safety design criteria
- ⇒ Establishes procedures for verification of system safety and construction safety requirements in contracts
- ⇒ Establishes procedures for construction/contract monitoring to assure compliance with safety requirements
- ⇒ Conducts construction inspections

### 2.6.HUMAN RESOURCES TASKS

The Human Resources Department is responsible for reviewing and updating hiring standards so as to assure that safety critical skills and qualifications are included in the selection process. Additionally, the Human Resources Department:

- ⇒ Coordinates with Citrus Connection staff to develop formal standards and procedures for the evaluation of probationary employees
- ⇒ Verifies previous employment record
- ⇒ Verifies required licenses and certifications prior to hiring
- ⇒ Verifies required licenses and certifications periodically during employment
- ⇒ Ensures new hires receive safety training during orientation

- ⇒ Establishes a regular system of employee performance evaluation that includes evaluation of compliance with safety rules and procedures
- ⇒ Reviews and modifies position descriptions to reflect safety responsibilities and new functions as they occur
- ⇒ Establishes a system for prioritizing the filling of vacant positions
- ⇒ Establishes formal pass/fail standards for each employee classification
- ⇒ Compiles and maintains records of claims and related costs, and prepares and distributes regular management reports

## 2.7.PROCUREMENT TASKS

- ⇒ The Procurement Department ensures that materials, equipment, construction and services are obtained in a timely, efficient and economical fashion, adhering to principles of good administrative practices, sound business judgment within the parameters of federal, state, and statutory or regulatory requirements. All purchases shall be conducted in a manner that provides maximum open and free competition and not unduly restrict or eliminate competition.
- ⇒ Purchasing goods and services must be a cooperative effort, and it shall be the responsibility of all staff involved in the purchasing process to employ sound judgment and appropriate standards of ethics and fairness in carrying out their individual responsibilities and tasks.

## 2.8.SAFETY HAZARD IDENTIFICATION, ASSESSMENT, AND MITIGATION

The second component of SMS is Risk Management; describing how Citrus Connection identifies, evaluates, tracks and mitigates hazards/risk in the organization and on the transit system. The processes undertaken by the authority are provided in sufficient detail to be effectively undertaken. Acceptable risk levels, performance targets and mitigation measures are established. The hazard management program is developed and implemented by the Safety, Security & Training Department. Under the direction of the CSO, Safety Specialists are responsible for managing this program. Citrus Connection utilizes the FTA guidelines (Potential Sources of Hazard Information for Bus Transit Operations) and Military Standard 882E regarding the identification and classification of hazards based on severity and Likelihood. The hazard risk index matrix is used to determine the overall hazard risk index. Risk Management is an integrated, system-wide approach to hazard management.

### 2.8.1. Risk Management

The management of identified hazards is a vital component of the Citrus Connection Safety Management System. A hazard is defined as a condition or set of conditions, internal or external to the Citrus Connection system, which when activated could cause injury, death, damage or loss of equipment or property. An unacceptable hazard is a condition that may endanger human life, property or result in system loss. This includes harm to passengers, employees, contractors, equipment, and to the general public. These hazardous conditions must be mitigated or eliminated. Hazards are identified in several different internal and external sources. Hazards may be observed in the operating environment, through procedures, during system modifications and capital projects, accidents, extensions or operational changes. The Hazard Management

Program applies to all Citrus Connection employees and obligates everyone to constantly observe hazards in their work areas and report them to the Safety, Security & Training Department or to their supervisor and/or manager. The overall hazard management program incorporates a system-wide hazard identification process, including activities for:

- ⇒ Identification
- ⇒ Investigation
- ⇒ Evaluation and analysis
- ⇒ Mitigate or elimination
- ⇒ Tracking
- ⇒ Ongoing reporting to FDOT SSO and Citrus Connection management relating to hazard management activities and status.

### 2.8.2. Hazard Management

Citrus Connection Department Managers play a key role in the hazard management process and ensure that the process has been fully integrated within their departments. Managers also ensure the following elements of the hazard management process are present in their departments:

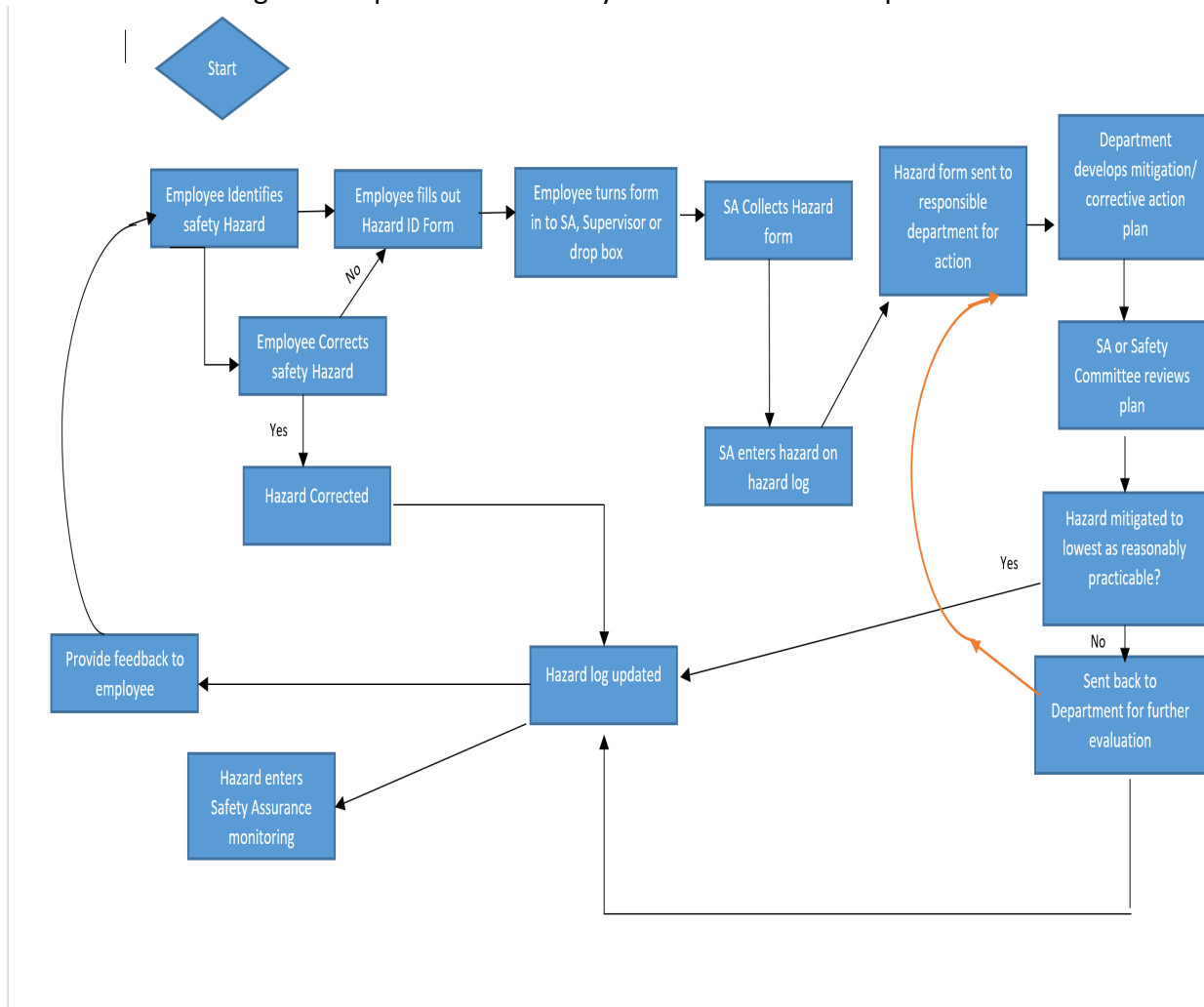
- ⇒ Ensure employees have the ability to report hazards to management in person or through the use of a hazard identification form
- ⇒ Ensure hazards are placed on a hazard log for tracking and documentation
- ⇒ Represent management or select designee to represent management on the safety committee
- ⇒ Ensure each hazard has been assigned to a specific individual /POC
- ⇒ Ensure employees receive appropriate hazard management training

### 2.8.3. Hazard Process Overview

The following lays out an overall description of how hazards are identified, evaluated, analyzed, controlled or eliminated, tracked and reported to Citrus Connection senior management and FDOT State Safety Oversight.

- ⇒ All employees are expected and encouraged to participate in safety program activities including reporting hazards, reporting unsafe work practices, near misses, and accidents immediately to their supervisor or a safety representative
- ⇒ The Safety, Security & Training Department is the primary point of contact (POC) for the hazard management process
- ⇒ Safety, Security & Training has oversight of the identification, evaluation, and analysis of hazards
- ⇒ Safety will enter identified hazards into the hazard log and forward the hazard report to the responsible department. The responsible department, Safety Department, and/or Safety Committee assigns a hazard rating
- ⇒ The responsible department identifies a point of contact or owner of the hazard, places this information on the hazard log for tracking purposes and is responsible for developing a (CAP) Corrective Action Plan (if applicable) for the unacceptable and undesirable hazard

- ⇒ CAP's may also be identified because of an incident or investigation
- ⇒ Safety committee members also participate in the evaluation and control or elimination of the hazard
- ⇒ Hazards must be mitigated at the lowest level practicable. However, when a hazard is identified as having a mitigation that involves multiple departments, or requires cost or changes beyond the safety committee or department abilities or budgets the hazard will be elevated to the Safety and Security Review Committee (SSRC). The SSRC represents key department directors and has the capability to employ multiple disciplines at Citrus Connection while also having access to higher level budgeted solutions
- ⇒ Recommendations/Results from Contractor or Internal audit, testing, industrial or environmental sampling results requiring corrective actions will be placed in the hazard log for follow up and possible need for retesting for compliance with Safety or environmental requirements



## 2.8.4. Hazard Identification

Identification of hazards is the responsibility of all Citrus Connection employees and contractors. The continuous identification, monitoring, and elimination of hazards is key to an effective system safety program. Hazard identification methods include, but are not limited to the following:

- ⇒ Observation and inspection findings and recommendations
- ⇒ Employee reporting
- ⇒ Reports from safety committee members, passengers, customer service, etc.
- ⇒ Evaluation of accidents, incidents, near misses, to include data trends and projections
- ⇒ Preliminary Safety Risk Assessment of a design or new construction
- ⇒ Safety certification, system integration testing, pre-revenue testing, system modification, configuration management verification, and inspection processes
- ⇒ Operational Safety Risk Assessment of revenue operations
- ⇒ Internal and external safety audits, inspections, observations, defects, findings, observations, violations, and reviews
- ⇒ FTA and other oversight authorities, which provide information based on Federal, State or local findings, research, considerations, or assessments
- ⇒ Reports from the public, such as motorists, bicyclists, or pedestrians, which may contain safety information such as reckless driving, near misses, unsafe acts, or inattention. These reports will be confirmed by management before being entered as a hazard for SRM
- ⇒ Safety bulletins and information from manufacturers and transit associations, which may identify issues or concerns

Examples of observed hazards may include:

- security incidents
- biosafety
- confined spaces
- diesel and carbon monoxide emissions
- indoor air quality
- ergonomics in the vehicle and the workplace
- fatigue
- noise and vibration
- power tools and shop equipment
- temperature extremes
- welding, cutting, brazing
- workplace violence
- powered industrial trucks
- fires
- vehicle incidents
- electrical hazards and power failures
- bomb threats
- acts of terrorism
- natural disasters (earthquake, flood, or tornado)
- hazardous material spills or intrusions
- slippery surfaces.
- An uneven sidewalk
- Opening in a section of corridor fencing

- oil or hydraulic leak
- Missing fire extinguisher

### 2.8.5. Safety Department Hazard Logs

The Safety Department responsible for the maintenance of Safety Department Hazard Logs. They ensure that all hazards meeting defined criteria are entered onto the Safety Department Hazard Logs. Hazard rating can be assigned by the Safety Department, department POC that owns the hazard or the Safety Committee. The following are Specific hazards that are identified and mitigated at the management level:

- ⇒ Unacceptable hazards (High Hazards)
- ⇒ Hazards identified from audits from outside agency's (FDOT SSO, FTA, and OSHA)
- ⇒ Hazards identified from accident investigations
- ⇒ Hazards where corrective action will cost more than \$25,000
- ⇒ Serious or high hazards on local department hazard log over 180 day
- ⇒ When warranted by the Safety Department

Citrus Connection hazard logs are managed by the Safety, Security & Training Department. Hazards identified by an employee to his/her supervisor may be resolved by the employee and supervisor if able. In any case, the supervisor will forward the hazard to a safety representative for entry into the hazard log and routing. Safety will forward the hazard report to the responsible department for review. The Department representative, Safety of the Safety committee can assign an initial hazard rating (IHR) and place the hazard on the hazard log to be tracked.

### 2.8.6. Corrective Action Plan (CAP)

Corrective action plans are utilized within Citrus Connection for hazards that meet certain criteria. The hazards identified in the section above require the usage of a corrective action plan. In the following instances corrective action plans must receive prior approval by the SSO Manager before corrective action plans may be carried out:

- ⇒ Unacceptable hazards (High Hazards)
- ⇒ Audit findings from regulatory agencies resulting in Non-conformance (FDOT, FTA, FRA, OSHA)
- ⇒ Accident investigations requiring corrective action

### 2.8.7. CAP's must contain at a minimum

- ⇒ A person of responsibility for the corrective action
- ⇒ A proposed completion date
- ⇒ Plan approval when applicable

### 2.8.8. Corrective Action Plan Development

Corrective action plans are developed by department managers/designee in conjunction with the Safety Department and associated safety committee. Safety Department ensures that the CAP process is followed and properly tracked until it is closed. Corrective action plans may be tracked on hazard logs or on a CAP form.

### 2.8.9. Safety Risk Assessment Matrix

Citrus Connections Safety Risk Assessment matrix shown below, provides the ability to assign hazards a specific hazard rating based on a combination of severity and Likelihood. Hazards may be rated as HIGH, SERIOUS, MEDIUM, LOW, and ELIMINATED.

#### LIKELIHOOD TABLE

Likelihood	Meaning	Value
Frequent	Likely to occur/ has occurred frequently	5
Occasional	Likely to occur/ has occurred sometimes	4
Remote	Unlikely to occur/ has occurred rarely, but possible	3
Improbable	Very unlikely to occur or no known occurrences	2
Extremely Improbable	Almost inconceivable that this will ever occur	1

#### SEVERITY TABLE

Value	Severity	Meaning
A	Catastrophic	Deaths (not including suicide or death by natural causes) Equipment destroyed
B	Hazardous	A large reduction in safety margins: Seriously injury-fracture, severe bleeding, paralysis, Brain injury, Major equipment damage
C	Moderate	A significant reduction in safety margins, Injury bruising, abrasions, bleeding, sprains (ambulance transport)
D	Minor	Nuisance, Operating limitations, Minor incident Minor injury-bruising, abrasion (no ambulance transport)
E	Negligible	



## RISK RESOLUTION TABLE

		Risk Severity				
		A	B	C	D	E
Risk Likelihood		Catastrophic	Hazardous	Moderate	Minor	Negligible
5	Frequent	5A	5B	5C	5D	5E
4	Occasional	4A	4B	4C	4D	4E
3	Remote	3A	3B	3C	3D	3E
2	Improbable	2A	2B	2C	2D	2E
1	Extremely Improbable	1A	1B	1C	1D	1E
<b>Resolution Requirements</b>						
High	Unacceptable			Correction required		
Serious	Undesirable			Correction may be required, decision by management		
Medium	Acceptable W/ review			With review and documentation by management		
Low	Acceptable			Without review		
Eliminated	Acceptable			No Action needed		

### 2.8.10. Hazard Severity

Hazard severity is a subjective determination of the worst case that could be anticipated to result from human error, design inadequacies, component failure or malfunction. The categories of hazards are as follows:

**Catastrophic** - Operating conditions are such that human error, design deficiencies, element, subsystem or component failure or procedural deficiencies may cause death or major system loss and require immediate termination of the unsafe activity or operation

**Critical** - operating conditions are such that human error, subsystem or component failure or procedural deficiencies may cause severe injury, severe occupational illness or major system damage and require immediate corrective action.

**Marginal** - Operating conditions are such that they may result in minor injury, occupational illness or system damage and are such that human error, subsystem or component failures can be counteracted or controlled.

**Negligible** - Operating conditions are such that human error, subsystem or component failure or procedural deficiencies will result in less than minor injury, occupational illness or system damage.

The categorization of hazards is consistent with risk-based criteria for severity; it reflects the principle that not all hazards pose an equal amount of risk to personal safety.

### 2.8.11. Hazard Likelihood

The Likelihood of a particular event or a specific hazard occurring may be defined as a non-dimensional ratio of the number of times that a specific event occurs to the total number of trials in which this event will occur during the planned life expectancy of a system. Generally, hazard Likelihood is described qualitatively in potential occurrences per units of time, miles, trips/runs or passengers carried. A hazard Likelihood may be derived from the analysis of transit system operating experience.

### 2.8.12. Hazard Ratings

Citrus Connection has adopted a system for assessing the level of risk for each identified hazard to determine what action(s) must be taken to correct or document the hazard risk. This assessment system has been incorporated into the formal system safety analysis which enables the Safety Administrators or safety committees as decision makers to understand the amount of risk involved in accepting the hazard in relation to the cost (schedule, cost, operations) to reduce the hazard to an acceptable level. The Hazard Matrix identifies the hazard risk index (HRI) based upon hazard category and Likelihood and the criteria for defining further actions based upon the index.

**HIGH Risk** hazards that receive an unacceptable initial Safety Risk Assessment made by management, safety committee or the safety administrator receive immediate attention/control. A high hazard rating requires corrective action. Hazards that receive a high hazard rating will be addressed by the Safety, Security & Training Department.

**SERIOUS** hazards that are undesirable may require corrective action and decisions by management. Hazards that receive a serious hazard rating will remain on the hazard logs no more than 90 days without an approved corrective action plan.

**MEDIUM** hazards may be acceptable with review by management. Events from a medium hazard are less likely to occur and are less severe in nature.

**LOW** hazards do not require review and are acceptable.

**ELIMINATED** hazard is no longer present.

### 2.8.13. Safety Risk Mitigation

Safety Risk Mitigation is defined as the analysis and subsequent actions taken to reduce the hazard to the lowest level practical and the risk associated with an identified hazard. Safety Risk Mitigation is not synonymous with hazard elimination. In a transit environment, there are some hazards, which are impossible to eliminate and others, which are highly impractical to eliminate. Reduction of risk to the lowest practical level can be accomplished in a variety of ways from protective and warning devices to special procedures.

