



BOARD OF DIRECTORS MEETING

Wednesday, May 13, 2026, at 8:30 AM

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

AGENDA

	<u>Action Required</u>
Call to Order	
1. Approval of the April 8 th Citrus Connection Meeting Minutes	Approval
2. Public Comments	None
3. Finance / Rhonda Carter, Chief Financial Officer	
a. LAMTD Financials	None
b. PCTS Financials	None
c. TD Financials	None
d. Asset Disposal of 2 Vehicles	Approval
e. Lakeland UZA 5307 Grant Application	Approval
f. Winter Haven UZA 5307 Grant Application	Approval
4. Planning/ Nicole McCleary, Director	
a. Florida State Discretionary Grant - Mobility on Demand	Approval
b. Intermodal Update and Approval of the Locally Preferred Alternative	Approval
c. Sun N Fun	None
d. Strategic Plan Q2	None
5. Human Resources / Tony Kirk, Director	
a. Hometown Health Award Presentation	None
b. CareerSource Polk / OJT Program Update	None
c. Citrus Connection Board Attorney- Review and Discussion	None
6. Mobility Services/Marcia Roberson, Director	
a. TD Service Changes - Out of County Service Cut	Approval
b. TD Resolution 26-17 for MOA	Approval
7. CEO Report / Tom Phillips	
a. Agency Update(s)	None
b. Squeeze Innovation	None
8. Executive Informational Summary / Tom Phillips	
a. April Calendar	None
b. Ridership Update	None
9. Other Business	TBD

Adjournment

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #1

Agenda Item: **Approval of the Citrus Connection
Meeting Minutes for April 8, 2026**

Presenter: Debbie Moore

**Recommended
Action:** Board approval of the Citrus Connection
Meeting Minutes for April 8, 2026

Attachments: April 8, 2026, Citrus Connection Meeting Minutes

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING

Meeting Minutes

Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL. 33815
Wednesday, April 8, 2026 at 8:30 a.m.

Board Members Present

City of Lakeland Mayor Sara Roberts McCarley (Chair)
Polk County Commissioner Martha Santiago (Vice-Chair)
City of Lakeland Commissioner Guy Lalonde Jr
City of Lakeland Commissioner Terry Coney

Board Members Absent

Polk County Commissioner Michael Scott

Executive Director: Tom Phillips
Chief Financial Officer: Rhonda Carter
Executive Office Administrator: Roswald Gibson

Call to Order

8:30 a.m. By Mayor McCarley

Agenda Item #1 – Approval of the Minutes

a. Board approval of the March 2026 Citrus Connection Meeting Minutes

[Attachments available]

“Approval of meeting minutes for the March 2026 Citrus Connection Meeting Minutes”
1st Martha Santiago / 2nd Terry Coney

MOTION CARRIED UNANIMOUSLY

Agenda Item #2 – Public Comments

None

Agenda Item #3 – Employee Engagement Survey / Dr. Larry Ross

[Attachments available]

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING

Meeting Minutes
Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL 33815
Wednesday, April 8, 2026 at 8:30 a.m.

Agenda Item #4 – Finance / Rhonda Carter, CFO

a. LAMTD Financials

Lakeland Area Mass Transit District
Monthly Financial Report
For January 31, 2026
FY 2025-2026

Year-to-Date Summary					
Description	Percent of FY Complete	Annual Budget	Actual	Actual % of FY Annual Budget	
Revenue YTD	33%	\$16,597,735	\$9,055,024	55%	
Expenses YTD	33%	\$16,597,735	\$5,926,795	36%	

REVENUES:

The total revenues realized through January 31, 2026, totaled \$9M or 55% of the annual budget.

- Farebox revenues reflect \$106K or 31% of the annual budgeted revenues,
- Interest Income on Investment income totals \$196K. This represents interest in income in our SBA reserve account.
- FDOT annual operating grants are \$295K or 12 % of the annual budget
- FTA operating grants are 753K or 18% of the annual budget.
- Advertising income is \$57K, or 32% of the total planned revenue.
- Ad Valorum taxes: Total budgeted revenues are \$7.87 million. This represents 95% of the expected tax revenue per state law. As of January 2026, \$7.2M was collected, which is 91% of the annual budget.
- The PCTS support cost reimbursement revenue is \$205K or 33% of annual budget.
- All the other revenues are within the annual budget.