1. Design out or design to minimize hazard severity. To the extent permitted by cost and practicality, identified hazards will be eliminated or controlled by the design of equipment, systems and facilities.

2. Hazards that cannot reasonably be eliminated or controlled through design will be controlled to the extent practicable to an acceptable level through the use of fixed, automatic, or other protective safety design

features or devices. Provisions will be made for periodic functional checks of safety devices and training for employees to ensure that system safety objectives are met.

3. When design and safety devices cannot reasonably or effectively eliminate or control an identified hazard, safety warning devices will be used (to the extent practicable) to alert persons to the hazards.

4. Where it is impossible to reasonably eliminate or adequately control a hazard through design or the use of safety warning devices, procedures and training will be used to control the hazard.

#### 2.8.14. Hazard Tracking

Each CAP developed for Serious or High hazards, from investigations or deficiencies will be submitted to FDOT SSO as required for initial review and approval. The CAP form will be assigned a tracking number and placed on the Hazard log with its identified hazard. Upon completion of the corrective action the safety department will submit the CAP to FDOT SSO for adoption. The completed CAP is formally adopted by receiving FDOT SSO's signature. The Hazard Log will then be updated to show the status of the identified hazard with its CAP to "CLOSED".

Citrus Connection will monitor all Corrective Action Plans with the use of the Hazard Log and will provide FDOT with an updated hazard log monthly.

Internally, the safety department will coordinate with the appropriate department to develop a Corrective Action Plan (CAP) and fill out a CAP form for the identified hazard. The CAP form will be assigned a tracking number and placed on the hazard log with the corresponding hazards for tracking purposes.

For hazards that receive a medium or low rating, the use of a corrective action is optional depending on the complexity and ability to correct the identified hazard; e.g. clearing shrubs or trimming branches of a tree. Citrus Connection will coordinate with the FDOT SSO to determine if a CAP is necessary for medium or low hazards.

#### 2.8.15. Safety Management System (SMS)

Under the SMS, employees are asked to be aware of their surroundings, processes, or work areas and to observe and report all hazardous conditions or potentially hazardous conditions to their supervisor. Along with their supervisor, the employee should work to mitigate those hazards. Prevention of hazardous conditions prior to an injury or equipment damage occurring is the goal of SMS. Compliance with regulatory standards is the primary goal of maintaining ongoing certifications. Annually, Safety, Security & Training will audit Citrus Connection and determine compliance. Each hazard is evaluated and assessed as to the potential injury or equipment damage that could occur if a mishap or injury took place. An initial hazard rating (IHR) is assigned to each hazard. Corrective action that is implemented and hazard mitigation will reduce the hazard frequency or severity and thus reduce the final hazard rating (FHR). The Risk Assessment Matrix is used to evaluate hazards. Hazards rated with a High or Serious FHR must be mitigated and reduced to an acceptable level.

## 2.9. ACCIDENT/ INCIDENT/ OCCURRENCE INVESTIGATION & REPORTING

Initial internal incident/accident notification is initiated by the control center electronically E-mail through the emergency notification list according to Citrus Connection policies and procedures. This chapter defines what is considered an accident. It also outlines the actions to be taken by employees in the event of an accident/incident related to Citrus Connection vehicles, passengers, employees or property in the course of doing business.

**The definition of a vehicle accident is an event involving any of the following: (Collision report)**

- ⇒ Loss of life
- ⇒ Serious injury to a person **(In addition to collision report, an incident form also required, to document injury)**
- ⇒ Collision involving a transit vehicle
- ⇒ An evacuation for life safety reasons

**The definition of an incident is an event involving any of the following: (incident report required)**

- ⇒ Personal injury that is not serious
- ⇒ One or more non-serious injuries requiring medical transport
- ⇒ Damage to the facilities equipment or infrastructure that disrupts the operations of the agency

**The definition of an occurrence is an event involving any of the following: (Incident report required)**

- ⇒ An event without any personal injury in which any damage to facilities, equipment, or infrastructure does not disrupt operations

**The definition of a serious injury is an event involving any of the following:**

- ⇒ Requires hospitalization for more than 48 hours, commencing within 7 days from the date of the injury was received. (Use best judgement at the scene of accident)
- ⇒ Results in a fracture of any bone
- ⇒ Causes severe hemorrhages, nerve, muscle, or tendon damage
- ⇒ Involves any internal organ; or Involves any second- or third-degree burns

**The definition of disrupting operations is an event:**

- ⇒ 49 CFR Part 673 states: “Could be any interference with normal transit service.” Citrus Connection will use “missed service” as the thresh hold to determine whether or not service has been disrupted; so that our determinations remain consistent

**Operator Post Accident Immediate Actions:**

- ⇒ Remain calm and assess the situation
- ⇒ Secure the vehicle (Set Brake, place in neutral & turn on 4-way hazards)
- ⇒ Contact Dispatch (i.e. 1088 to Dispatch with a CODE ONE)
- ⇒ Provide dispatch with your exact location, description of accident, number and type of injuries
- ⇒ Secure the scene (Do not move the vehicle unless directed by emergency responders or Safety/Supervisors. Put out the triangles, assist passengers with first aid if warranted)
- ⇒ Ask passengers to fill out comment cards and obtain witness statements if available
- ⇒ Obtain facts about the other vehicles involved and begin filling out accident/incident paperwork

- ⇒ DO NOT discuss the accident with anyone other than law Enforcement or Citrus Connection accident investigator/Supervisor
- ⇒ DO NOT make any statements concerning liability. Give only information requested by Law Enforcement
- ⇒ Under no circumstances should an operator leave the scene of an accident prior to the arrival of Law Enforcement unless directed to do so by a supervisor or accident investigator

**Accident Investigator Responsibilities:**

- ⇒ Respond to radio call from call center
- ⇒ Secure the scene & determine what resources you will need (i.e. EMS, PD, etc.)
- ⇒ Isolate the employee
- ⇒ View/pull if able (video hard drive or SD card)
- ⇒ The first safety staff or supervisor on the scene will be the primary accident investigator. Provide first aid if warranted, take photos (minimum of 10; including all 4 sides of vehicles, LIC plate # and VIN #), collect witness cards/comment cards, interview witnesses, review video and begin accident/incident paperwork
- ⇒ Determine if FTA Drug & Alcohol test is required

**Minor Accident-Exchange of Information****Protect Your Identity!****Give out and collect ONLY the following information:**

- ⇒ Name and phone number
- ⇒ Vehicles make, model, year, color and VIN
- ⇒ The name of your insurance company and policy number
- ⇒ **DO NOT** allow your license or registration to be photographed
- ⇒ **DO NOT** provide your address or contact information to other drivers, passengers, or witnesses

**ALL documents may be used in litigation make sure they are legible, completed in full, and submitted to the Safety Department.**

**Occupational Safety Responsibilities**

The Citrus Connection Safety Department will notify Florida OSHA at (800) 321-6742 within 8 hours of any workplace accident resulting in the following:

- ⇒ Fatalities (including heart attacks)
- ⇒ Admittance to the hospital
- ⇒ Amputations
- ⇒ Heat, chemical or electrical burns
- ⇒ Electrical shocks
- ⇒ Bone fractures

- ⇒ Any loss of consciousness in the workplace
- ⇒ Severe Hemorrhage
- ⇒ Sight impairment

As with any investigation, time is of the essence, therefore investigations should proceed as soon as practical to avoid potentially losing valuable information. Only trained investigators are to conduct investigations and under no circumstance may an investigator examine his/her own work area incident/accident.

**Preliminary Accident Reports:** *(Preliminary Accident reports will be sent as soon as possible after the accident, but not later than three hours of clearing the accident scene).* All reports will be scanned & sent to the Safety, Security & Training Department mailbox (sst@ridecitrus.com). Required documents include employee and investigator preliminary reports, pictures, customer comment cards or witness statements, police report, Declination of medical treatment, Drug and alcohol tests (if required) and any other available information.

**Preliminary Incident Reports:** *(Preliminary Employee will be sent as soon as possible after the incident, but not later than the end of the employee's shift. Investigator Incident reports will be sent as soon as possible, but not later than the end of their shift.)* All reports will be scanned & sent to the Safety, Security & Training Department mailbox (sst@ridecitrus.com). Required documents include employee and Investigator preliminary incident reports, pictures, customer comment cards or witness statements, police report and any other available information.

**NOTE: Collision and Incident preliminary reports (employee & investigator) are required to be completed and turned in prior to the end of the employee's shift (of the day of the event).**

**Failure to comply with the Accident/Incident reporting procedure and submission deadlines, outlined above, WILL result in progressive disciplinary action. Furthermore, the operator will be removed from their bid schedule until such time as the required paperwork is completed and turned in to the Safety, Security and Training Department.**

### 2.9.1. Post-accident, Corrective Action Plan Procedure & Point System

Involvement in any preventable Accident/Incident/Occurrence with points assessed, which does not result in termination, will result in the employee being retrained in the deficient area. Retraining will occur prior to returning to revenue service or full duty. Departments will conduct Post-Accident/Incident Safety Assurance Evaluations within 15 days after the employee returning to driving duties, then again at 30 days, to ensure the deficient areas have been corrected. Safety Security and Training Department will periodically conduct evaluations and audits to validate training was complete, appropriate and effective.

While most transit accidents occur within a limited geographic area where a trained supervisor or company official can respond in person in a timely fashion, FTA recognizes that some employers operate across very large areas, and may have operators who are involved in incidents that take place at locations significantly

farther away from a supervisor/company official. In these instances, FTA allows the supervisor/company official to make their determination remotely, using the best tools available. This may include discussing the event with the operator, any witnesses, and available law enforcement personnel. Once the determination has been made (and points assessed/not assessed), the decision will not be changed or altered at a later date regardless of what new information is discovered.

Preventable accidents/incidents will not fall under any step in the Progressive Disciplinary Process. Cumulative violations of four (4) points in a rolling year will result in termination.

Each preventable accident/incident will not be held against the employee after 365 calendar days has passed (i.e. if an employee receives a preventable accident/incident on June 1, 2019, it will not be effective after June 1, 2020). Pursuant to F.S. Chapter 119 – Public Records Act, Revised 12/2013 46

Each investigation will be documented in a final report that includes a description of the investigation activities, identified causal factors, and any identified corrective action plan. Preventable accidents and incidents will require a CAP that will include some or all of the following: re-training, road evaluation, two post event safety assurance ride-a-long. Each corrective action plan will identify the action to be taken by the bus transit system and schedule for its implementation. Citrus Connection will monitor and track the implementation of each corrective action plan. Post-accident/incident evaluations should be completed by Safety Department within 15 days of the employee resuming driving duties and again within 30 days after evaluation #1 to ensure the problem areas have been corrected. Grading areas identified in post-accident investigation as being deficient, must be satisfactory during these evaluations. Post-accident areas that need improvement will require further retraining followed by the above stated evaluations. CAP will be updated with problems and/or progress. Normal grading criteria applies to all other area's investigation reports, CAP, and related supporting documentation will be maintained for a minimum of four years from the date of completion of the investigation.

Below outlines how this process will flow.

1. An event occurs and an investigator responds to and investigates the event.
  - a. If it is determined the employee failed to exercise every reasonable precaution to prevent the accident, then the employee will be charged with a preventable event. *(This is irrespective of whether there is property damage or personal injury, the extent of the loss of injury, to whom it occurred and the location)*
2. The investigator will notify RMCC, PTOPS and SST thru E-mail to remove the employee from their schedule bid until further notice.
3. Investigator will complete the preliminary report, determination, and their portion of the CAP form. Once completed, the investigator will forward all forms and pictures as a package to the training department for employee retraining and CAP completion. *(Any video of the event will be sent as hyperlink for training to access due to size limitations)*
4. Training receives the package, schedules training.
  - a. Determination is reviewed and signed
  - b. All required retraining is completed and documented on CAP
  - c. Road Eval is completed (if required) and documented on CAP



- d. When all training is completed, training will E-mail all paperwork back to the investigator for review.
5. Investigator will review the paperwork. Once the investigator has determined all retraining was completed and documented on CAP and the determination was signed, they will notify RMCC, PTOPS and SST thru E-mail to return the employee back to their schedule bid. *(The employee WILL NOT return to revenue service until this step is completed)*
6. Post-event evaluations should be completed by Safety Department within 15 days of the employee resuming driving duties, then again within 30 days after evaluation #1 to ensure the problem areas have been corrected. Grading areas identified in post-accident investigation as being deficient, must be satisfactory during these evaluations. Post-accident areas that need improvement will require further retraining followed by the above stated evaluations. CAP will be updated with problems and progress. Normal grading criteria applies to all other areas.
7. Once post-event evaluations are complete, the CAP will be closed by SST. Investigation reports, corrective action plans, and related supporting documentation will be maintained for a minimum of four years from the date of completion of the investigation.

### 2.9.2. Corrective Action

Safety Department Review: The Safety department reviews all accident & incident reports. The Safety department will also initiate an investigation to determine causal or contributing factors for all events. Findings from the investigation that identify unacceptable hazards, will require a corrective action plan and will be placed on the hazard log. The Safety department will then forward findings to the appropriate departments to develop a corrective action plan (CAP) and fill out a CAP for the identified hazard. The CAP form will be assigned a number and placed on hazard log with the corresponding hazard for tracking purposes. Safety office will assist departments as needed with CAP's

The corrective action plan will contain:

- ⇒ Action to be taken
- ⇒ Proposed completion date
- ⇒ Individual or department responsible for implementation

A complete investigation is comprised of the following three stages being completed.

Investigations are a methodical search into an event where information relating to factors that may have caused or contributed to the event are discovered. SMS uses a structured investigative process where evidence, contributing factors and root cause is recorded in Citrus Connection SMS Report such that follow-on mitigating actions may be tracked.

- ⇒ Investigation and interview stage: All relevant information is found
- ⇒ Root Cause Stage: Contributing factors and root cause is determined, and information is recorded in Citrus Connection Supervisor/ Safety Investigation Form
- ⇒ Preventative strategies recommendations are prepared and recorded in SMS Report



### 2.9.3. Near-Miss

Citrus Connection requires proactive reporting of safety hazards or safety concerns on the part of all employees to proactively manage risk. Employees serve as Safety Ambassadors by working safely, complying with requirements and serving as an example to others.

To promote the continuous safety performance improvement of the SMS, Citrus Connection will promptly and thoroughly investigate events that result in safety of transit risk, product, service, and employee safety risk. Near-miss incidents are investigated if it is not readily determined the root cause of the near-miss.

For near-miss reports, a full investigation may not be required. In this case, the SMS Manager, will determine the level of investigation appropriate to effectively address the report.

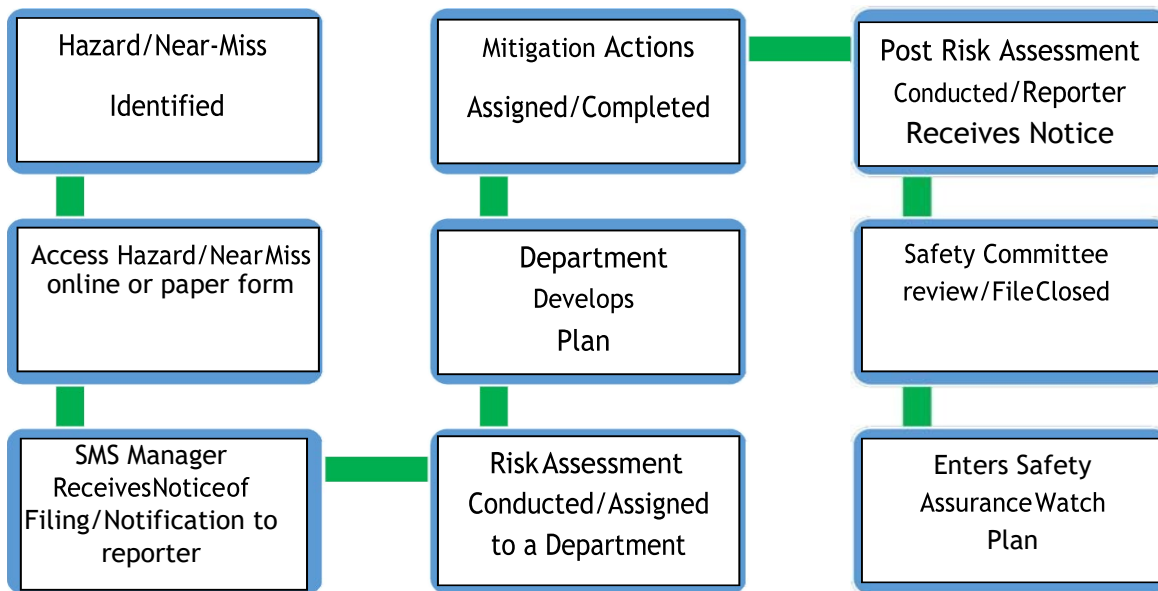
Citrus Connection SMS contains both proactive and reactive means of reporting safety hazards and near-miss events. The information derived from proactive reports can provide significant insights into potential risk(s) and furthermore, allows for the continuous improvement of Citrus Connection's SMS. While post-event accident/incident investigations reveal information about safety hazards, we cannot rely solely on reactive data to expose risk.

### 2.9.4. Process and Procedure

When an employee becomes aware of a hazard or near-miss, they shall submit a report within eight (8) business hours or at end of shift using one of the following methods:

- ⇒ Submit online: Go to Citrus Connection Intranet/Safety Tab/Safety Concerns and fill out the required fields
- ⇒ Submit paper form: Submit Hazard report to supervision/management or place in drop box. Supervision/management is then required to forward to Safety, Security & Training
- ⇒ Submit via phone: Call Safety Security Hotline (863) 688-7223 or use Ext. 1856. Reports may be entered anonymously if desired, where there is no record of who created and submitted the report

## Hazard and Near-Miss Reporting:



### 2.10. SAFETY DATA ACQUISITION, ANALYSIS, AND REPORTING

It is the task of the Safety Department to monitor the safety performance of Citrus Connection operations. Safety data is collected and analyzed to determine if safety performance meets the established safety goals and objectives. This data includes injuries to passengers, Citrus Connection personnel, public; potentially hazardous equipment failures; design inadequacies; rules and procedure violations; safety program audit deficiencies and collisions.