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING

Meeting Minutes
 Hollingsworth Board Room
 1212 George Jenkins Blvd., Lakeland, FL. 33815
 Wednesday, April 8, 2026 at 8:30 a.m.

EXPENSES:

The total expenses year-to-date through January 2026 totaled \$6M or 36% of the annual budget.

- Salaries and benefits cost are \$4M, or 35% of the annual budget.
- Fuel and lubricants expenses totaled \$132K, or 17% of the annual budget.
- Materials and supplies totaled \$214K, or 24% of the annual budget.
- Insurance expenses are \$235K, or 55% of the annual budget.
- Property appraiser/Tax Collector Commission are quarterly advance payments.
- All other expenses are within the annual budget.

CHANGE IN FINANCIAL CONDITION
Based on the annual YTD budget-to-actual through January 31, 2026, the financials reflect a variance of \$3M with 33% of the fiscal year completed.

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

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING

Meeting Minutes
Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL 33815
Wednesday, April 8, 2026 at 8:30 a.m.

b. PCTS Financials

Polk County Transit Services
Monthly Financial Report
YTD January 31, 2026
FY 2025-2026
(10/01/25 – 09/30/26)

YTD Summary	Annual Budget	YTD Actual	Percent Expended
Revenues YTD	\$11,320,500	\$6,732,257	59%
Expenses YTD	\$11,320,500	\$3,716,730	33%

Revenue Highlights:

Operating revenues realized are \$6.7M or 59% of the annual budget.

Polk County Contract revenues totaled \$4.2M, or 100% of the annual budget.

City Contributions received to date are \$741K or 104% of the annual budget

Farebox revenues totaled 19K or 30% of the annual budget.

FDOT grants received to date are \$167K or 8% of the annual budget.

FTA grants received to date are \$1.5M or 39% of the annual budget.

These grants are paid out retrospectively after expenses are incurred.

Expense highlights

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

Total expenses for the period totaled \$3.7M or 33% of the annual budget.

- Salaries and wages totaled \$1.8M or 29% of the annual budget.
- Operating expenses totaled \$936K or 34% of the annual budget.
- The purchase contract for Transitions Commute Solutions which provides transit services for the district totaled \$928K or 42% of the annual budget.

Operating Results

Actual Revenues exceeded Expenses by \$3M

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING

Meeting Minutes
Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL. 33815
Wednesday, April 8, 2026 at 8:30 a.m.

c. TD Financials

Transportation Disadvantaged Program

Month of January 31, 2026
Percent of FY Reported (33%)
State FY July 1, 2025 thru June 30, 2026

Revenues

The revenues totaled \$771K or 53% of the annual budget

The TD Trust Fund Grant reflects \$694K or 53% of the grant.
Contract Revenues and other revenues totaled \$0.
The County funding 10% match totaled \$77K or 53% annual budget.

Expenses

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

Total expenses for the period totaled \$729K or 50% of the annual budget.

Salaries, wages, and benefits totaled \$551K or 52% of the annual Budget.
Operating expenses totaled \$178K or 45% of the annual Budget.

Operating Results

Actual revenue exceeded expenses by \$42K

Agenda Item #5 – External Affairs / Tom Phillips

a. Community partnership pilot-Polk County Sheriff Office

[Attachments available]

Agenda Item #6 – Strategic Planning and innovation / Nicole McCleary, Director

a. Tigertown Express

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING

Meeting Minutes
Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL. 33815
Wednesday, April 8, 2026 at 8:30 a.m.