Information regarding accidents, incidents, hazardous conditions, and safety program deficiencies is obtained from several different reporting mechanisms. These include, but are not limited to:

- ⇒ Collision, Employee Injury, & Passenger Accident Data
- ⇒ Occupational Injury Reports
- ⇒ Accident/Incident Reports
- ⇒ Accident Investigations
- ⇒ Claims Reports
- ⇒ Facility and Equipment Maintenance Reports
- ⇒ Police Reports
- ⇒ Hazard Report Forms (Non-Punitive Hazard Reporting)
- ⇒ Hazard Hotline
- ⇒ Safety Walk/Audits

Tracking of hazard-related data is used to identify trends. These trends are further analyzed and/or investigated by the Safety Department to determine causal factors. This is accomplished through interviews with personnel in the affected department(s) and analysis of related documentation. Identified hazards are submitted to the affected department(s) for resolution and may include corrective action recommendations.

Citrus Connection safety performance trend and analysis reports are presented at the Safety Committees for review and discussion. The reports provide a year-to-date measure of performance relative to the targets set by the PTASP and help to determine targets for the coming year with continuous improvement in mind.

### 3. SAFETY ASSURANCE

#### 3.1. SAFETY AND SECURITY CERTIFICATION

The Transit Agency Safety Plan (TASP), System Security Plan (SSP) and the Emergency Preparedness Plan (EPP) will be jointly reviewed by the CSO, department directors and Executive Director and updated annually, on or before January 1st, then submitted to FDOT SSO for approval and acceptance in accordance with FDOT's Bus Transit State Safety Oversight Program Procedures and Standards. The plans may also be revised when and as required by the Executive Safety Committee.

In accordance with Rule 14-90, Citrus Connection has adopted, and implemented a Security program Plan (SSP), which covers the security portion of the system safety program. The SSP contains information about prevention, mitigation, preparedness, response, recovery, and associated organizational responsibilities.

The SPP addresses the following hazard and security elements and requirements:

- ⇒ Security policies, goals, and objectives
- ⇒ Organization, roles, and responsibilities
- ⇒ Emergency management processes and procedures for mitigation, preparedness, response, and recovery
- ⇒ Procedures for investigation of events described under subsection 14-90.004(5), F.A.C.
- ⇒ Procedures for the establishment of interfaces with emergency response organizations
- ⇒ Procedures for interagency coordination with local law enforcement jurisdictions
- ⇒ Requirements for private contract transit providers that engage in continuous or recurring transportation services for compensation because of a contractual agreement with the bus transit system
- ⇒ Procedures for SPP maintenance and distribution

The SPP has been adopted separately from the PTASP. Bus transit systems are prohibited by Section 119.071(3) (2), Florida Statutes, from publicly disclosing the SPP, as applicable under any circumstance. The document is maintained in a secure location by the management and access to the document is restricted to select agency personnel and appropriate FDOT personnel exercising oversight in this area. On-site access to the SPP is granted to regulatory authorities (FDOT, FTA, etc.) on as-needed basis.

Select portions of the SPP may be shared with employees depending on their job responsibilities.

### 3.2.PROFICIENCY TESTING – OPERATOR EVALUATIONS

Operational Evaluations serves as the foundation for observing, correcting, and documenting safety related behaviors and activities. It is also used to re-enforce positive safety behaviors. Supervisors, Trainers and the Safety Department are responsible for conducting periodic field and on-board bus operations safety checks. Supervisors, Trainers, and the Safety Department travel along the route/or board buses to observe and evaluate adherence to rules, policies and procedures, verbal or written instructions such as operating procedures, reroutes, and speed limit compliance. Safety checks are recorded on an Evaluation Ride-Along form. Supervisors, Trainers, and the Safety Department are authorized to take appropriate and immediate actions if indicated by the situation. Each Operator receives at least an annual safety evaluation and Supervisors are required to conduct evaluations as often as possible.

The results of the Bus Safety Evaluation Ride-Along activities are forwarded to the Operations Department for review and follow-up to correct any identified deficiencies.

### 3.3.NTD AND FDOT REPORTING THRESHOLD

Non-Rail and Ferry Modes	Non-Rail and Ferry Modes
<b>Fatalities</b> <ul style="list-style-type: none"> <li>• confirmed within 30 days</li> <li>• includes suicides</li> </ul>	<b>Collisions that</b> <ul style="list-style-type: none"> <li>• meet an injury, fatality, property damage, or evacuation threshold;</li> <li>• involve transit revenue roadway vehicles and the towing away of any vehicles (transit or non-transit) from the scene;</li> <li>• include suicides or attempted suicides that involve contact with a transit vehicle; or</li> <li>• do not involve a transit revenue vehicle but meet a threshold.</li> </ul>
<b>Injuries:</b> Immediate transport away from the scene for medical attention (1 or more persons)	<b>Evacuations include</b> <ul style="list-style-type: none"> <li>• evacuation of a transit facility or vehicle for life-safety reasons.</li> </ul>
<b>Estimated property damage equal to or exceeding \$25,000</b>	

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## Major Event Thresholds

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### Fatality

Agencies must always report S&S events that result in fatalities. For NTD purposes, a fatality is a death due to

- collision (including suicides),
- derailment,
- fire,
- hazardous material spill,
- acts of God,
- system or personal security event (including suicides), or
- other safety event.

Fatalities that occur because of illnesses or other natural causes (including individuals who are found deceased) are not reportable. For example, if a passenger suffers a fatal heart attack in a transit facility or vehicle, the event is not reportable to the NTD.

An agency must report a fatality due to a reportable S&S event if it is confirmed within 30 days of the event. If an agency receives confirmation within 30 days of an event that a person reported as an injury has died due to the event, the agency reports a fatality rather than an injury. This may mean the agency has to update the submitted major event report.

For information on Person Type categories, see “Injury and Fatality Type Key Descriptions.”

### Injury

For both non-rail and rail modes, any damage or harm to persons that requires immediate medical attention away from the scene because of a reportable event must be reported as an injury. Agencies must report each person transported away from the scene for medical attention as an injury, whether or not the person appears to be injured.

For **rail mode events**, in addition to injuries requiring transport from the scene, injuries defined as **serious** are automatically reportable. Individuals with serious injuries may or may not have been transported away from the scene for medical attention. A serious injury is one that

- requires hospitalization for more than 48 hours within 7 days of the event;
- results in a fracture of any bone (except simple fractures of fingers, toes, or nose);
- causes severe hemorrhages, or nerve, muscle, or tendon damage;

- 
- involves an internal organ; or
  - involves second- or third-degree burns, or any burns affecting more than five percent of the body surface.

For **Non-Rail Events** or **Rail-Mode Non-Serious Injuries** (defined below), if an individual seeks medical care several hours after an event or in the days following an event, that individual is not reportable as an injury.

A reportable injury requires that the individual receive medical attention at a location *other* than the location at which the event occurred. This distinction serves to exclude minor first aid or other minor medical assistance received at the scene. However, as noted above, this criterion does not pertain to **Serious Injuries (rail modes)** (defined below).

- **Serious injury:** Does not require transport away from the scene of the event. However, requires hospitalization for more than 48 hours within 7 days of the event; results in a fracture of any bone (except simple fractures of fingers, toes, or nose); causes severe hemorrhages, or nerve, muscle, or tendon damage; involves an internal organ; or involves second- or third-degree burns, or any burns affecting more than five percent of the body surface.
- **Non-serious injury:** When person receives immediate medical attention away from the event and does not meet a threshold for serious injury.

When a person receives immediate medical attention away from the event, that individual may seek medical attention through any means of vehicular transport, including transit vehicle, an ambulance, another emergency vehicle, or a private vehicle. However, the injury is not reportable if the person seeks medical attention by foot.

Not all events that result in immediate transport for medical attention are reported on the major event report. One exception is for Other Safety Events, which are events that are NOT collisions, fires, security events, hazardous material spills, acts of God, or derailments. These events include slips, trips, falls, smoke events, fumes, and electric shock. Agencies only report these events when they meet EITHER the fatality, evacuation, or property damage threshold OR result in two or more injured persons. Other Safety Events that result in one person immediately transported from the scene for medical attention but do not trigger any other major reporting thresholds are reported on the Non-Major Summary Report.

Agencies do not report illnesses that require transport away from the scene for medical attention if the illness is unrelated to an S&S event. For example, a passenger suffering a seizure or a heart attack would not count as an injury. However, a transit operator suffering the same condition is included as an injury if the condition results in a collision.

### 3.3.1. FDOT Reporting of Accidents Involving 5310 Funded Vehicles:

Citrus Connection is required to notify their FDOT district office within 24 hours of any accident involving a 5310 funded vehicle in which FDOT is the lien holder. Following information is required:

- ⇒ Date of the accident
- ⇒ Confirmation that Citrus Connection conducted an accident investigation in accordance with your System Management System (SMS). This would include any additional training that may be needed because of this accident
- ⇒ A copy of the accident report

### 3.4. INTERNAL SAFETY AUDIT PROGRAM

Verification of compliance with the Public Transportation Agency Safety Plan requirements are accomplished through reviews, tests, analyses, reports, inspections, audits, investigations, and drills. Audits are primarily conducted by the Safety Department. However, all departments with safety responsibilities, including applicable contractors, should be conducting periodic reviews/internal audits within the Department to achieve continuous improvement.

#### 3.4.1. Audit Responsibility:

The Director of Safety, Security and Training has the responsibility for the implementation and oversight of the safety audits while keeping in mind the independent nature of the audit process.

#### 3.4.2. Audit Process

The Director of Safety, Security and Training ensures a pertinent scope is determined and that input is obtained from those responsible for the topics/subjects of the audit and assures that all audits are conducted in a cooperative manner. Auditing will normally include a checklist of items to be reviewed or questions to be answered. The process will allow for a debriefing of findings with the responsible parties as well as a review and comment period to allow for final input and the determination of target completion dates for corrective action plans.

All audits are fully documented and reported. Upon the completion of each review and audit, the Safety Department issues a report of the results that identifies areas of deficiency, provides recommendations, and identifies corrective actions. Corrective actions and schedule for implementation are reviewed and approved by the Director of Safety and are tracked until completed by the Safety Department. Copies of the report are distributed to the audited department, the Accountable Executive, the Chief Safety Officer and to members of the Executive Management Team.

### 3.5. ORGANIZATIONAL FUNCTIONS AUDITED

The following organizational functional areas are included in the audit process:

- ⇒ Hazard Management Process
- ⇒ System Modification Review/Approval Process
- ⇒ Safety Certification
- ⇒ Safety Data Acquisition and Analysis



- ⇒ Accident/Incident Notification, Investigation, and Reporting
- ⇒ Emergency Management Program
- ⇒ Rules and Procedures Development, Maintenance, and Compliance
- ⇒ Facility and Equipment Safety Inspections
- ⇒ Maintenance Audits and Inspections
- ⇒ Training and Qualification Program
- ⇒ License & DOT Medical Certifications
- ⇒ Employee and Contractor Safety Program
- ⇒ Hazardous Material Programs
- ⇒ Drug and Alcohol Programs
- ⇒ Procurement

### 3.6. OCCUPATIONAL SAFETY AND HEALTH COMPLIANCE VERIFICATION

The Safety Department is responsible for monitoring and ensuring compliance with all applicable federal, state, and local codes. It is the responsibility of each director, manager, and supervisor of each department to maintain a safe and healthful work environment for all employees assigned to activities under their direction. Verification of compliance is accomplished using reviews, inspections, and analysis of injury/illness reports. Additional data is provided by the Risk and Safety Departments.

### 3.7. SMS ASSESSMENT

Assessments focus on the integrity of the organization's SMS, and periodically assesses the overall level of safety and the effectiveness of the safety performance monitoring functions of the SMS. SMS assessments are intended to measure effectiveness of the site/organization's safety management functions and activities and will ensure that the structure of the SMS is sound regarding oversight, procedural compliance, hazard identification, risk assessment, level of competency, and training.

Specifically, the SMS assessment process will examine:

- ⇒ Overall effective SMS integration
- ⇒ Assignment of roles and responsibilities for SMS
- ⇒ Staff performance and accountability for safety
- ⇒ Management commitment and employee involvement
- ⇒ Compliance with SMS hazard/risk assessment process
- ⇒ Effectiveness of safety performance targets and indicators
- ⇒ Evidence of SMS continuous
- ⇒ Adequacy of employee training for SMS roles
- ⇒ Human and organization factors are addressed

#### 3.7.1. Assessment Period

Assessment periods are 2-5 days given the size of the location and are conducted annually per site.

#### **Scoring Criteria:**

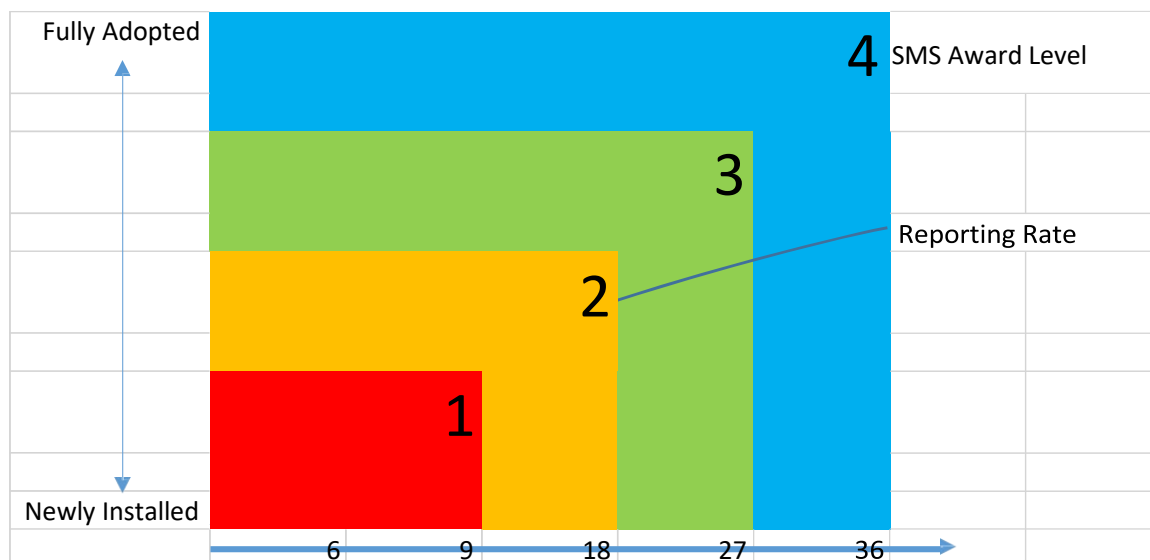
**Level 1 – (Present)** Foundational components of a functional SMS are present.



**Level 2 – (Suitable)** Components are suitable given the size and complexity of the organization written for and can deliver the desired outcome.

**Level 3 – (Operating)** There is evidence that the components and subsequent processes and procedures are being used properly.

**Level 4 – (Effective)** There is objective evidence through safety performance monitoring that the program is reducing the risk footprint of the organization.



Record Retention: Copies of all assessment records are maintained in Citrus Connection-S: drive and the agency safety and security office for a minimum period of 24 months.

## 4. SAFETY PROMOTION

### 4.1. TRAINING

Training tasks include but are not limited to the following:

- ⇒ Integrates safety requirements into training programs
- ⇒ Provides feedback to various departments on procedures, rules, designs, and operating conditions as a result of training experiences
- ⇒ Helps validate safety training effectiveness to assure that training objectives have been met
- ⇒ Identifies training objectives and participates in safety drills and simulations
- ⇒ Designs and conducts new operator training/qualification and re-qualification training to ensure that all operators are aware of hazards in the system, are familiar with emergency procedures, and meet operating performance standards
- ⇒ Reviews and updates training materials at least every two years to comply with operating policies and procedures and results of safety analysis
- ⇒ Establishes formal procedures for evaluating student understanding of safety rules and procedures as well as actual demonstration of correct techniques at an acceptable level of performance

- ⇒ Develops and maintains a short range and long-range training plan that identifies what programs will be provided and to how many personnel
- ⇒ Orientation on basic safety program to all new employees
- ⇒ Develops training resource materials for safety-related training for all employees
- ⇒ Assists with providing safety training for outside agencies and contractors, if required

#### 4.2. TRAINING, AWARENESS & COMPETENCIES

To establish a corporate-level approach which ensures that all employees have the appropriate level of knowledge about the Citrus Connection SMS and how the policies, processes and procedure affect how they perform their duties. This aspect of the SMS is a requirement for establishing initial competency and for on-going competence building. Additionally, this is a method for demonstration of the SMS and its contribution to safety culture development.

Citrus Connection will appropriately train employees at each relevant function and level such that they are aware of:

- ⇒ The SMS Safety Policy
- ⇒ The SMS Safety Culture Policy
- ⇒ The SMS manual
- ⇒ The importance of conformance with SMS
- ⇒ Individual roles and responsibilities specific to the SMS (Safety Accountabilities)
- ⇒ General hazard reporting requirements of the SMS
- ⇒ General risk assessment procedure of the SMS
- ⇒ General accident/incident or near-miss reporting and investigation requirements
- ⇒ General responsibilities with respect to the SMS emergency preparedness and response plan
- ⇒ Operator assault awareness and prevention

Citrus Connection's SMS training takes into account different levels of responsibility and risk to ensure that there is an appropriate awareness among employees and managers as to what their role responsibilities are. In accordance with the above policy objectives, Citrus Connection will provide SMS training as follows:

- ⇒ Senior Leaders/Accountable Managers/Senior Managers: Awareness of SMS roles and responsibilities, safety policy, safety culture policy, SMS requirements, related DOT/FTA regulations, management commitment and responsibilities, and safety performance monitoring responsibilities
- ⇒ Managers and Supervisors: SMS policy, SMS processes management, management commitment and responsibilities, hazard identification and risk management, safety performance monitoring responsibilities
- ⇒ Frontline personnel: SMS Overview, safety policy, safety culture policy, safety reporting, hazard identification and risk assessment procedure, accident/incident investigation process

##### 4.2.1. Competencies:

Frontline employees and management competence within the SMS operations will be assured through continuous communication and involvement in the SMS as follows:

#### Employees shall be:

- ⇒ Involved in the review of hazard and risk assessments, accident/incident investigation findings and department or process-specific SMS standard operating process development where appropriate
- ⇒ Consulted where there are workplace changes that occur as a result of SMS-related activities
- ⇒ Be represented in SMS matters at their Location
- ⇒ Informed as to who their site safety council representatives are
- ⇒ Informed of significant issues arising from the operation of the SMS at their site; including lessons-learned from hazards, near-miss reports and accident/incident investigation findings

#### Employee involvement shall be accomplished by:

- ⇒ Submission of hazard reports
- ⇒ Involvement in risk assessment results and post-event investigation findings implementation
- ⇒ Participation in site safety performance monitoring
- ⇒ Participation in SMS assessments
- ⇒ Involvement in site safety councils

#### Managers shall:

- ⇒ Be involved in the review of hazard and risk assessments, accident/incident investigation findings and department or process-specific SMS standard operating process development where appropriate
- ⇒ Coordinate workplace changes that need to occur as a result of SMS-related activities
- ⇒ Lead resolution of SMS matters at their site/department
- ⇒ Direct their site safety council representatives in ad hoc and regular safety performance reviews
- ⇒ Coordinate resolution of significant issues arising from the operation of the SMS at their location, including lessons-learned from hazards, near-miss reports, and implementation of accident/incident investigation findings
- ⇒ Lead monthly site/department safety performance monitoring activities

#### 4.2.2. SMS Required Training Matrix:

SMS Function/Role	Required Training
Citrus Connection Leadership	SMS Orientation SMS Awareness (online course) Safety Assurance (E-learning)
Directors & Key Personnel	SMS Orientation SMS Awareness (online course) Safety Assurance (E-learning) SMS principles for transit (recommended)
SMS Managers	SMS Orientation Effective Event Investigation SMS Awareness (online course) Safety Assurance (E-learning) SMS principles for transit
Safety Committee Member	SMS Orientation Introduction to Citrus Connection

All Personnel	SMS Orientation Introduction to Citrus Connection
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#### 4.3.BUS OPERATOR SELECTION, QUALIFICATION & TRAINING

Citrus Connection management is responsible for ensuring that the following minimum standards are met when hiring new drivers.

- ⇒ Must possess a valid Class B Florida driving license with “P” endorsement or Class B temporary driving permit. Permit drivers are required to have a license prior to route training
- ⇒ Criminal background check (with local law enforcement and the Florida Department of Law Enforcement) and driving records check including, but not limited to, the following items:
  - Driving records
  - Instant Social Security Number validations
  - Instant identification of applicant's county of residence for the past seven years
  - County felony criminal history checks for up to three counties per applicant and other criminal records check
  - Employment reference checks
  - Personal reference checks
  - Workers' Compensation claims
- ⇒ Complete employment application.
- ⇒ Successful completion of pre-employment physical including an eye examination and drug screening test
- ⇒ Signed acknowledgement of receipt and agreement to comply with drug-free workplace policy
- ⇒ Signed acknowledgment of receipt and agreement to comply with SMS
- ⇒ Successful completion of required orientation, training and testing to demonstrate and ensure adequate skills and capabilities to safely operate each type of bus or bus combination before driving on a street or highway unsupervised
- ⇒ Signed acknowledgment of receipt and compliance with the following written operational and safety procedures **before** driving on a street or highway unsupervised:
  - Communication and handling of unsafe conditions, security threats, and emergencies.
  - Familiarization and operation of safety and emergency equipment, wheelchair lift equipment, and restraining devices
  - Application and compliance with all applicable federal and state laws, rules and regulations
  - Communications- Cellular and electronic devices policy
  - Drug free workplace Policy
- ⇒ Drivers are required to write and submit a daily bus inspection report pursuant to Rule 14-90.006, F.A.C.

- ⇒ Personnel licensed and authorized by the bus transit system to drive, move, or road test a bus in order to perform repairs or maintenance services when it has been determined that such temporary operation does not create unsafe operating conditions or create a hazard to public safety are not bound to the following two provisions:
- ⇒ Training and testing to demonstrate and ensure adequate skills and capabilities to safely operate each type of bus or bus combination before driving on a street or highway unsupervised.
- ⇒ Bus transit systems shall provide written operational and safety procedures to all bus drivers before driving on streets or highways unsupervised.

Noncompliance with any regulatory or agency specific requirement may result in an employee administrative action up to and including termination of employment. It is the policy of Citrus Connection to screen applicants to eliminate those that pose a safety or security threat to the agency or who would not be capable of carrying out agency safety and security policies.

All employees and drivers of Citrus Connection are required to complete all training and testing requirements to demonstrate and ensure adequate skills and capabilities to safely operate each type of bus or bus combination before driving on a street or highway unsupervised. A Certified Trainer is responsible for conducting and documenting all training and testing activities utilizing a certification process. Noncompliance with any regulatory or agency specific guideline or requirement may result in suspension or termination of employment. This section of the SMS discusses the training and testing programs to be administered by Human resources or the Training Department

#### 4.3.1. Initial Driver Training and Testing

Upon hire and prior to being placed into road service, all drivers are required to complete training and testing in the following areas:

- ⇒ Bus transit system safety and operational policies and procedures
- ⇒ Operational bus and equipment inspections
- ⇒ Bus equipment familiarization
- ⇒ Radio procedures
- ⇒ Basic operations and maneuvering
- ⇒ Boarding and alighting passengers
- ⇒ Operation of wheelchair lift and other special equipment
- ⇒ Defensive driving
- ⇒ Passenger assistance and securement
- ⇒ Handling of emergencies and security threats
- ⇒ Security and threat awareness
- ⇒ Driving conditions
- ⇒ Use of electronic devices, consistent with Citrus Connection Electronic Device Policy
- ⇒ Blood borne pathogens and other occupational exposure to health hazards
- ⇒ Substance abuse policy

In addition, new drivers are required to successfully undergo a road test with an experienced driver. A new-hire check-off list must be completed to ensure the employee has received all required training and information before released to revenue service.

After successful completion of each training and testing module, Citrus Connection is required to document the satisfactory completion of each of their employee's training and maintain the training records. Certificates of completion issued are to be maintained in the driver files for a minimum of 4 years.

All newly hired employees are also provided instructional training in the following areas:

- ⇒ General rules: General rules of the agency including employee conduct codes
- ⇒ Customer service: Covers expectations of employees when dealing with the public; includes instruction on how and to whom to report security incidents, and types of individuals or situations to be aware of and report
- ⇒ Fare handling: Covers fare collection procedures and provides instruction in dealing with fare disputes, conflict resolution, and notification of security personnel
- ⇒ Radio procedures: Provides instruction on radio procedure for both routine and emergency radio traffic. Includes instruction on reporting crimes, suspicious acts, and potentially hazardous situations

#### 4.3.2. Driver Safety Training and Testing:

Citrus Connection has developed and maintains an Operator Development Training Program that may be used for new hire training and testing of employees. This manual provides extensive coverage of all areas noted above.

- ⇒ On-Going/Refresher Training and Testing
- ⇒ On-Going/Refresher training and testing sessions will be conducted a minimum of every year. The drivers are required to attend training and testing in all areas specified by Rule 14-90, at least once every two years
- ⇒ All training and testing activities are to be recorded and retained in files for a minimum of four years

#### 4.3.3. Remedial Training and Testing:

Citrus Connection requires remedial training for drivers who have been involved in a Preventable accident or have developed unsafe driving behaviour or other driving problems. Other causes for remedial training may include persistent customer complaints, poor customer service, supervisor recommendations, or a result of ongoing evaluations. Depending on the circumstances, trained personnel will determine the appropriate remedial training and testing, the results of which will also be documented and retained in files.

#### 4.3.4. NIMS Training

The National Incident Management System (NIMS) provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents (<http://www.fema.gov/emergency/nims/>). The NIMS system requires that transit agencies comply with a number of specific activities to ensure personnel who will be conducting activities in response to emergencies use the standard Incident Command System (ICS).

Citrus Connection SPP requires that some management staff take available NIMS training to understand this requirement and to coordinate regularly with outside organizations to prepare for coordinated responses to incidents.

#### 4.4.MEDICAL EXAMS FOR BUS TRANSIT SYSTEM DRIVERS

This section of the SMS establishes the medical examination qualification standards for use by Citrus Connection. Citrus Connection is adopting the FDOT medical examination qualification standards, consistent with Section 14-90.0041, FAC.

Medical examination requirements include a pre-employment examination for applicants, an examination at least once every two years for existing drivers, and a return to duty examination for any driver prior to returning to duty after having been off duty for 90 or more days due to an illness, medical condition, or injury.

- ⇒ Medical examinations will be performed and recorded according to FDOT Form Number 725-030-11, Medical Examination Report for Bus Transit System Driver
- ⇒ Medical examinations will be performed by a Doctor of Medicine or Osteopathy, Physician Assistant, or Advanced Registered Nurse Practitioner licensed or certified by the State of Florida. If medical examinations are performed by a Physician Assistant or Advanced Registered Nurse Practitioner, they must be performed under the supervision or review of a Doctor of Medicine or Osteopathy
- ⇒ An ophthalmologist or optometrist licensed by the State of Florida may perform as much of the medical examination as it pertains to visual acuity, field of vision, and color recognition
- ⇒ Upon completion of the medical examination, the examiner shall complete, sign, and date the medical examination form and maintain the original at his or her office
- ⇒ Upon completion of the medical examination, the examiner shall complete, sign, and date the medical examination certificate and provide a copy
- ⇒ Upon completion of the medical examination the driver shall provide their driver license number, signature, and date on the medical examination certificate
- ⇒ Completed and signed medical examination certificate for each bus operator, dated within the past 24 months, will be maintained on file for a minimum of four years from the date of the examination
- ⇒ Citrus Connection will not allow a driver to operate a transit bus without having on file a completed medical examination certificate dated within the past 24 months

#### 4.4.1. Operating and Driving Requirements:

Citrus Connection is responsible for overall compliance with all operating and driving requirements. It is the responsibility of Citrus Connection to ensure that employees who perform driving and/or operational duties strictly adhere to the following requirements:

- ⇒ Under no circumstances is an employee allowed to operate a vehicle without having the appropriate and valid driver's license in his or her possession
- ⇒ Employees are not permitted to drive a bus when his or her driver license has been suspended, cancelled, or revoked. An Employee who receives a notice that his or her license to operate a motor vehicle has been suspended, cancelled, or revoked is required to notify his or her supervisor of the contents of the notice immediately, if possible, otherwise no later than the end of the business day following the day he or she received the notice. Violation of this policy may result in disciplinary actions including termination of employment
- ⇒ Citrus Connection will annually check Motor Vehicle Records (MVR) for drivers for investigating information on license suspensions, revocations, accidents, traffic violations, unpaid summons, etc. Citrus Connection. May also check driver license status of each driver utilizing the Florida Department of Highway Safety and Motor Vehicles website - <https://www6.hsmv.state.fl.us/DLCheck/main.jsp>.
- ⇒ Buses must be operated at all times in compliance with applicable traffic regulations, ordinances, and laws of the jurisdiction in which they are being operated
- ⇒ Rule 14-90, FAC defines "On Duty" and "Off Duty" status of drivers as follows -
  - "On Duty" means the status of the driver from the time he or she begins work, or is required to be in readiness to work, until the time the driver is relieved from work and all responsibility for performing work. "On Duty" includes all time spent by the driver as follows:
    - (a) Waiting to be dispatched at bus transit system terminals, facilities, or other private or public property, unless the driver has been completely relieved from duty by the bus transit system
    - (b) Inspecting, servicing, or conditioning any vehicle
    - (c) Driving
    - (d) Remaining in readiness to operate a vehicle (stand-by)
    - (e) Repairing, obtaining assistance, or remaining in attendance in or about a disabled vehicle
  - "Off-Duty" means any time the driver is not on duty, required to be in readiness to work, or under any responsibility to perform work. Such time shall not be counted towards the maximum allowed on-duty hours within a 24-hour period
- ⇒ Drivers are not permitted to drive more than 12 hours in a 24-hour period, or drive after having been on duty for 16 hours in a 24-hour period. A driver is not permitted to drive until the requirement of a minimum eight consecutive hours of off-duty time has been fulfilled. A driver's work period begins from the time he or she first reports for duty to his or her employer. A driver is permitted to exceed his or her regulated hours in order to reach a regularly established relief or dispatch point, provided the additional driving time does not exceed one hour
- ⇒ Drivers are not permitted to be on duty more than 72 hours in any period of seven consecutive



days; however, any 24 consecutive hours of off duty time shall constitute the end of any such period of seven consecutive days. A driver who has reached the maximum 72 hours of on duty time during the seven consecutive days is required to have a minimum of 24 consecutive hours of off duty time prior to returning to on duty status

- ⇒ A driver is permitted to drive for more than the regulated hours for the safety and protection of the public when conditions such as adverse weather, disaster, security threat, a road or traffic condition, medical emergency, or an accident occur
- ⇒ Drivers are not permitted to drive a bus when his or her ability is impaired, or likely to be impaired, by fatigue, illness, or other causes, likely to create an unsafe condition
- ⇒ Drivers will not report for duty or operate any vehicle while under the influence of alcohol or any other substance, legal or illegal, that may impair driving ability. All employees are required to comply with agency's Substance Abuse Policy
- ⇒ Drivers are required to conduct daily vehicle inspections and reporting of all defects and deficiencies likely to affect safe operation or cause mechanical malfunctions
- ⇒ Drivers are required to immediately report any defect or deficiency that may affect safe operations or cause mechanical malfunctions. Any defect or deficiency found shall be properly documented on a Daily Vehicle Inspection (DVI) form and should be submitted to the Maintenance Department
- ⇒ Each maintenance department will review daily inspection reports and document corrective actions taken as a result of any deficiencies identified by daily inspections
- ⇒ A bus with any passenger doors in the open position will not be operated with passengers aboard. The doors will not be opened until the bus is stopped. A bus with any inoperable passenger door will not be operated with passengers aboard, except to move a bus to a safe location
- ⇒ Drivers will ensure that during darkness, interior lighting and lighting in stepwells on buses shall be sufficient for passengers to enter and exit safely. Adherence to pre-trip inspection requirements help ensure the ability of this requirement to be met
- ⇒ Passengers will not be permitted in the stepwells of any bus while the bus is in motion, or to occupy an area forward of the standee line
- ⇒ Passengers will not be permitted to stand on buses not designed and constructed for that purpose
- ⇒ Buses will not be refueled in a closed building. No bus shall be fueled when passengers are being carried
- ⇒ Drivers are always required to be properly secured to the driver's seat with a restraining belt while the bus is in motion
- ⇒ Buses will not be left unattended with passengers aboard for longer than 15 minutes. The parking or holding brake device will be properly set at any time the bus is left unattended
- ⇒ Buses will not be left unattended in an unsafe condition with passengers aboard at any time.
  - Drivers are prohibited from leaving keys in the vehicle for any reason at any time the bus is left unattended. Except during summer weather when clients are left on board while the driver exits to locate or deliver another client
  - Transit vehicles will not be used at any time for uses other than those that are authorized and permitted according to state and federal program requirements

Noncompliance with these requirements may result in disciplinary actions, including termination of employment

#### 4.5.SAFETY COMMUNICATION

Citrus Connection SMS will use a variety of methods to communicate issues important to the operation of the SMS. This strategy will complement existing safety communication channels to make company personnel aware of SMS-related safety issues and their roles and responsibilities related to those issues.

Effective communication is an essential requirement to ensure and demonstrate closed-loop communication (lessons-learned) from the SMS as a part of the continuous improvement of the SMS including:

- ⇒ Ensuring that all staff are appropriately aware of the SMS
- ⇒ Conveying SMS lessons/information
- ⇒ Explaining why SMS related activities are introduced or changed
- ⇒ Conveying SMS activity updates
- ⇒ Educating personnel on procedure for hazard and near-miss reporting
- ⇒ Promotion of the company's safety objectives, targets and culture

SMS communications methods vary but will comprise both internal/external communication and awareness.

##### 4.5.1. Internal Communication:

Internal communication/awareness may be accomplished using:

- ⇒ Notice boards
- ⇒ Intranet postings
- ⇒ Regular safety meetings and/or training sessions
- ⇒ Telephone or email communications
- ⇒ CCTV

##### Safety Bulletins:

Safety Bulletins are short newsletters drafted by the Safety Department that detail safety particulars of immediate concern. Examples of safety bulletins include hazards, product safety recalls, procedures, emergency information and more. Safety bulletins are created on an as-need basis and are distributed internally in common areas. Statistics on preventable collisions, on-the-job injuries, or goals are updated monthly.

##### CCTV

Each operating area is equipped with a television in the employee break rooms. CCTV acts as mechanisms for management to communicate important information to Citrus Connection employees. Oftentimes, the televisions will display safety-related videos, safety bulletins, safety data, or other general news.