Agenda Item #7 – Human Resources / Tony Kirk, Director

a. Leave of Absence Policy

[Attachments available]

Approval of leave of absence policy as presented.
1st Martha Santiago / 2st Terry Coney

MOTION CARRIED UNANIMOUSLY

b. Criminal History Review

[Attachments available]

Approval of criminal history review as presented.
1st Guy Lalonde / 2nd Martha Santiago

MOTION CARRIED UNANIMOUSLY

c. Lateral Transfer policy

[Attachments available]

Approval of lateral transfer policy as presented.
1st Terry Coney / 2nd Martha Santiago

MOTION CARRIED UNANIMOUSLY

d. Bereavement Leave

[Attachments available]

Approval of bereavement leave as presented.
1st Martha Santiago / 2nd Terry Coney

MOTION CARRIED UNANIMOUSLY

e. Causes for Immediate Termination

[Attachments available]

Approval of causes for immediate termination as presented.
1st Guy Lalonde / 2nd Martha Santiago

MOTION CARRIED UNANIMOUSLY

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING

Meeting Minutes

Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL 33815
Wednesday, April 8, 2026 at 8:30 a.m.

f. Motor Vehicle Record Review Policy

[Attachments available]

Approval of motor vehicle record review policy as presented. 1st Guy Lalonde / 2nd Terry Coney

MOTION CARRIED UNANIMOUSLY

Agenda Item #8 CEO Report / Tom Phillips

a. Agency Update(s)

- Sun N Fun April 14-19, 2026
- Look for updates
- Learn from the success of Tiger Town
- City of Lakeland
 - Benches at West Gate
 - Contractor is in Hillsborough and will be here by the end of April or first of May. Should be in by May 13th meeting
- Thank you to Dr. Ross for his service
- Thank you to Tony Kirk and his HR team
- Meeting with federal trans admin in Atlanta on April 23rd for intermodal for Lakeland

Agenda Item #9 – Executive Informational Summary/Tom Phillips

a. January Calendar

[Attachments available]

b. Ridership and UAP Update

[Attachments available]

Agenda Item #9 – Other Business

Adjournment at 10:08 a.m.

Approved this 13th day of May 2026.

Chair – City of Lakeland Mayor Sara Roberts McCarley

Minutes Recorder Debbie Moore for Roswald Gibson

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #2

Agenda Item: **Public Comments**

Presenter: TBD

**Recommended
Action:** TBD

Attachments: TBD

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #3a1

Agenda Item: **FY2025-26 LAMTD Monthly Financial Statement for the period ending March 31, 2026**

Presenter: Rhonda Carter, Chief Financial Officer

Recommended Action: TBD

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

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

Attachments: See attachments

**Lakeland Area Mass Transit District
 Monthly Financial Report
 For March 31, 2026
 FY 2025-2026**

Year-to-Date Summary					
Description	Percent of FY Complete	Annual Budget	Actual	Actual % of FY Annual Budget	
Revenue YTD	50%	\$16,597,735	\$10,513,731	63%	
Expenses YTD	50%	\$16,597,735	\$8,581,719	52%	

REVENUES:

The total revenues realized through March 31, 2026, totaled \$11M or 63% of the annual budget.

- Farebox revenues reflect \$162K or 47% of the annual budgeted revenues.
- Interest Income on Investment income totals \$302K. This represents interest income from the SBA reserve account.
- FDOT annual operating grants are \$424K or 17 % of the annual budget
- FTA operating grants are 1.5M or 35% of the annual budget.
- Advertising income is \$86K, or 48% of the total planned revenue.
- Ad Valorum taxes: Total budgeted revenues are \$7.87 million. This represents 95% of the expected tax revenue per state law. As of March 2026, \$7.4M was collected, which is 94% of the annual budget.
- The PCTS support cost reimbursement revenue is \$308K or 50% of annual budget.
- All the other revenues are within the annual budget.

**Lakeland Area Mass Transit District
 Monthly Financial Report
 For March 31, 2026
 FY 2025-2026**

EXPENSES:

The total expenses year-to-date through March 2026 totaled \$8.6M or 52% of the annual budget.

- Salaries and benefits cost are \$6.1M, or 51% of the annual budget.
- Fuel and lubricants expenses totaled \$251K, or 41% of the annual budget.
- Materials and supplies totaled \$345K, or 41% of the annual budget.
- Insurance expenses are \$352K, or 67% of the annual budget.
- Property appraiser/Tax Collector Commission are quarterly advance payments.
- All other expenses are within the annual budget.

CHANGE IN FINANCIAL CONDITION
Based on the annual YTD budget-to-actual through March 31, 2026, the financials favorable variance of \$1.9M with 50% of the fiscal year completed.

STATISTICAL TRENDS LAST FIVE YEARS AUDITED FINANCIAL STATEMENTS					
	9/30/25	9/30/24	9/30/23	9/30/22	9/30/21
1. Farebox Recovery Ratio (All modes)	6.9%	6.5%	6.9%	8.7%	9.7%
2. Cost per revenue hour	\$136.25	\$125.34	\$161.12	\$141.63	\$130.01
3. Revenue Hours (LAMTD)	152,482	149,965	142,860	132,260	135,115
4. Fuel Cost (\$)	\$1,316,101	\$1,382,599	\$1,562,003	\$1,399,855	\$878,132
5. Ridership (LAMTD)	835,255	874,550	848,241	693,018	631,000

Lakeland Area Mass Transit District

Financial Statement

FY25-26

October 1, 2025 - September 30, 2026

For the Period Ended March 2026

Revenue

	Annual Budget	YTD Actual	Percent Expended
PCTS - Support Cost Reimb.	615,472.00	307,734.00	50%
Other Contract Revenue	147,780.00	147,779.31	100%
Farebox/Pass Sales	341,500.00	162,188.18	47%
Miscellaneous Income	20,500.00	69,009.45	100%
Contract Income (UAP)	134,400.00	68,674.50	51%
Advertising Revenue	180,000.00	86,527.50	48%
Investment Income	475,000.00	302,236.61	64%
Operating Grant - FDOT	2,484,604.00	424,044.99	17%
Operating Grant - Federal	4,234,916.00	1,477,925.00	35%
Squeeze	91,426.00	33,587.00	37%
Ad Valorum Income, net	7,872,137.00	7,434,024.17	94%
Total	16,597,735.00	10,513,730.71	63%

Expenses

	Annual Budget	YTD Actual	Percent Expended
Salaries	7,966,111.67	4,033,382.10	51%
Employee Benefits	3,939,312.18	2,038,166.37	52%
Advertising Fees	12,800.00	9,599.05	75%
Professional & Technical Ser	650,679.00	538,513.15	83%
Contract Maintenance Services	104,590.00	94,074.63	90%
Other Services	132,390.00	105,060.45	79%
Fuel & Lubricants	609,470.00	251,161.23	41%
Freight	11,550.00	5,916.55	51%
Repairs & Maintenance	124,250.00	29,843.22	24%
Materials & Supplies/SQUEEZE	848,946.00	345,034.94	41%
Utilities/Telephone	222,000.00	111,724.81	50%
Insurance Expense	523,608.00	351,933.28	67%
Dues & Subscriptions	66,552.00	31,036.64	47%
Education/Training/Meeting/Travel	200,132.00	59,171.26	30%
Service Charges	17,300.00	8,600.27	50%
Office Expense	365,019.00	158,886.03	44%
Advertising & Promotions	47,400.00	35,963.35	76%
Miscellaneous Expenses	386,425.15	105,823.72	27%
Property Appraiser/Tax Collector Comm	237,000.00	201,741.37	85%
Debt Services	132,200.00	66,086.88	50%
Total	16,597,735.00	8,581,719.30	52%

Change in Financial Position

-

1,932,011.41

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #3b1

Agenda Item: **FY2025-26 Polk County Transit Services
Monthly Financial Statement for the
period ending March 31, 2026**

Presenter: Rhonda Carter, Chief Financial Officer

**Recommended
Action:** None

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

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

Attachments: See Attachments

Lakeland Area Mass Transit District
Polk County Transit Services
 Monthly Financial Report
 YTD March 31, 2026
 FY 2025-2026
 (10/01/25 – 09/30/26)

YTD Summary	Annual Budget	YTD Actual	Percent Expended
Revenues YTD	\$11,320,500	7,694,039	68%
Expenses YTD	\$11,320,500	5,561,995	49%

Revenue Highlights:

Operating revenues realized are \$7.7M or 68% of the annual budget.

Polk County Contract revenues totaled \$4.2M, or 100% of the annual budget.

City Contributions received to date are \$741K or 100% of the annual budget

Farebox revenues totaled 29K or 45% of the annual budget.

FDOT grants received to date are \$298K or 14% of the annual budget.

FTA grants received to date are \$2.3M or 59% of the annual budget.