##### 4.5.2. External Communication:

The External Affairs Department coordinates news releases regarding safety, including accidents and incidents, with the Safety Department. Additional tasks include:

- ⇒ Coordinating user education programs for regular and special need riders on how to use the transit system and safety features with safety and operations staff

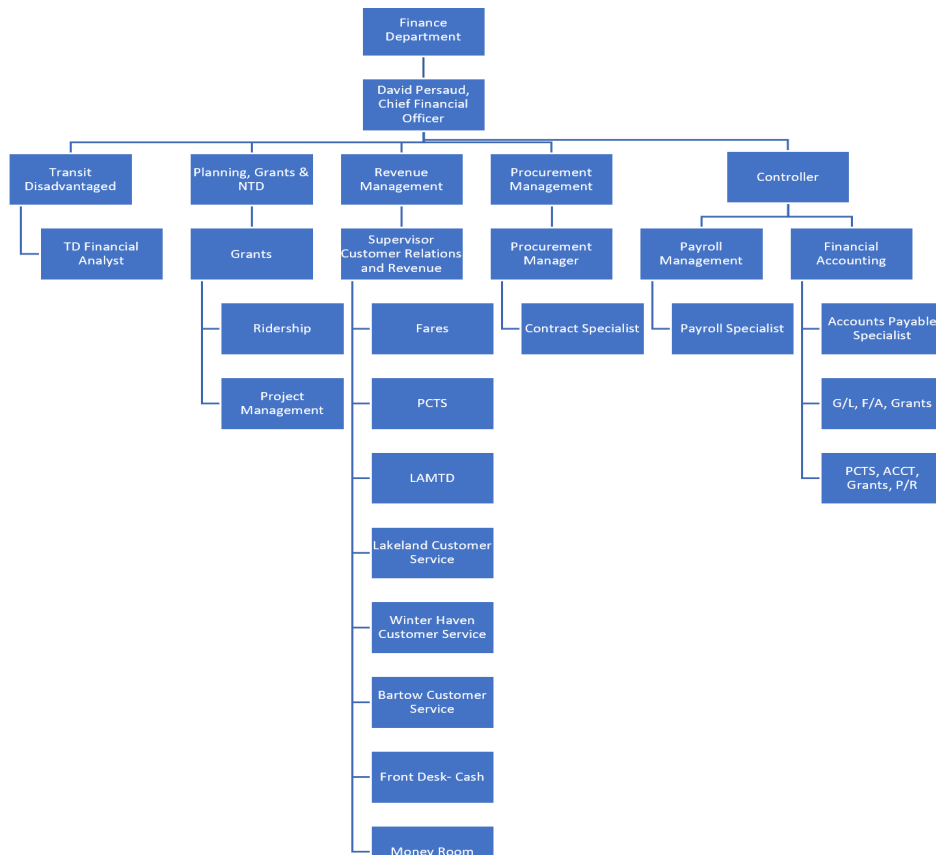
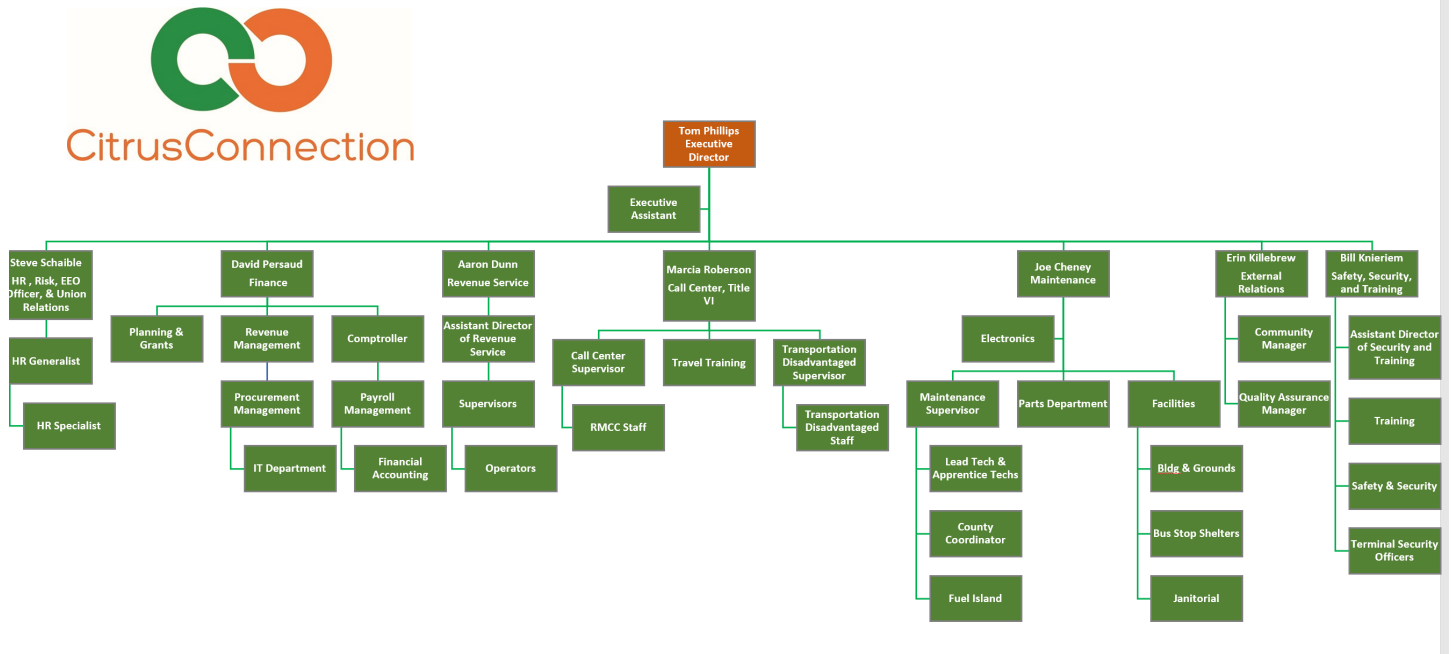
- ⇒ Establishing standard public notification procedures about temporary service changes, new boarding locations, etc.
- ⇒ Providing press releases and human-interest stories about positive safety events and incentive program recipients

Citrus Connection is responsible for communicating events and safety information to all employees as appropriate utilizing authorized communication process.

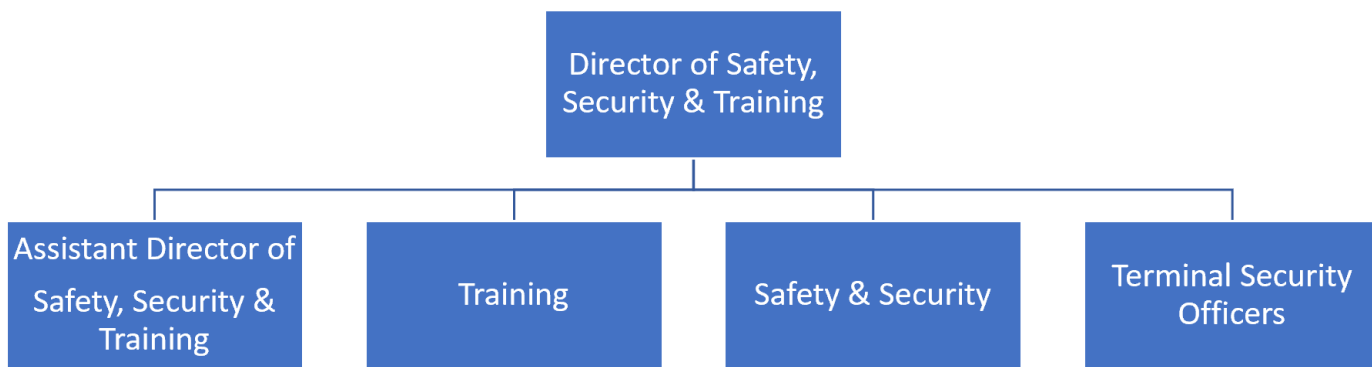
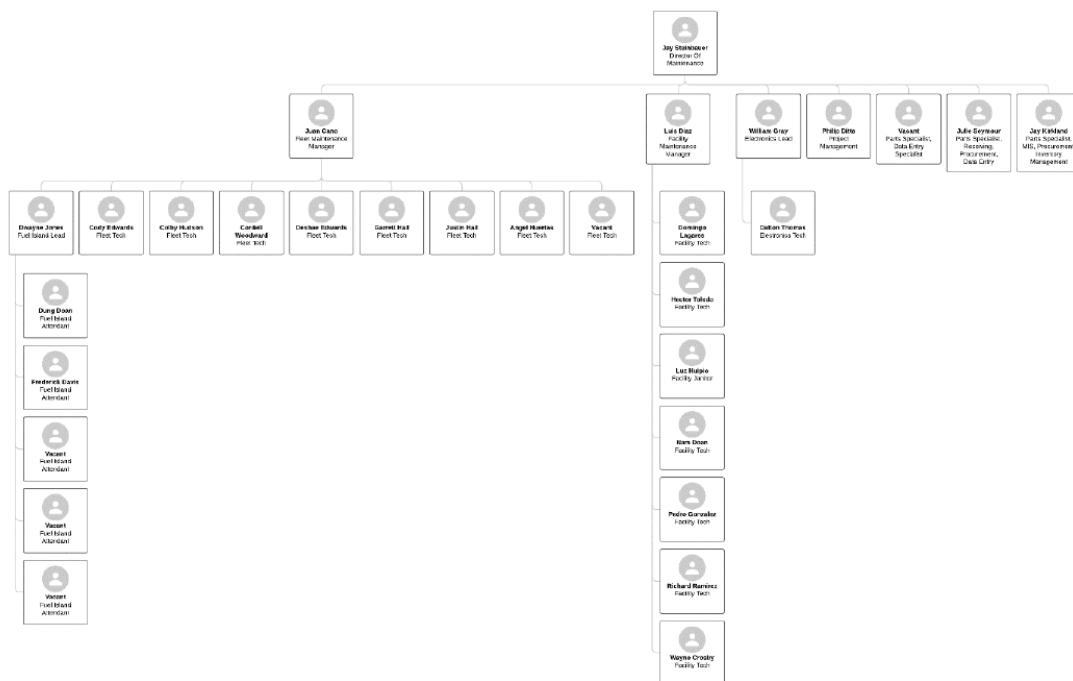
## 5. LIST OF ACRONYMS

<b>ACC/INC</b>	<i>Accident/Incident</i>
<b>ALARP</b>	<i>As Low as reasonably Practicable</i>
<b>CAP</b>	<i>Corrective Action Plan</i>
<b>CFR</b>	<i>Code of Federal Regulations</i>
<b>COOP</b>	<i>Continuity of Operations Plan</i>
<b>CSO</b>	<i>Chief Safety Officer</i>
<b>ERP</b>	<i>Emergency Response Plan</i>
<b>EOC</b>	<i>Emergency Operations Center</i>
<b>FDOT</b>	<i>Florida Department of Transportation</i>
<b>FHR</b>	<i>Final Hazard Rating</i>
<b>FTA</b>	<i>Federal Transportation Administration</i>
<b>IHR</b>	<i>Initial Hazard Rating</i>
<b>JHA</b>	<i>Job Hazard Analysis</i>
<b>MSDS</b>	<i>Material Safety Data Sheet</i>
<b>NIMS</b>	<i>National Incident Management System</i>
<b>NTD</b>	<i>National Transit Database</i>
<b>NTSB</b>	<i>National Transportation Safety Board</i>
<b>OHA</b>	<i>Operational Hazard Analysis</i>
<b>OSHA</b>	<i>Occupational Safety and Health Administration</i>
<b>PHA</b>	<i>Preliminary Hazard Analysis</i>
<b>PTASP</b>	<i>Public Transit Agency Safety Plan</i>
<b>SME</b>	<i>Subject Matter Expert</i>
<b>SMS</b>	<i>Safety Management System</i>
<b>SOP</b>	<i>Standard Operating Procedure</i>
<b>SRM</b>	<i>Safety Risk Management</i>
<b>SSO</b>	<i>State Safety Oversight</i>
<b>SSP</b>	<i>System Safety Plan</i>
<b>TSA</b>	<i>Transit Safety Administration</i>
<b>TVA</b>	<i>Threat Vulnerability Analysis</i>

## 6. APPENDIX A ORGANIZATIONAL CHARTS



## Maintenance Department Organizational Chart



## 7. APPENDIX B TRANSIT EMPLOYEE ASSAULT PREVENTION

### 1. Policy Statement

Citrus Connection is committed to providing a safe work environment and service that is free from violence or the threat of violence. Citrus Connection has adopted a zero-tolerance policy on actual, attempted and or threatening behavior or violence against or by any employee or member of the public on our property or utilizing Citrus Connection services.

### Purpose

This policy is intended to:

- ⇒ Provide direction to employees that will result in a proactive workplace culture that identifies and mitigates potential or existing workplace violence.
- ⇒ Provide a definition of transit employee assault  
Establish and detail the responsibilities of all Citrus Connection employees, to maintain a workplace free from actual, attempted or threatened violence
- ⇒ Ensure that incidents are reported to Dispatch and/or to the Safety department as appropriate.  
Ensure that incidents are received and investigated in a timely manner by the Safety Department

### Applicability

- ⇒ This policy applies to all employees, including all full-time and part-time employees, temporary, casual employees. This policy also applies to all persons on Citrus Property including, but not limited to, contractors, volunteers, students, and members of the public
- ⇒ This policy is subject to annual review, and modifications will be made as deemed necessary to respond to current conditions and evolving needs

Transit employees are at a higher risk of assault due to:

- Direct interaction with the public, especially with passengers who may be intoxicated, have mental illness, or be experiencing frustration due to fare increases, service reductions, or delays are more likely to be verbally or physically abusive
- Working alone, in isolated or high-crime areas, during late night or early morning hours raises the risk of assault
- Handling and/or enforcing fares and company policy. Most assaults against bus operators occur during these disputes
- Having inadequate escape routes. Transit operators often lack a way to escape from passengers who threaten or begin to assault them

Citrus Connection will prosecute all employee assault and/or battery incidents pursuant with Florida Statute XLVI Chapter 784:

## Definition of Assault and Battery

### The 2019 Florida Statutes

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[Title XLVI](#)  
CRIMES

[Chapter 784](#)  
ASSAULT; BATTERY; CULPABLE NEGLIGENCE

[View Entire Chapter](#)

Transit employee assault is defined as:

#### 784.011 Assault.—

1. An “assault” is an intentional, unlawful threat by word or act to do violence to the person of another, coupled with an apparent ability to do so, and doing some act which creates a well-founded fear in such other person that such violence is imminent.

#### 784.03 Battery; felony battery.—

The offense of battery occurs when a person:

1. Actually and intentionally touches or strikes another person against the will of the other; or
2. Intentionally causes bodily harm to another person.

784.07 Assault or battery of law enforcement officers, firefighters, emergency medical care providers, public transit employees or agents, or other specified officers; reclassification of offenses; minimum sentences.—

(e) “Public transit employees or agents” means bus operators, train operators, revenue collectors, security personnel, equipment maintenance personnel, or field supervisors, who are employees or agents of a transit agency as described in s. 812.015(1)(l).

(2) Whenever any person is charged with knowingly committing an assault or battery upon a person licensed as a security officer as defined in s. 493.6101 and wearing a uniform that bears at least one patch or emblem that is visible at all times that clearly identifies the employing agency and that clearly identifies the person as a licensed security officer, or a security officer employed by the board of trustees of a community college, while the officer, firefighter, emergency medical care provider, traffic accident investigation officer, traffic infraction enforcement officer, inspector, analyst, operator, law enforcement explorer, parking enforcement specialist, public transit employee or agent, or security officer is engaged in the lawful performance of his or her duties, the offense for which the person is charged shall be reclassified as follows:

- (a) In the case of assault, from a misdemeanor of the second degree to a misdemeanor of the first degree
- (b) In the case of battery, from a misdemeanor of the first degree to a felony of the third degree

- (c) In the case of aggravated assault, from a felony of the third degree to a felony of the second degree
- (d) In the case of aggravated battery, from a felony of the second degree to a felony of the first degree

Notwithstanding s. 948.01, adjudication of guilt or imposition of sentence shall not be suspended, deferred, or withheld, and the defendant is not eligible for statutory gain-time under s. 944.275 or any form of discretionary early release, other than pardon or executive clemency, or conditional medical release under s. 947.149, prior to serving the minimum sentence.

- ⇒ Examples include, but are not limited to: pushing, kicking, hitting, pinching, spitting, sexual assault, the attempt or threat of an assault, threatening the use of a weapon, comments or jokes about causing harm to an employee or person, stalking or harassment, and physical intimidation, bullying, mobbing, or threatening gestures. Such behaviors may be verbal, written, a gesture or an outright physical act
- ⇒ Employees who engage in conduct that contravenes this policy are subject to progressive discipline, up to and including termination

## **Roles and Responsibilities**

### Employee Responsibilities

All employees are responsible for:

- ⇒ Reading and understanding this policy
- ⇒ Upholding the principles set out in this policy
- ⇒ Not engaging in violent acts against any persons
- ⇒ Maintaining a safe work environment
- ⇒ Not engaging in or ignoring violent, threatening, intimidating or other disruptive behaviors
- ⇒ Acting respectfully towards others
- ⇒ Cooperating with all efforts to investigate and resolve matters that violate this policy
- ⇒ Immediately reporting all incidents of violence to Dispatch or the Safety Department
- ⇒ Reporting promptly to their supervisor any and all incidents where the employee is subjected to, witnesses, or has knowledge of aggression/assault or reason to believe that violence may occur
- ⇒ Preventing and reporting acts of violence that threaten or perceive to threaten a safe work environment

### Supervisory Responsibilities

All supervisors and managers are responsible for:

- ⇒ Upholding the principles set out in this policy
- ⇒ Communicating and educating employees on this policy
- ⇒ Educating employees on transit employee assault risks and hazard controls specific to their work location
- ⇒ Not engaging in any behavior contrary to this policy
- ⇒ Not allowing or condoning any behavior contrary to this policy
- ⇒ Conducting Hazard Identification and Risk Assessments that identify the potential risks of violence/ transit employee assault based on the nature of the work and the work environment



- ⇒ Responding to incidents of aggression/ transit employee assault and/or providing assistance to the Safety department in order to expedite assistance to the employee in distress
- ⇒ Immediately reporting all incidents of violence/ assault to Dispatch and/or Safety Department Assist in investigating incidents and complaints of aggression/ transit employee assault
- ⇒ Taking prompt action to resolve situations

#### Safety Department's Responsibilities

The Safety Department is responsible for:

- ⇒ Upholding the principles set out in this policy
  - Providing education and training to all employees on transit employee assault prevention and awareness
- ⇒ Provide assistance to supervisors and management in identifying assault risks, and how to eliminate or minimize those risks to our operators
- ⇒ Conduct audits to ensure mitigations in place are effective and appropriate
- ⇒ Recommending and assisting in the implementation of controls to minimize the risks of transit employee assaults
- ⇒ Conducting investigations of transit employee assault or reports of potential risks to operators.
- ⇒ Maintaining accurate records of all reported transit employee assaults
- ⇒ Track reports to identify high-crime areas and work with Operations Department to implement mitigation measures, such as targeted training for operators who work these routes
- ⇒ Educate employees about assaults and high-risk areas by means of fact sheets, posting incident statistics or any other material in work areas the operators congregate (terminal areas, breakrooms, main office, using intranet websites and distributing newsletters)
- ⇒ Maintain assault offender binder in both terminals and the main office of offenders. Pictures of offenders will be available for operator to review in all three locations and will indicate if the customer has been trespass
- ⇒ Notifying human resources when appropriate
  - Participating in the review of this policy for continuous improvement

#### Dispatch Responsibilities

Dispatch is responsible for:

- ⇒ Upholding the principles set out in this policy
- ⇒ Respond to all transit employee assault related calls by immediately coordinating the dispatching of the appropriate police services and/or emergency personnel as required
- ⇒ Notifying safety and supervision of the incident and assisting as required
- ⇒ E-mail dispatch notification of the incident to Accident-Incident distribution list

#### Human Resources Responsibilities

The Human Resources is responsible for:

- ⇒ Upholding the principles set out in this policy
- ⇒ Promoting compliance with this policy

- ⇒ Responding to complaints of transit employee assault in a timely manner
- ⇒ Coordinate with safety department on transit employee assault incidents and investigations
- ⇒ Reviewing reports from the Safety Department, hazard assessments, and the effectiveness of controls implemented to minimize or eliminate the risks of transit employee assault
- ⇒ Participating in the review of this policy for continuous improvement

#### Training Department's Responsibilities

The Training Department is responsible for:

- ⇒ Upholding the principles set out in this policy
- ⇒ Educate employees on the requirements of this policy
- ⇒ Provide initial and annual refresher training to employees on transit employee assault awareness and prevention

## **2. Risk Management**

Data and/or reports that indicate increased risk of transit employee assault will be entered into the Hazard Log. The data will be evaluated in accordance with chapter 6 of the PTASP (Risk & Hazard Identification and Assessment). CAP's or mitigations will be completed if the hazard warrants. Citrus Connection will respond to and fully investigate every report of assault and other incidents of violence or aggression against transit employees.