These grants are paid out retrospectively after expenses are incurred.

Expense highlights

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

Total expenses for the period totaled \$5.6M or 49% of the annual budget.

- Salaries and wages totaled \$2.8M or 43% of the annual budget.
- Operating expenses totaled \$1.4M or 51% of the annual budget.
- The purchase contract for Transitions Commute Solutions which provides transit services for the district totaled \$1.4M or 63% of the annual budget.

Operating Results

Actual Revenues exceeded Expenses by \$2.1M

Polk County Contract

Financial Statement

FY25-26

October 1, 2025 - September 30, 2026

For the Period Ended MARCH 2026

6.0 Months
50% Of Fiscal Year

Revenue

	Annual Budget	YTD Actual	Percent Expended
County Match	\$ 3,699,038	\$ 3,699,038	100%
County Contribution - PCTS	\$ 500,962	\$ 500,962	100%
City Contribution	\$ 711,000	\$ 741,243	100%
Misc Income (insurance proceeds)	\$ 135,520	\$ 61,581	45%
Other Contracts	\$ 265,000	\$ -	0%
Fares	\$ 63,100	\$ 28,704	45%
Squeeze	\$ -	\$ 63,960	0%
FDOT Grants:			
Block	\$ 922,653	\$ 132,996	14%
RURAL	\$ 841,579	\$ 87,284	10%
SUNRAIL	\$ 240,740	\$ 77,483	32%
Travel Trainer- Mobility Mgmt	\$ 62,550	\$ 594	1%
FTA			
FTA 5307 Grant	\$ 3,878,358	\$ 2,300,194	59%
Total	\$ 11,320,500	\$ 7,694,039	68%

Expenses

	Annual Budget	YTD Actual	Percent Expended
Labor	\$ 6,343,850	\$ 2,752,856	43%
Contract (Transitions)	\$ 2,200,000	\$ 1,382,940	63%
Operating	\$ 2,776,650	\$ 1,426,199	51%
Total	\$ 11,320,500	\$ 5,561,995	49%

Change in Financial Position \$ - \$ **2,132,044**

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #3c1

Agenda Item: **FY2025-26 Transportation
Disadvantaged Monthly Financial
Statement for the period ending March
31, 2026**

Presenter: Rhonda Carter, Chief Financial Officer

**Recommended
Action:** None

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

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

The Transportation Disadvantaged Program fiscal year is July 1 to June 30. The funding is comprised 90% from the State and 10% matching funds by Polk County.

Attachments: See Attachments

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #3c2

Transportation Disadvantaged Program
Monthly Financial Report
March 31, 2026
50% FY Reported

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

Revenues

The revenues totaled \$1M or 69% of the annual budget

The TD Trust Fund Grant reflects \$903K or 69% of the grant.

Contract Revenues and other revenues totaled \$0.

The County funding 10% match totaled \$100K or 69% annual budget.

Expenses

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

Total expenses for the period totaled \$933K or 64% of the annual budget.

Salaries, wages, and benefits totaled \$679K or 64% of the annual Budget.

Operating expenses totaled \$254K or 64% of the annual Budget.

Operating Results

Actual revenue exceeded expenses by \$71K

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

Fiscal year month	9.0
% fiscal year	75%

Revenue

	Annual Budget	YTD Actual	Percent Expended
Revenues			
County Match 10%	\$ 146,155	\$ 100,384	69%
Contract Revenue	\$ 50	\$ -	0%
Adult Day Care		\$ -	
FDOT Grants:			
CTD Grant -Operating	\$ 1,314,899	\$ 903,456	69%
Total	\$ 1,461,104	\$ 1,003,840	69%

Expenses

	Annual Budget	YTD Actual	Percent Expended
Labor	\$ 1,067,076	\$679,353	64%
Operating	\$ 394,028	\$ 253,785	64%
Total	\$ 1,461,104	\$933,138	64%

\$ 70,702

Revenues exceed Expenses by

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #3d

Agenda Item: **Asset Disposal**

Presenter: Rhonda Carter, Chief Financial Officer

Recommended Action: Recommend Board approve the disposal of Two (2) vehicles that have surpassed their useful life in years of service and/or mileage, generating costly repairs or limited usage.