### **Reporting Incidents of Transit employee assault**

Any employee who has been threatened, becomes aware of, witnesses, or has been involved in transit employee assault must immediately notify Dispatch by radio. Dispatch will contact the appropriate first responders as required, supervisors and safety. They will also send the e-mail notification of the incident to SST, PTOPS and RMCC

Safety and supervisors will respond to the scene as quickly and safely as possible ensuring there is no escalation of the situation.

### **Enforcement Tools**

Citrus Connection will develop a passenger code of conduct and post the code as well as the penalties for violating this code in terminal areas. Code of conduct will inform passengers of the consequences of aggressive behavior.

Citrus Connection uses the AVAIL system GPS tracking which allows us to locate and respond quickly to an emergency, particularly during incidents in which the vehicle remains in motion or the operator is unable to communicate. All vehicle MDT's have silent alarms that operators can trigger when verbal communication is not possible or practicable. These alarms activate emergency notifications on the AVAIL program within Dispatch. Some vehicles have a silent alarm button that sends the same notification to Dispatch.

Citrus Connection video surveillance is used to deter aggressive behavior and may also be used in the identification and prosecution of offenders. Vehicle on-board video surveillance is used to the maximum extent possible on all revenue vehicles. Both transit terminals are also equipped with security cameras of the terminal grounds.

**Investigation of Transit employee assault**

All incidents of transit employee assault must be documented on an incident form, no later than the end of their shift, by the reporting person or employee. Safety or supervisor responding to the incident will conduct the investigation and complete the incident investigation form. These incidents will be fully investigated and documented internally even in circumstances where the Police are conducting a criminal investigation into the incident.

The Safety Department will collect all incident forms, witness statements, police reports, and video evidence and conduct a full investigation.

A written report of the results of the investigation to be available to senior management and Human Resources.

**Transit employee assault Post Incident Response**

All transit employees involved or affected by an assault incident should be offered support from Human Resources. EAP, Workman Compensation and/or together with any other measures deemed appropriate by Citrus Connection will be available to victims of assault. Operators may be pulled from their bid schedule based on the severity of the situation.

**Non-Attribution Employee Reporting**

Any person who reports an incident, or acts as a witness in good faith, is protected from reprisal or the threat of reprisal. Reprisal is defined as any act of retaliation, either direct or indirect, in both work and service environments. Any employee who engages in reprisal against anyone who has filed a complaint or who is co-operating in an investigation of a complaint will be disciplined up to and including dismissal.

**Assault Vulnerability Self-Assessment**

Annual Assessment is located in the compliance tab on the common drive (S:/Drive).

**3. Safety Assurance**

Safety Assurance is accomplished through implementation of safety oversight and risk monitoring activities. As Citrus Connection implements its SMS, several activities will be initiated and tools will be developed to support these safety oversight and risk monitoring activities. Safety assurance includes safety reviews, evaluations, reviews, and inspections, as well as safety data collection, tracking, and analysis, from various sources, including investigations.

The activities of this section complement and are supported by Section 6.0, Hazard Management Process. Data is recorded in a comprehensive database, which is used for tracking accidents, incidents, occurrences and employee assaults.

Citrus Connection will focus on the following safety performance measures:

- ⇒ **Employee Assaults** – total number of employees assaulted by customers per total vehicle revenue miles, separated by mode

- ⇒ **Employee Battery** – total number of employees assaulted by customers per total vehicle revenue miles, separated by mode
- ⇒ **Customer Assaults** – total number of customers assaulted by other customers per total vehicle revenue miles, separated by mode
- ⇒ **Customer Battery** – total number of customers battered by other customers per total vehicle revenue miles, separated by mode

### Analysis

Monthly, quarterly, annual and ad-hoc reports are run by the Safety, Security and Training Department to examine data trends in comparison with previous time periods. The Safety, Security and Training Department examines reports in the following areas:

- Internal, external and regulatory inspections and audits
- Aggressive customer events, unusual customer behavior, trespass reports, rules and policy violations
- Assaults and battery events for all modes
- Any factors that reveal unsafe trends or elevated risks that could lead to employee assault
- Open CAP's and corrective action measures already in place

### Reporting and Distribution

Safety, Security and Training uses results of trending and data analysis to develop various reports. A report is provided on a quarterly basis, or as required, to the Executive Director. A monthly report is sent to the department management to highlight key safety, security and assault data.

### 4. Safety Promotion

The training received by an employee is dependent on his/her job classification and the responsibilities of his/her position. The training programs may also include on-the-job training that is monitored by a supervisor or mentor. Training efforts are first started at the initial stages of employment and are continued periodically throughout an employee's career as necessary to maintain certifications and to ensure the employee is capable of performing his/her duties in a safe and efficient manner. Employees also receive annual refresher training as a medium to reinforce concepts and introduce new training classed. The Training Department maintains training requirements as outlined in 49 CFR Part 673. Department and job specific training is maintained by the individual departments. Training requirements are outlined in chapter 9 of the PTASP.

Communication and promotion material highlighting employee assault statistics, prevention and awareness will be conducted as outlined in chapter 8 of the PTASP.

## 8. APPENDIX C PASSENGER EVACUATION-GREATER THAN THREE WHEELCHAIRS

Remember your priority in any emergency is to protect yourself and the passengers. In the event of a fire or collision that requires evacuation of body-on-chassis vehicle with more than three wheelchair positions should follow the following steps:

1. Stand (if vehicle height permits), open the doors (ensure that exits are open and usable), face the passengers, and get their attention. Explain that there is an emergency and that they must evacuate the vehicle immediately.
2. Give clear directions to the passengers, telling them which exit to use and pointing to the exit(s).
3. Ask an able-bodied passenger to stand outside the front door to account for the passengers and to assist them if necessary (offer a hand, do not pull anyone out).
  - a. Ask another able-bodied assisting passenger to take the passengers to a safe place that you designate, at least 100 feet (approximately 40 paces) from the vehicle.
4. Keep the passengers in a group and safely away from the vehicle, traffic and any other hazards.
5. Assist passengers with disabilities. Use your radio to call the Dispatcher:
  - a. You should evacuate a passenger in a wheelchair only if it is more dangerous to leave them on the bus (e.g. fire, fuel leak, explosion, bomb threat, traffic hazard, physical peril).
  - b. Use the lift or ramp if available (you may have to use the manual function of the lift).
    - Lower side lift halfway if operating
    - The wheelchair that is closer to the available door will be evacuated first
    - Release chairs one at a time and remove chairs from bus by first lowering chair to the lift and then to the ground
    - Electric chairs are too heavy for this. Remove the passenger from the chair and carry them out of the bus
    - If time or situation does not allow use of the lift, passengers with manual wheelchairs may be maneuvered out of the door while remaining in their wheelchair if the vehicle's aisles are large enough. Use the assistance of another passenger if required.
    - When evacuating through both the front and back doors at the same time, the Operator must determine which seats go out which exit and then follow the procedures outlined for both front and rear door evacuations
    - Maneuver the wheelchair backwards to prevent from tipping the passenger out of their wheelchair
5. If assistance is not available, or time does not allow, lift, or drag the passenger through one of the emergencies exits. Passengers may have some experience with similar types of transfer.
6. If safe to do so, check the vehicle to ensure that no one is left behind.
7. Remain calm during the evacuation proceedings. Your passengers will look to you for direction, and they will be less likely to panic if you remain calm.

### CRITICAL PROBLEMS OF EVACUATION AND RESCUE

Paratransit buses are growing in popularity among the elderly and disabled and are providing significant numbers of trips in areas where coordinated or special effort systems exist. In the event of

1. Fire
2. Collision

If the first evidence of a bus fire, the operator may have time to evacuate all occupants before the vehicle becomes totally involved. Such an evacuation would have to be conducted by the operator in a very physical manner: there probably would not be enough time to use a lift or ramp with 3 or more wheelchair being evacuated.

Passengers may have preexisting conditions, medical issues, that may affect the type of emergency treatment required and the manner of its administration: passengers may become entrapped or impaled by the very aids that generally improve their life experience (e.g., wheelchairs, tie-downs, walkers, crutches).

Passengers may not be rational: passengers may not be able to physically contribute to extrication maneuvers.

However, in Paratransit usage, buses are often equipped to seat as many as 15 individuals, may be modified with lifts and tie-down devices to serve the special needs of the disabled, or may be equipped with a raised roof structure. The passengers are consequently tightly packaged within the vehicle.

Wheelchair lifts that block entrances and that are not effectively counterbalanced, and other poorly accomplished modifications have proven to reduce the degree of safety associated with some modified vans.

## 9. APPENDIX D VEHICLE EQUIPMENT STANDARDS AND PROCUREMENT CRITERIA

Citrus Connection will attempt to procure vehicles utilizing the Transit Research-Inspection-Procurement Services (TRIPS) program, formerly known as the Florida Vehicle Procurement Program (FVPP), and other State Programs strictly adhering to the vehicle equipment standards and procurement criteria specified in 14-90.007.

- ⇒ All buses procured and operated meet the following minimum standards, as applicable:
  - The capability and strength to carry the maximum allowed load and not exceed the manufacturer's gross vehicle weight rating (GVWR), gross axle weighting, or tire rating.
  - Structural integrity that mitigates or minimizes the adverse effects of collisions.
  - Federal Motor Vehicle Safety Standards (FMVSS), 49 C.F.R. Part 571, Sections 102, 103, 104, 105, 108, 207, 209, 210, 217, 302, 403, and 404, October 1, 2008, hereby incorporated by reference.
- ⇒ Proof of strength and structural integrity tests on new buses procured are submitted under the terms of the TRIPS vendor agreement with the Department.
- ⇒ In addition, every bus operated by the agency are equipped as follows:
  - **Mirrors.** There shall be two exterior rear vision mirrors, one at each side. The mirrors shall be firmly attached to the outside of the bus and so located as to reflect to the driver a view of the highway to the rear along both sides of the vehicle. Each exterior rear vision mirror, on Type I buses shall have a minimum reflective surface of 50 square inches. Neither the mirror nor the mounting shall protrude farther than the widest part of the vehicle body except to the extent necessary to produce a field of view meeting or exceeding the requirements of this section. All Type I buses shall, in addition to the above requirements, be equipped with an inside rear vision mirror capable of giving the driver a clear view of seated and standing passengers. Buses having a passenger exit door that is located inconveniently for the driver's visual control shall be equipped with additional interior mirrors to enable the driver to view the passenger exit door. In lieu of interior mirrors, trailer buses and articulated buses may be equipped with closed circuit video systems or adult monitors in voice control with the driver.
  - **Wiring and Batteries.** Electrical wiring shall be maintained so as not to come in contact with moving parts, heated surfaces, or be subject to chafing or abrasion which may cause insulation to become worn. Every Type I bus manufactured on or after February 7, 1988, shall be equipped with a storage battery electrical power main disconnect switch. The disconnect switch shall be practicably located in an accessible location adjacent to or near to the battery and be legibly and permanently marked for identification. Every storage battery on a public-sector bus shall be mounted with proper restraint devices in a compartment which provides adequate ventilation and drainage.
  - **Brake Interlock Systems.** All Type I buses having a rear exit door shall be equipped with a rear exit door/brake interlock that automatically applies the brake upon driver activation of the rear exit door to the open position. Brake interlock application shall remain activated until deactivated by the driver and the rear exit door returns to the closed position. The rear exit door brake interlock on such buses shall be equipped with an identified override switch enabling emergency release of the brake interlock function. The override switch shall not be located within reach of the seated driver. Air pressure application to the brake during brake

interlock operation, on buses equipped with rear exit door/brake interlock, shall be regulated at the equipment's original manufacturer's specifications.

- **Standee Line and Warning.** Every bus designed and constructed to allow standees shall be plainly marked with a line of contrasting color at least two inches wide, or be equipped with some other means to indicate that all passengers are prohibited from occupying a space forward of a perpendicular plane drawn through the rear of the driver's seat and perpendicular to the longitudinal axis of the bus. A sign shall be posted at or near the front of the bus stating that it is a violation for a bus to be operated with passengers occupying an area forward of the line.
- **Handrails and Stanchions.** Every bus designed and constructed to allow standees shall be equipped with overhead handrails for standee passengers. Overhead handrails shall be continuous, except for a gap at the rear exit door, and terminate into vertical stanchions or turn up into a ceiling fastener. Every Type I and Type II bus designed for carrying more than 16 passengers shall be equipped with handrails, stanchions, or bars at least 10 inches long and installed to permit safe on-board circulation, seating and standing assistance, and boarding and alighting by elderly and handicapped persons. Type I buses shall be equipped with a safety bar and panel directly behind each entry and exit step well.
- **Flooring, Steps, and Thresholds** on all buses shall have slip resistant surfaces without protruding or sharp edges, lips, or overhangs, in order to prevent tripping hazards. All step edges and thresholds shall have a band of color(s) running the full width of the step or edge which contrasts with the step tread and riser, either light-on-dark or dark-on-light.
- **Doors.** Power activated doors on all buses shall be equipped with a manual device designed to release door closing pressure.
- **Emergency Exits.** All buses shall have an emergency exit door, or in lieu thereof, shall be provided with emergency escape push-out windows. Each emergency escape window shall be in the form of a parallelogram with dimensions not less than 18" by 24", and each shall contain an area of not less than 432 square inches. There shall be a sufficient number of push-out or kick-out windows in each vehicle to provide a total escape area equivalent to 67 square inches per seat, including the driver's seat. No less than 40% of the total escape area shall be on one side of the vehicle. Emergency escape kick-out or push-out windows and emergency exit doors shall be conspicuously marked with a sign or light and shall always be kept in good working order so that they may be readily opened in an emergency. All such windows and doors shall not be obstructed either inside or outside so as to hinder escape. Buses equipped with an auxiliary door for emergency exit shall be equipped with an audible alarm and light indicating to the driver when a door is ajar or opened while the engine is running. Supplemental security locks operable by a key are prohibited on emergency exit doors unless these security locks are equipped and connected with an ignition interlock system or an audio visual alarm located in the driver's compartment. Any supplemental security lock system used on emergency exits shall be kept unlocked whenever a bus is in operation.
- **Tires and Wheels.** Tires shall be properly inflated in accordance with manufacturer's recommendations.
  1. No bus shall be operated with a tread groove pattern depth:
    - a. Less than  $\frac{4}{32}$  ( $\frac{1}{8}$ ) of an inch, measured at any point on a major tread groove



- for tires on the steering axle of all buses. The measurements shall not be made where tie bars, humps, or fillets are located.
- b. Less than 2/32 (1/16) of an inch, measured at any point on a major tread groove for all other tires of all buses. The measurements shall not be made where tie bars, humps, or fillets are located.
- c. No bus shall be operated with recapped, re-grooved, or retreaded tires on the steering axle.
- d. Wheels shall be visibly free from cracks and distortions and shall not have missing, cracked, or broken mounting lugs.
- **Suspension.** The suspension system of all buses, including springs, air bags, and all other suspension parts, shall be free from cracks, leaks, or any other defect which may cause its impairment or failure to function properly.
- **Steering and Front Axle.** The steering system of all buses shall have no indication of leaks which would or may cause its impairment to function properly, and shall be free from cracks and excessive wear of components that may cause excessive free play or loose motion in the steering system or above normal effort in steering control.
- **Seat Belts.** Every bus shall be equipped with an adjustable driver's restraining belt in compliance with the requirements of FMVSS 209, "Seat Belt Assemblies" 49 C.F.R. 571.209 October 1, 2008, and FMVSS 210, "Seat Belt Assembly Anchorages" 49 C. F. R. 571.210 October 1,2008, hereby incorporated by reference.
- **Safety Equipment.** Every bus shall be equipped with one fully charged dry chemical or carbon dioxide fire extinguisher, having at least a 1A:BC rating and bearing the label of Underwriter's Laboratory, Inc. The fire extinguishers shall be maintained as follows:
  - a. Each fire extinguisher shall be securely mounted on the bus in a conspicuous place or a clearly marked compartment and be readily accessible.
  - b. Each fire extinguisher shall be maintained in efficient operating condition and equipped with some means of determining if it is fully charged.
  - c. Every Type I bus shall be equipped with 3 portable red reflector warning devices in compliance with Section 316.300, Florida Statutes.
- **Persons with Disabilities.** Buses used for the purpose of transporting individuals with disabilities shall meet the requirements set forth in 49 C.F.R. Part 38, October 1, 2008, hereby incorporated by reference, as well as the following:
  - a. Installation of a wheelchair lift or ramp shall not cause the manufacturer's GVWR, gross axle weight rating, or tire rating to be exceeded.
  - b. Except in locations within 3 1/2 inches of the bus floor, all readily accessible exposed edges or other hazardous protrusions of parts of wheelchair lift assemblies or ramps that are located in the passenger compartment shall be padded with energy absorbing material to mitigate injury in normal use and in case of a collision. This requirement shall also apply to parts of the bus associated with the operation of the lift or ramp.
  - c. The controls for operating the lift shall be at a location where the bus driver or lift attendant has a full view, unobstructed by passengers, of the lift platform, its entrance and exit, and the wheelchair passenger, either directly or with partial assistance of mirrors. Lifts located entirely to the rear of the driver's seat shall not be operable from

the driver's seat, but shall have an override control at the driver's position that can be activated to prevent the lift from being operated by the other controls (except for emergency manual operation upon power failure).

- d. The installation of the wheelchair lift or ramp and its controls and the method of attachment in the bus body or chassis shall not diminish the structural integrity of the bus nor cause a hazardous imbalance of the bus. No part of the assembly, when installed and stowed, shall extend laterally beyond the normal side contour of the bus or vertically beyond the lowest part of the rim of the wheel closest to the lift.
  - e. Each wheelchair lift or ramp assembly shall be legibly and permanently marked by the manufacturer or installer with the following information:
    - a. The manufacturer's name and address.
    - b. The month and year of manufacture.
    - c. A certificate that the wheelchair lift or ramp securement devices, and their installation, conform to State of Florida requirements applicable to accessible buses.
- **Wheelchairs.** Wheelchair lifts, ramps, securement devices, and restraints shall be inspected and maintained as required by this rule chapter. Instructions for normal and emergency operation of the lift or ramp shall be carried or displayed in every bus.