Summary: The District is proposing the disposal of these units based on the depreciation schedule as defined by the Federal Transit Administration Circular 5010.1F (or latest revision) and 49 USC § 5334(h).

The vehicles shall be disposed of through a competitive bid process upon receipt of replacement units. Items that cannot be sold will be reassessed and disposed of as scrap, in accordance with the District’s Asset Disposal Policies.

Asset ID #	Year	Vehicle Description	FTA/CUTR/TRIPS Useful Life Benchmark				Reason for Disposal
			ULB in Yrs	ULB in Miles	Remaining ULB Years	Remaining ULB Miles	
5205	2012	24' Chevy C3500 ARBOC Cutaway	7	250,000	(6.5)	33,896	Exceeds ULB in years, is frequently down, and requires a high level of maintenance and/or costly repairs
5212	2013	24' Chevy C4500 ARBOC Cutaway	7	250,000	(5.2)	22,389	Exceeds ULB in years, is frequently down, and requires a high level of maintenance and/or costly repairs

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #3e1

Agenda Item: **Federal Transit Administration Section
5307 Lakeland Large UZA Grant
Application.**

Presenter: Rhonda Carter, Chief Financial Officer

**Recommended
Action:** Staff recommend approval of
2026/2027 FTA Section 5307 grant
application and corresponding
Resolution in the Lakeland UZA.

Summary: The District is requesting total funding in the amount
of \$7,772,958, that will provide operating and
preventative maintenance assistance to the citizens in
the Lakeland UZA.

\$3,238,733 will be utilized for operating assistance
with a local match of \$3,238,733, and capital
preventative maintenance in the amount of
\$1,079,577 with a local match of \$215,915.

If awarded, this program will be included in the
2026/2027 budget.

Attachments: Resolution # 26-15

RESOLUTION AUTHORIZING
PUBLIC TRANSPORTATION GRANT APPLICATION
FOR TRANSIT PROJECTS

Resolution # 26-15

A **RESOLUTION** of the **Lakeland Area Mass Transit District Board of Directors** authorizing the signing and submission of a grant application and supporting documents and assurances to the Federal Transit Administration, the acceptance of a grant award from the Federal Transit Administration, and the purchase of vehicles and/or equipment and/or expenditure of grant funds pursuant to a grant award.

WHEREAS the **Lakeland Area Mass Transit District** has the authority to apply for and accept grants and make purchases and/or expend funds pursuant to grant awards made by the Federal Transit Administration as authorized by Chapter 341, Florida Statutes and/or by the Federal Transit Administration Act of 1964, as amended.

NOW, THEREFORE, BE IT RESOLVED BY THE **Lakeland Area Mass Transit District Board of Directors** FLORIDA:

This resolution applies to the Federal Program under U.S.C. Section 5307 for **Lakeland UZA**.

The submission of a grant application(s), supporting documents, and assurances to the Federal Transit Administration is approved.

Tom Phillips, Chief Executive Officer is authorized to sign the application, accept a grant award, purchase vehicles/equipment and/or expend grant funds pursuant to a grant award, unless specifically rescinded.

DULY PASSED AND ADOPTED THIS **13th day of May 2026**

By

Signature, Chairperson of the Board

Sara Roberts McCarley, Board Chair

ATTEST:

_____, Executive Office Administrator (Interim)

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #3f1

Agenda Item: **Federal Transit Administration Section
5307 Winter Haven Large UZA Grant
Application.**

Presenter: Rhonda Carter, Chief Financial Officer

**Recommended
Action:** Staff recommend approval of
2026/2027 FTA Section 5307 grant
application and corresponding
Resolution in the Winter Haven UZA

Summary: The District is requesting total funding
in the amount of \$7,355,635, that will
provide operating and preventative
maintenance assistance to the citizens
in the Winter Haven UZA.

\$3,064,848 will be utilized for operating assistance
with a local match of \$3,064,848, and capital
preventative maintenance in the amount of
\$1,021,616 with a local match of \$204,323.

If awarded, this program will be included in the
2026/2027 budget.

Attachments: Resolution #26-16

RESOLUTION AUTHORIZING
PUBLIC TRANSPORTATION GRANT APPLICATION
FOR TRANSIT PROJECTS

Resolution # 26-16

A **RESOLUTION** of the **Lakeland Area Mass Transit District Board of Directors** authorizing the signing and submission of a grant application and supporting documents and assurances to the Federal Transit Administration, the acceptance of a grant award from the Federal Transit Administration, and the purchase of vehicles and/or equipment and/or expenditure of grant funds pursuant to a grant award.

WHEREAS the **Lakeland Area Mass Transit District** has the authority to apply for and accept grants and make purchases and/or expend funds pursuant to grant awards made by the Federal Transit Administration as authorized by Chapter 341, Florida Statutes and/or by the Federal Transit Administration Act of 1964, as amended.

NOW, THEREFORE, BE IT RESOLVED BY THE **Lakeland Area Mass Transit District Board of Directors** FLORIDA:

This resolution applies to the Federal Program under U.S.C. Section 5307 for **Winter Haven UZA**.

The submission of a grant application(s), supporting documents, and assurances to the Federal Transit Administration is approved.

Tom Phillips, Chief Executive Officer is authorized to sign the application, accept a grant award, purchase vehicles/equipment and/or expend grant funds pursuant to a grant award, unless specifically rescinded.

DULY PASSED AND ADOPTED THIS **13th day of May 2026**

By

Signature, Chairperson of the Board

Commissioner Sara Roberts McCarley, Board Chair

ATTEST:

_____, Executive Office Administrator (Interim)

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #4a1

- Agenda Item:** **Service Development Grant
Application for Future MOD Service**
- Presenter:** Nicole McCleary, AICP, Director of Strategic Planning
and Innovation
- Recommended
Action:** Approval
- Summary:** Citrus Connection received notice from
mobility company Via that they
are assisting agencies in Florida with
developing grant applications for the
Florida Department of Transportation’s
(FDOT) Service Development Grant
Program – free of charge. More
specifically, this application will focus
on applying for Mobility on Demand
(MOD) services in North and
South Lakeland where a transit desert
exists. In order to advance the project,
we request permission to apply for the
FY26-27 FDOT’s Service Development
Grant.
- Attachments:** Resolution 26-18

RESOLUTION AUTHORIZING
PUBLIC TRANSPORTATION GRANT APPLICATION
FOR TRANSIT PROJECTS

Resolution # 26-18

A **RESOLUTION** of the *Lakeland Area Mass Transit District Board of Directors* authorizing the signing and submission of a grant application and supporting documents and assurances to the Florida Department of Transportation, the acceptance of a grant award from the Florida Department of Transportation, and the purchase of vehicles and/or equipment and/or expenditure of grant funds pursuant to a grant award.

WHEREAS, the *Lakeland Area Mass Transit District* has the authority to apply for and accept grants and make purchases and/or expend funds pursuant to grant awards made by the Florida Department of Transportation as authorized by Chapter 341, Florida Statutes and/or by the Federal Transit Administration Act of 1964, as amended;

NOW, THEREFORE, BE IT RESOLVED BY THE *Lakeland Area Mass Transit District Board of Directors* FLORIDA:

This resolution applies to the State Development Grant Program for Fiscal Year 2026.

The submission of a grant application(s), supporting documents, and assurances to the Florida Department of Transportation is approved.

Tom Phillips, CEO is authorized to sign the application, accept a grant award, purchase vehicles/equipment and/or expend grant funds pursuant to a grant award, unless specifically rescinded.

DULY PASSED AND ADOPTED THIS **May 13, 2026**

By

Signature, Chairperson of the Board

Sara Roberts McCarley, Board Chair

Typed name and Title

ATTEST:

Debbie Moore, Executive Office Administrator (Interim)



CitrusConnection
PROGRESS IN MOTION

LAKELAND, FLORIDA

CONNECTING PEOPLE.
PLACES.
POSSIBILITIES.



BUS



RAIL



BIKE



CAR



PEDESTRIAN

A MODERN TRANSIT HUB

Seamless connections between bus, rail, bikes, cars, and more for a stronger, connected Lakeland.