## 10.APPENDIX E SUBSTANCE ABUSE MANAGEMENT PLAN

### 1. Testing Program Background

The Omnibus Transportation Employee Testing Act of 1991(OTETA) directed the United States Department of Transportation (USDOT) to promulgate regulations outlining the procedures for transportation workplace drug and alcohol testing. The USDOT regulations titled, "Procedures for Transportation Workplace Drug and Alcohol Testing" are codified as 49 CFR Part 40. The regulations ensure uniform practices for specimen collections, laboratory analysis, medical review, result reporting and the Return-to-Duty process for violating employees. The regulations are applicable to safety-sensitive employees in transportation workplaces throughout the nation (transit, railroad, aviation, commercial drivers, etc.).

The OTETA also directed each transportation administration to craft industry-specific regulations that define which employees are subject to testing, the testing circumstances, policy statement requirements and training requirements, relevant to that industry. Citrus Connection is required to comply with both the USDOT regulations described above, as well as the Federal Transit Administration regulations "Prevention of Prohibited Drug Use and Alcohol Misuse in Transit Operations" which are codified as 49 CFR Part 655.

### 2. Employee Applicability

This policy and the USDOT/FTA testing program apply to all safety-sensitive Citrus Connection employees. The policy also applies to volunteers who are required to hold a Commercial Driver's License (CDL) and volunteers that receive remuneration in excess of actual expenses accrued while carrying out assigned duties. Adherence to this policy and the USDOT/FTA testing program is a condition of employment in a safety-sensitive position with Citrus Connection. All employees of Citrus Connection who perform, or could be called upon to perform, any of the following duties are defined as safety-sensitive employees:

1. Operate a public transportation vehicle, while in or out of service
2. Operate an ancillary vehicle when the vehicle requires a commercial driver's license
3. Control the movement of a public transportation vehicle
4. Perform maintenance on a vehicle or equipment used in public transportation
5. Carry a firearm as part of transit security detail

The Citrus Connection positions classified as safety-sensitive include:

- Executive Director
- Call Center Supervisors
- Drivers
- Dispatchers
- Operations Manager
- Operations Supervisor
- Maintenance Personnel and Maintenance Supervisor
- Facility Utility Workers

- Safety Training Officer

### 3. USDOT/FTA Prohibited Drug Classes

Consumption of these drugs is prohibited at all times.

- Amphetamines
- Cocaine
- Marijuana
- Opioids
- Phencyclidine (PCP)
- Alcohol Misuse

### 4. Pre-employment Drug and Alcohol Background Checks

In accordance with 49 CFR Part 40.25, LAMTD must make and document good faith efforts to perform drug and alcohol background checks for all applicants applying for a safety-sensitive position and all current employees applying for transfer into a safety-sensitive position. Testing information will be requested from each of the applicant's previous DOT covered employers during the two years prior to the date of application. LAMTD must obtain the applicant's written consent for the release of their drug and alcohol testing information from their previous DOT covered employers to LAMTD. Applicants refusing to provide written consent are prohibited from performing safety-sensitive functions for LAMTD.

Safety-sensitive applicants who have previously violated the USDOT testing program must provide documentation that they have successfully completed the USDOT's Return-to-Duty process with a DOT-qualified Substance Abuse Professional (SAP). Failure to provide satisfactory documentation will exclude the applicant from being hired or transferred into a safety-sensitive position with LAMTD.

### 5. Pre-Employment Testing

All applicants for safety-sensitive positions shall undergo a pre-employment urine drug test. LAMTD must receive an MRO-verified negative drug test result prior to the applicant's first performance of any safety sensitive function, including behind-the-wheel training.

***If an applicant's pre-employment urine drug test result is verified as positive, the applicant will be excluded from consideration for employment in a safety-sensitive position with LAMTD.*** The applicant will be provided a list of USDOT-qualified Substance Abuse Professionals.

An employee returning from an extended leave period of 90 consecutive days or more, and whose name was also removed from the random testing pool for 90 days or more, must submit to a pre-employment urine drug test. LAMTD must be in receipt of a negative drug test result prior to the employee resuming any safety-sensitive function.

### 6. Random Testing

Safety-sensitive employees will be subject to random, unannounced testing. Citrus Connection will perform random testing in a manner that meets or exceeds the FTA minimum annual testing

requirements, as amended. The selection of employees for random testing will be made using a scientifically valid method. All safety-sensitive employees will have an equal chance of being selected each time a random draw is performed. Random alcohol tests will be conducted just before, during or just after the employee's performance of a safety-sensitive function. Random drug tests may be conducted anytime an employee is on duty, on call for duty or on standby for duty.

Once an employee is notified that they have been selected for a random test, they must proceed immediately to the testing location. Failure to proceed immediately may be deemed a refusal to test.

## **7. Reasonable Suspicion Testing**

All safety-sensitive employees must submit to reasonable suspicion drug and/or alcohol testing when a supervisor or company official trained in detecting signs and symptoms of drug use and alcohol misuse has made specific, contemporaneous, articulable observations concerning an employee's appearance, speech, behavior and/or body odor. Reasonable suspicion testing for alcohol misuse will occur when observations are made just before, during, or just after the employee's performance of a safety-sensitive function. Reasonable suspicion testing for prohibited drugs may be conducted anytime an employee is on duty or on standby for duty and a trained supervisor has made the observations.

## **8. Post-Accident Testing**

Fatal Accidents: Safety-sensitive employees must submit to post-accident drug and alcohol testing following an accident involving a public transportation vehicle that results in the loss of human life. In addition to a surviving operator of the vehicle, any other surviving, safety-sensitive employee whose performance could have contributed to the accident must also be tested.

Non-Fatal Accidents: All safety-sensitive employees whose actions cannot be completely discounted as a contributing factor must submit to post-accident drug and alcohol testing when a non-fatal accident involving a public transportation vehicle meets one or more of the following thresholds:

1. An individual suffers bodily injury and immediately receives medical treatment away from the scene
2. One or more vehicles incurs disabling damage that requires the vehicle(s) to be towed away from the accident scene
3. If the public transportation vehicle is a rail car, trolley car, trolley bus or vessel and has been removed from service.

LAMTD officials will use the best information available at the scene, to determine if a safety-sensitive employee's performance can be completely discounted as a contributing factor to the accident.

Post-accident drug and alcohol tests will be conducted as soon as practicable following the accident. Any safety-sensitive employee involved in an accident must refrain from alcohol use for eight (8) hours following the accident or until the employee undergoes a post-accident alcohol test. Any safety-sensitive employee who leaves the scene of the accident without a justifiable reason or explanation prior to submitting to drug and alcohol testing will be deemed to have refused the test.

However, employees are not prohibited from leaving the scene of an accident to obtain assistance in responding to the accident or to obtain necessary emergency medical care.

## **9. Urine Specimen Collections**

Urine specimen collections will be conducted in accordance with USDOT rule, 49 CFR Part 40, as amended. Collectors will be appropriately trained and qualified to perform urine specimen collections for USDOT covered employers. Urine specimen collectors will use the split-specimen collection method and will afford the donor (employee) the greatest degree of privacy permitted per 49 CFR Part 40, as amended. When an observed collection is required, the observer will be of the same gender as the donor (employee).

## **10. Refusal to Submit to Urine Drug Testing**

The following actions constitute a "refusal to test" in accordance with 49 CFR Part 40, as amended:

- (1) Failure to appear for any test within a reasonable time, as determined by the employer, consistent with applicable DOT agency regulations, after being directed to do so by the employer (pre-employment testing not applicable).
- (2) Failure to remain at the testing site until the testing process is complete; provided, that an employee who leaves the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test.
- (3) Failure to provide a urine specimen for any drug test required by this part or DOT agency regulations
- (4) In the case of a directly observed or monitored collection in a drug test, fail to permit the observation or monitoring of your provision of a specimen
- (5) Failure to provide a sufficient amount of urine when directed, and it has been determined, through a required medical evaluation, that there was no adequate medical explanation for the failure
- (6) Failure or decline to take an additional drug test the employer or collector has directed you to take
- (7) Failure to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process, or as directed by Citrus Connection
- (8) Failure to cooperate with any part of the testing process (e.g., refuse to empty pockets when directed by the collector, behave in a confrontational way that disrupts the collection process, fail to wash hands after being directed to do so by the collector).
- (9) For an observed collection, failure to follow the observer's instructions to raise your clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if you have any type of prosthetic or other device that could be used to interfere with the collection process.
- (10) Possessing or wearing a prosthetic or other device that could be used to interfere with the collection process.
- (11) Admitting to the collector or MRO that you adulterated or substituted the specimen.

(12) When the MRO verifies your drug test result as adulterated or substituted.

Refusing to submit to a USDOT/FTA required test is a violation of the USDOT/FTA testing program. Employees are required to be immediately removed from safety-sensitive duty and provided a list of USDOT-qualified Substance Abuse Professionals. ***Per LAMTD, violation of the USDOT/FTA testing program will result in termination of employment.***

### 11. Urine Specimen Analysis

All specimens will be transported or shipped to a laboratory certified by the Department of Health and Human Services (DHHS). All specimens will be analyzed at the laboratory in accordance with 49 CFR Part 40, as amended. The procedures that will be used to test for the presence of prohibited drugs will protect the employee and the integrity of the drug testing process, safeguard the validity of the test results and ensure that the test results are attributed to the correct employee. Laboratory confirmed drug test results will be released only to a certified Medical Review Officer (MRO) for review and verification.

#### Negative-Dilute Specimens

Upon receipt of an MRO verified negative-dilute drug test result with creatinine levels greater than 5 mg/dl and less than 20 mg/dl, LAMTD will require applicants and employees to submit to a second urine collection per 49 CFR Part 40.197. The collection of the second specimen will not be conducted using direct observation procedures. The MRO verified result of the second urine drug test will be accepted by Citrus Connection as the final result and the test of record. ***LAMTD will apply this policy provision uniformly for all pre-employment and random urine drug tests reported by the Medical Review Officer to have creatinine levels greater than 5mg/dl but less than 20mg/dl (negative-dilute results).*** Once notified that a second collection is required, employees must proceed immediately for testing. An employee's failure to report immediately may be deemed as a refusal to submit to testing, which is a violation of the USDOT/FTA testing program. ***Per LAMTD authority, violation of the USDOT/FTA testing program will result in termination of employment.***

### 12. Role of the Medical Review Officer (MRO)

The role of the Medical Review Officer is to review and verify laboratory confirmed test results obtained through a DOT-covered employer's testing program. When a non-negative drug test result is received, the MRO will communicate with the donor (employee) to determine if a legitimate medical explanation exists. When a legally prescribed medication has produced a non-negative result, the MRO will verify the prescription and report the result as "negative" to LAMTD. Medical conditions and other information obtained by the MRO during the interview with the donor will be maintained in a confidential manner. However, if the MRO believes that a medication prescribed to the donor may pose a significant safety risk, the MRO will require the donor to contact his/her prescribing physician and request that the physician contact the MRO within 5 business days. The MRO and



prescribing physician will consult to determine if the employee's medication use presents a significant safety risk. LAMTD will be notified by the MRO when the outcome of the consultation results in a determination that the donor's medication use presents a significant safety risk. If the employee's prescribing physician fails to respond, the safety concern will be reported to LAMTD without consultation. Based on the MRO recommendation, LAMTD may deem the employee medically disqualified from performing safety-sensitive functions. The MRO assigned to review and verify laboratory drug test results for LAMTD is:

Dr. Randy Barnett  
First Source Solutions  
100 Highpoint Dr., Ste. 102  
Chalfont, PA 18914

### **13. Consequence for MRO Verified Positive Drug Test**

When Citrus Connection is notified of an MRO verified positive drug test, or a test refusal due to adulteration or substitution; the violating employee will be immediately removed from safety-sensitive duty and provided a list of DOT-qualified Substance Abuse Professionals. Applicants will be excluded from hire and provided a list of DOT-qualified Substance Abuse Professionals. ***Per LAMTD authority, violation of the USDOT/FTA testing program will result in termination of employment.***

### **14. Split Specimen Testing**

As an important employee protection, split specimen collection procedures will be used for all USDOT/FTA urine collections. When an employee challenges an MRO verified result, he/she may request that the split specimen (bottle B) be tested at a different DHHS certified laboratory that conducted the test of the primary specimen (bottle A). Instructions for requesting the split specimen test will be provided by the Medical Review Officer during his/her interview with the donor (employee). In accordance with USDOT rule, LAMTD will ensure that the fee to process the split specimen test is covered, in order for a timely analysis of the split specimen. ***LAMTD may seek reimbursement for the cost of the split specimen test.***

### **15. Alcohol Prohibition**

Safety-sensitive employees are prohibited from consuming alcohol while performing safety-sensitive functions, within (4) four hours prior to performing a safety sensitive function, or during the hours that they are on call or standby for duty. No safety-sensitive employee shall report for duty or remain on duty while having an alcohol concentration of 0.04 or greater.

Safety-sensitive employees must not consume alcohol within eight (8) hours following an accident or until the employee submits to post-accident testing, whichever occurs first.

### **16. Alcohol Testing**

All alcohol screening tests and confirmation tests will be performed in accordance with USDOT rule, 49 CFR Part 40. The procedures that will be used to test for alcohol misuse will protect the employee and the integrity of the testing process, safeguard the validity of the test results, and ensure the test results are attributed to the correct employee.



When an alcohol-screening test indicates a blood alcohol concentration (BAC) of 0.02 or greater, a confirmation test will be performed using an evidential breath-testing device listed on the USDOT/ODAPC webpage as an "Approved Evidential Breath Measurement Device". The confirmed blood alcohol concentration (BAC) result will be transmitted by the technician to Citrus Connection in a confidential manner. A safety-sensitive employee who has a confirmed blood alcohol concentration (BAC) of 0.02 or greater but less than 0.04 will be removed from safety-sensitive duties for a period of at least (8) eight hours or until test results fall below 0.02.

#### **17. Consequence for a USDOT/FTA Confirmed Alcohol Violation**

A safety-sensitive employee who has a confirmed blood alcohol concentration (BAC) of 0.04 or greater has violated the USDOT/FTA testing program and will be removed from safety-sensitive duty and provided a list of DOT-qualified Substance Abuse Professionals. ***Per LAMTD authority, violation of the USDOT/FTA testing program will result in termination of employment.***

#### **18. Refusal to Submit to Alcohol Testing**

The following actions constitute a refusal to submit to an alcohol test:

- (1) Failure to appear for any test within a reasonable time, as determined by the employer, consistent with applicable DOT agency regulations, after being directed to do so by the employer.
- (2) Failure to remain at the testing site until the testing process is complete
- (3) Failure to provide an adequate amount of saliva or breath for any USDOT required alcohol test
- (4) Failure to provide a sufficient breath specimen, and the physician has determined, through a required medical evaluation, that there was no adequate medical explanation for the failure
- (5) Failure to undergo a medical examination or evaluation, as directed by the [Agency]
- (6) Failure to sign the certification at Step 2 of the ATF
- (7) Failure to cooperate with any part of the testing process.

Refusing to submit to a USDOT/FTA required test is a violation of USDOT/FTA testing program. Employees must be immediately removed from safety-sensitive duty and provided a list of USDOT-qualified Substance Abuse Professionals. ***Per Citrus Connection authority, violation of the USDOT/FTA testing program will result in termination of employment.***

#### **19. Citrus Connection Testing Program Contacts:**

##### Drug & Alcohol Program Manager

Marcy McCabe

863-640-2767

[mmccabe@ridecitrus.com](mailto:mmccabe@ridecitrus.com)

##### DER - Designated Employer Representative

Steve Schaible 863-327-1308

[sschaible@ridecitrus.com](mailto:sschaible@ridecitrus.com)

The referenced USDOT and FTA regulations, as well informational material related to this testing program are available for review and/or download from the Florida Department of Transportation's Substance Abuse Management Website: <http://sam.cutter.usf.edu>. Further information may be obtained from the USDOT's Office of Drug and Alcohol Policy and Compliance website: <https://www.transportation.gov/odapc> and the Federal Transit Administration's (FTA) website: <https://transit-safety.fta.dot.gov/DrugAndAlcohol/Default.aspx>

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEB 9, 2022  
AGENDA ITEM #9

Agenda Item:           **Squeeze Inclement Weather Procedure**

Presenter:             Aaron Dunn, Director of Revenue Service

Recommended

Action:                Approve the agency to publish the procedures for the Squeeze on our website

Summary:             Since inception, the operations of the Squeeze has undergone revisions to get where it is now. Recently a provision to handle inclement weather was added.

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
FEBRUARY 9, 2022  
AGENDA ITEM #10a

Agenda Item: Informational Report on the District FYE 9-30-2021  
Redevelopment Trust Fund for Tax Year 2021

Presenter: Tom Phillips, Executive Director

Recommended  
Action: Information Report

Summary: The payments for the Lakeland Community  
Redevelopment Agency (CRA) are presented below:

The payments are made annually based on the annual  
final Tax Rolls issued by the Polk County Property  
Appraiser's Office.

Chapter 163.387 (2)(b) F.S. requires that the Tax  
Increment payments be made to the City of Lakeland as  
the Community Redevelopment Agency.

The Payments for CRA Districts are presented below:

## AGENDA ITEM #10a - CONT.

### LAMTD CRA Payments City of Lakeland Redevelopment Trust Fund 2014 thru 2021

Table 1			
Year	Amount	Increase (\$)	Increase (%)
2014	\$114,461	N/A	N/A
2015	139,135	24,674	22%
2016	160,048	20,913	15%
2017	202,402	42,354	26%
2018	230,399	27,997	14%
2019	257,706	27,307	12%
2020	284,833	27,127	11%
2021(billed)	323,974	39,141	14%

Agreement between the District and the City of Lakeland for Transit Services.

**Date of Agreement:** May 24, 2019

**Period:** June 1, 2019, thru May 31, 2022

**Annual Amount:** \$181,815.11

#### City of Lakeland Contract Payments to LAMTD for Transit Services:

Table 2		
June 1 to May 31, 2020	June 19 thru May 31 2019-2020	181,815.11
June 1 to May 31, 2021	2020- 2021	181,815.11
June 1 to May 31, 2022	2020- 2021	181,815.11
	(1) April 2019	30,182.74
	To May 31, 2019	
	<b>Contract Amount</b>	<b>\$ 575,628.07</b>

#### (1) For Lakeland Hills Corridor (Route 3) and Route 1

The Table above shows the increase in CRA Payments to the City of Lakeland - Lakeland Community Redevelopment Agency.

It is interesting to note the relationship between the District Property Tax Income and the annual payment to the CRA -Table 3.

## AGENDA ITEM #10a - CONT.

It is quite transparent that the Property Tax increase is affected by the CRA Payments. Since the Property Tax revenues represent the major revenue source for the District impact on Net Fiscal Year Budget FY 2021-22. This increase is to bring to your attention the fiscal trends and potential impact on next fiscal year budget.

From 2014 to 2021 the CRA Payments increased \$209,513 or 183%.

The 2021 CRA payment is 5.75% of the FY 2021-22 Ad Valorem Taxes.

**Table 3**

<b>YEAR</b>	<b>MILLAGE</b>	<b>PROPERTY TAXES</b>	<b>BUDGET / ACTUAL CHANGES</b>
2022	.50	\$5,630,340	Budget 8.4%
2021	.50	\$5,193,790	Budget 4.2%
2020	.50	\$4,982,794	Actual 4.9%
2019	.50	\$4,749,296	Actual 6.6%
2018	.50	\$4,456,436	Actual 13%
2017	.50	\$3,935,922	Actual 6.6%
2016	.50	\$3,691,580	Actual 6.4%
2015	.50	\$3,468,727	Actual 10.8%
2014	.50	\$3,130,779	Actual ( 5.9)%
2013	.50	\$3,325,557	Actual 7.2%
2012	.50	\$3,101,271	Actual ( 3.4)%
2011	.50	\$3,209,778	Actual (9.1)%

AGENDA ITEM #10a - CONT.

**Table 4**

Transit Services provided to the Lakeland CRA	Revenue Miles
Total Annual Dixieland CRA	21,646
Total Annual Downtown CRA	76,363
Total Annual Midtown CRA	174,506
Total Annual CRA FY 2020-21	272,515

Cost Per Revenue mile: \$7.94  
Annual Cost: \$2,163,770  
Fare Revenue Recovery Ratio: 8.48%  
Net Transit Expenses: \$1,980,282 (91.52%)

LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
Date: FEB 9, 2022  
AGENDA ITEM 10b

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: FEB 9, 2022  
AGENDA ITEM 11a

Agenda Item:       **January calendar**

Presenter:         Tom Phillips

Recommended  
Action:             Informational

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

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Dec 26	27	28	29	30	31	Jan 1
← From Dec 20						
← From Dec 20						New Year's Day; United States
← Christmas - No Service 5:00am	10:00am 1-on-1 w/HR; Tom Phillips			8:00am Repatha 2:00pm 1/1 with David Persaud; Executive Office; Tom Phillips	New Year's Eve; United States 8:00am 1-on-1 w/Marcia; Starbucks; 1590 N Broadway Ave, Bartow, FL 33830	
2	3	4	5	6	7	8
Winter Break (Montessori)			Copy: Board of Directors, Performance Indicator Data, due COB 3rd working day of ever			
	8:00am PIN Annual Certifications and Assurances; LAMTD Office; Brian Jaruszewski 10:00am 1-on-1 w/HR; Tom Phillips			9:30am Pick up Samantha Romano; 6602 Sweetbriar Lane Lakeland, Fla 33813 10:00am Meeting for Samantha Roman... 2:00pm 1/1 with David Persaud; Executiv...	8:00am 1-on-1 w/Marcia; Starbucks; 1590 N Broadway Ave, Bartow, FL 33830 10:45am Jan Monthly LAMTD Board Direction Meeting ; James Phillips	
9	10	11	12	13	14	15
	8:00am Gents 10:00am 1-on-1 w/HR; Tom Phillips 10:30am Triennial Review Check-in; Hollingsworth or Zoom ; James Phillips	8:30am Email Ridership Update to LAMTD Board of Directors	Early Dismissal- 11:30a (Montessori) 8:30am LAMTD January Board Meeting; 1212 George Jenkins Blvd, Lakeland, FL 33815; James Phillips 11:30am Lunch w/Parag Agrawal; Nineteen61	8:00am Repatha 2:00pm 1/1 with David Persaud; Executive Office; Tom Phillips	Out of Office - NY 8:00am 1-on-1 w/Marcia; Starbucks; 1590 N Broadway Ave, Bartow, FL 33830	
16	17	18	19	20	21	22
Out of Office - NY MLK Day - No School		9:30am Senior Staff Call; https://us02web.zoom.us/j/81950698488?pwd=R3MxOU9QblhObUowUGZ0ekZVeWlUT09; James Phillips 10:00am 1-on-1 w/HR; Tom Phillips	9:00am Park and Ride Meeting; James Phillips 10:30am CCTV Shoot w/Dave Walters; Tom Phillips 2:30pm Benny	9:00am 1-on-1 w/ Charlie; Tom Phillips 2:00pm 1/1 with David Persaud; Executive Office; Tom Phillips	8:00am 1-on-1 w/Marcia; Starbucks; 1590 N Broadway Ave, Bartow, FL 33830 9:00am 1-on-1 w/Marlene; Tom Phillips	
23	24	25	26	27	28	29
	9:00am Senior Staff Call; https://us02web.zoom.us/j/8195069848... 11:00am Intermodal Stakeholder Meeting; Hollingsworth board room; 12... 4:00pm LEDC January Meeting; 502 E. Main Street, Catapult 3.0; Steve Scruggs	9:00am 1-on-1 w/Aaron (Training); Tom Phillips 10:00am 1-on-1 w/HR; Tom Phillips	9:00am 1-on-1 w/Kelly; Tom Phillips	8:00am Repatha 9:00am Grant Balances; Hollingsworth; James Phillips 11:00am LAMTD Board Retreat Planning... 11:45am CFO Planning lunch; Nineteen...	8:00am 1-on-1 w/Marcia; Starbucks; 1590 N Broadway Ave, Bartow, FL 33830 8:30am Updated invitation: Infrastructure Team Meeting @ Monthly from 8:30am to 10am on the fourth Friday (EDT) (tphilli... 9:45am Operations Meeting Debrief	
30	31	Feb 1	2	3	4	5
	10:00am 1-on-1 w/HR; Tom Phillips	2:00pm Warner: Gents	Early Dismissal- 11:30a (Montessori) Groundhog Day; United States 9:00am 1-on-1 w/Kelly; Tom Phillips	Copy: Board of Directors, Performance Indicator Data, due COB 3rd working day of ever 4:00pm Feb Monthly LAMTD Board Direction Meeting ; Hollingsworth Board Room and Zoom; James Phillips	8:00am 1-on-1 w/Marcia; Starbucks; 1590 N Broadway Ave, Bartow, FL 33830	

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

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 December 31, 2021

Attachments:        Ridership Report.



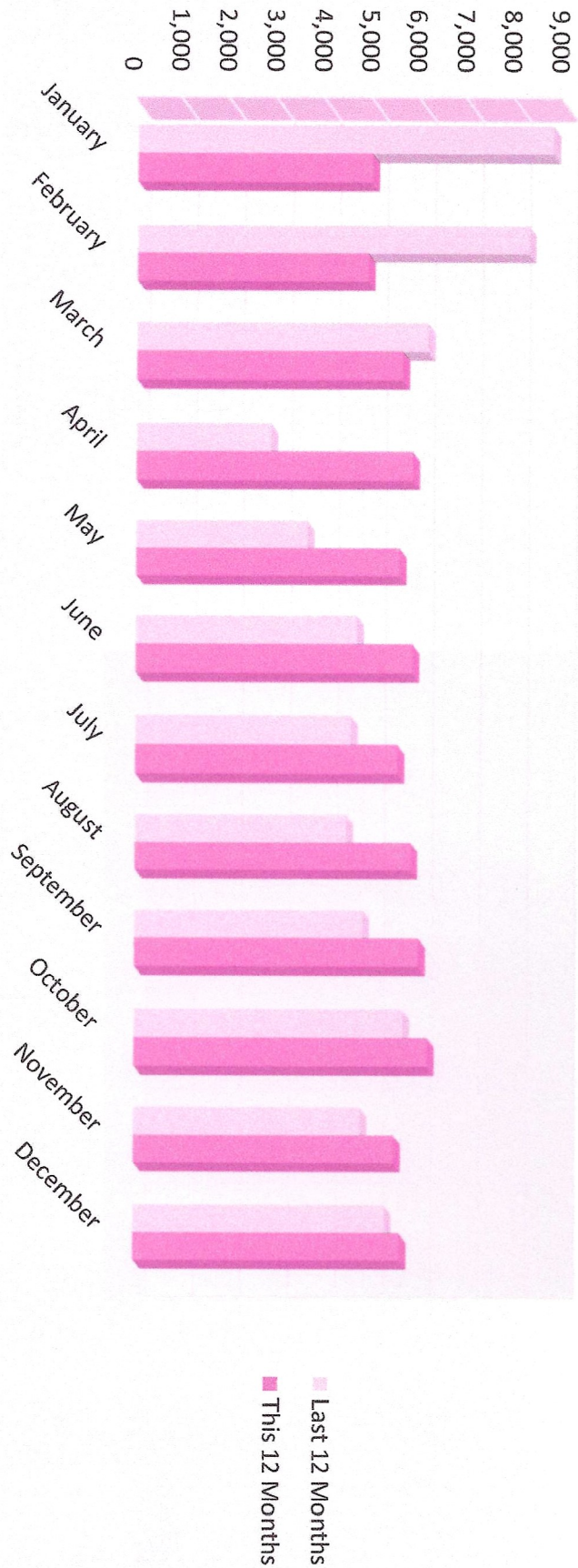
Citrus Connection and PCTS Fixed Route							
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Change
October	108,078	113,220	117,763	109,219	38,961	51,132	31%
November	106,998	104,149	104,192	89,803	37,733	48,506	29%
December	111,197	95,520	95,813	91,147	42,876	47,771	5%
January	103,647	93,227	106,080	96,288	39,609	0	0%
February	108,068	100,300	100,900	93,231	40,756	0	0%
March	116,794	99,916	101,697	76,736	47,989	0	0%
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	147,409	47%

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	0	0%
February	7,413	9,514	8,559	8,231	4,844	0	0%
March	8,715	10,469	9,204	6,109	5,582	0	0%
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	17,230	10%

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	29,630	-1%
January	70,767	58,830	66,889	58,774	27,355	0	0%
February	71,884	63,140	62,854	57,800	27,781	0	0%
March	78,158	62,897	63,867	47,927	33,489	0	0%
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	91,549	9%

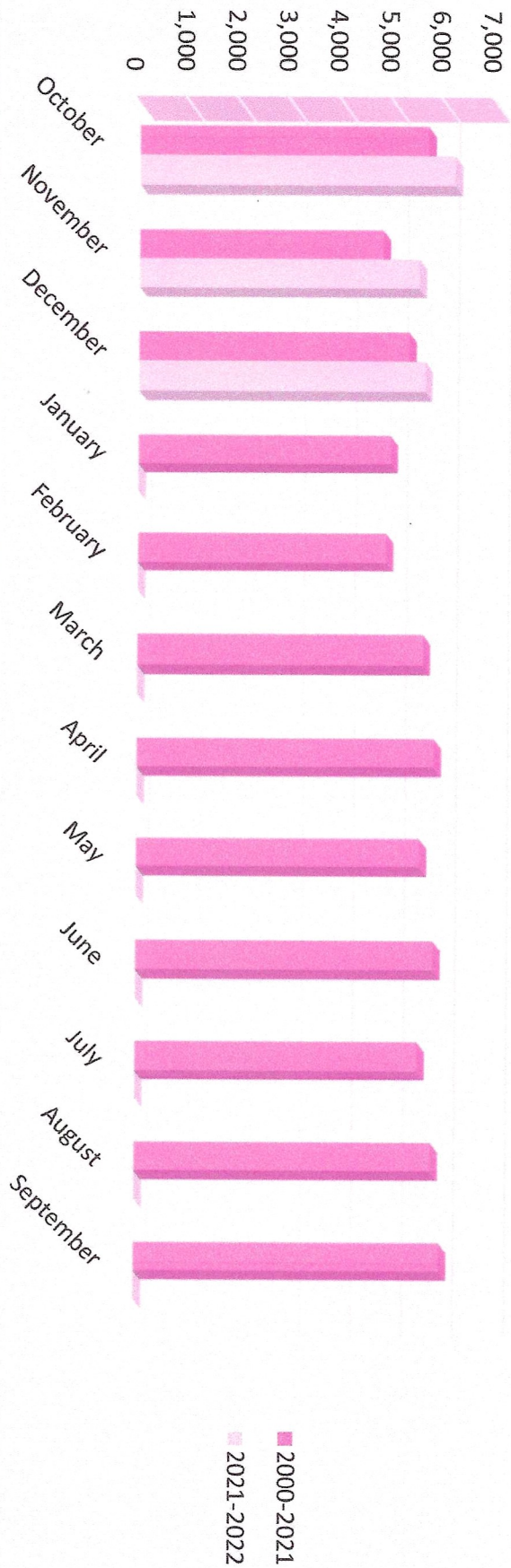
Citrus Connection only Para-Transit Totals							
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Change
October	3,229	4,025	4,745	4,889	2,454	2,946	20%
November	3,252	3,734	3,963	3,980	2,013	2,572	15%
December	3,154	3,444	3,818	3,930	2,140	2,648	15%
January	3,507	4,055	4,252	4,277	2,059	0	0%
February	3,505	3,909	4,248	4,255	2,100	0	0%
March	4,040	4,217	4,513	2,392	2,491	0	0%
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		24%

# Citrus Connection and PCTS Para Over 12 Months

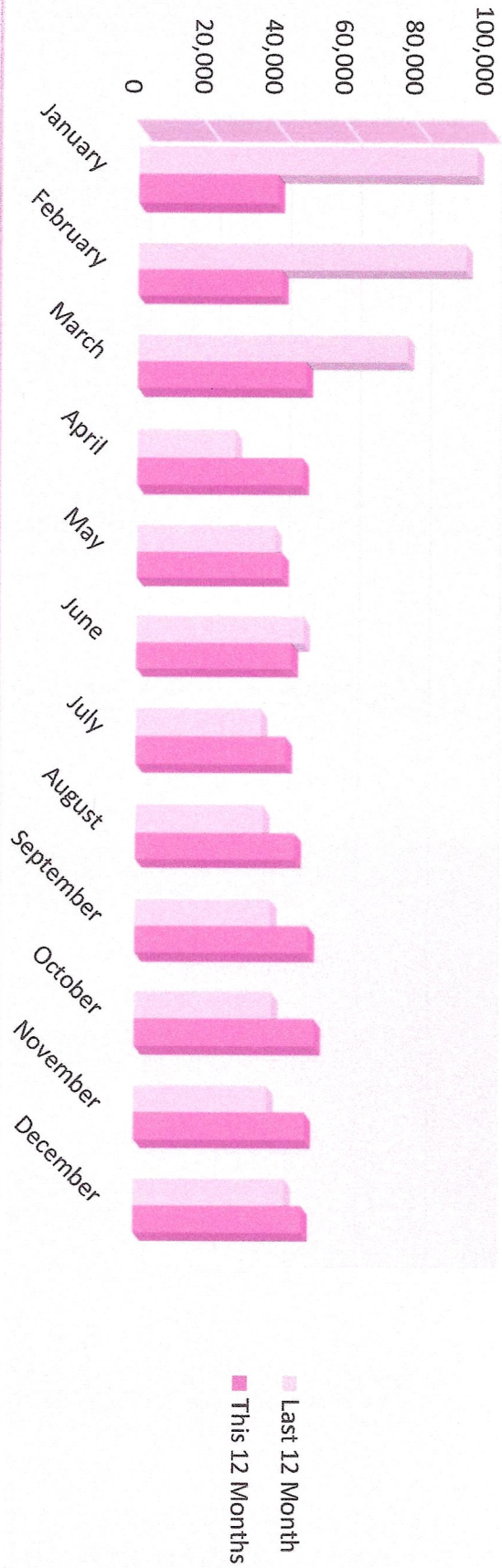




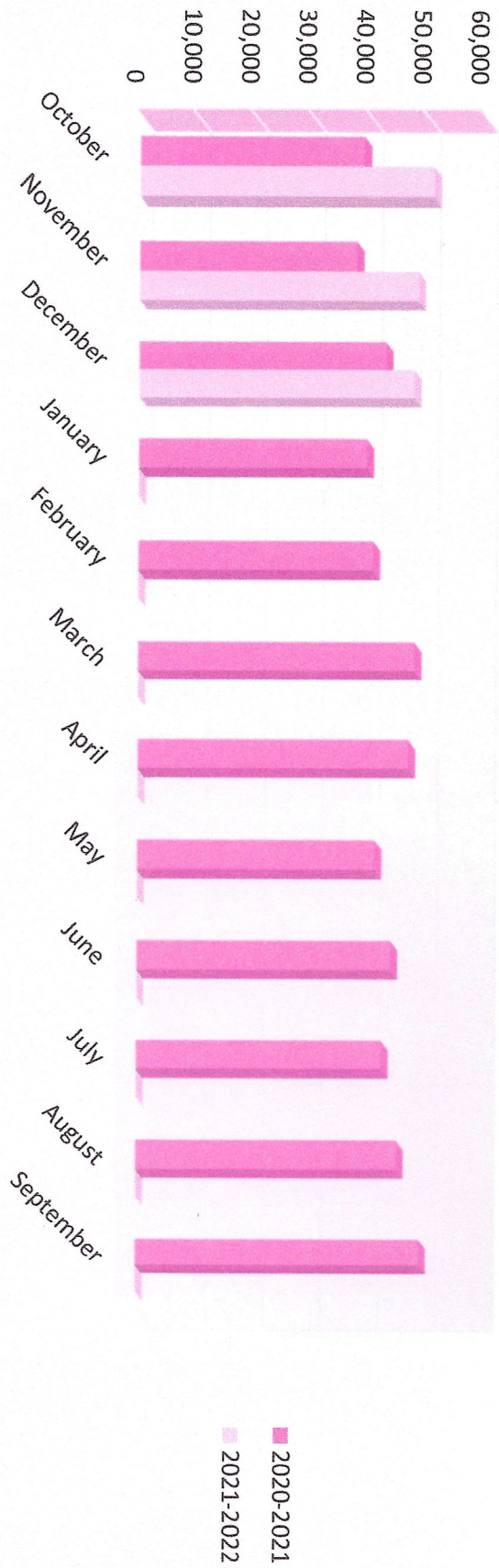
# Citrus Connection and PCTS Para-Transit Total Ridership



## Citrus Connection and PCTS Fixed Over 12 Months



# Citrus Connection and PCTS Fixed Route Total Ridership





LAKELAND AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS MEETING  
Date: FEB 9, 2022  
AGENDA ITEM #12

Agenda Item:      **Other Business**

Presenter:        TBD

Recommended  
Action:            TBD

Summary:         TBD