**Citrus Connection Intermodal Center
Locally Preferred Alternative**

May 13, 2026

Agenda

- **Project Scope**
- **Preferred Site**
- **Major Project Accomplishments**
- **Environmental Process**
- **Recommendation**
- **Next Steps**

Phase 1A – UNDERWAY

- Define project concept (space needs program, site layout concepts)
- Complete environmental clearance (NEPA)
- Conduct meaningful engagement with residents and businesses
- Develop clear funding strategy

Phase 1B

- Advance to 30% Design

Preferred Site

Feasibility Study completed in May 2020

Site scored highest in:

Tier 1 evaluation

- Site design constraints (least constraints)
- Economic development potential

Tier 2 evaluation

- Number of bus bays
- Bus bay configuration
- First floor square footage
- Environmental impacts (least impacts anticipated)



Major Project Accomplishments

Space Needs Program

- Staff held a workshop to outline needs, wants, and opportunities for the new facility
- Each department identified their needs
- Some functions would remain at George Jenkins facility (e.g., operations)
- Most would move to new facility



FTA Region IV Coordination

- Meeting held April 23, 2026
- Discussed agency background, wins, and projects

NEEDS *24/7 Approach*

- Safe / secure lighting - *easy policing*
- waiting areas - *greyhound, FLIX*
- public restrooms - *family restrooms*
- customer service counter - *CE + GH*
- digital boards - *airport data 2nd floor*
- TD / Pass Reloads
- UBER / LYFT connecting
- Bicycles - lockers & Racks
- e-Bike / e-scooter corrals
- LOST & FOUND (with bike area)
- Canopies - shade / rain
- MODES: WALK, BIKE, UBER, VALI, SQUEEZE, LVA SHUTTLE, NONA SHUTTLE → *PRO*
- 25 FIXED ROUTE BAYS - 40' (width)
- ALLOWANCES FOR VERTICAL EXPAN
- HURRICANE - WIND RATING - COST STOR
- CCTV - *EMPLOYEE ACCESS CONTROL*

PARTNERSHIPS

- Law enforcement = *LPD = Sub Station?*
- LDIM - small urgent care
- Social Services access
- City / County utility office
- RP FUNDING CENTER - PARKING SHARE
- BONNET SPRINGS - Downtown

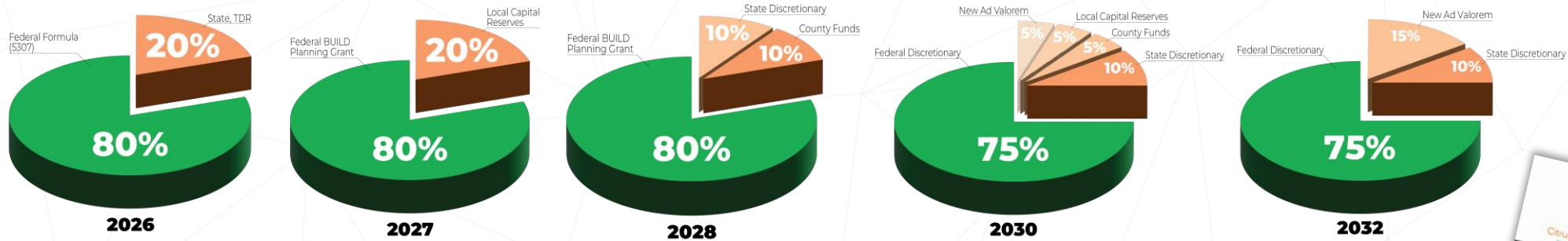
Success is...

- access
- engagement
- multi-modal → *as*
- community ownership *from to grow*
- Operational function
- development catalyst - *downtown extension*
- Partnerships
- convenience for occupants - retail
- inviting - *customer experience*
- technology
- great wayfinding → *welcome center*

Major Project Accomplishments

Grant Strategy

- Grant strategy developed to advance the project
- BUILD Planning Grant, FTA Section 5307 Urbanized Area Formula Funds, FTA Bus and Bus Facilities Program



BUILD Planning Grant

- Would help fund Phase 1B of the scope
- Submitted February 2026, results expected June 2026



Environmental (NEPA) Process

- Complete **due diligence** of site
- Confirm **project definition**, space needs, site layout
- Ensure recommendation addresses **Purpose and Need** of the project
- Identify and minimize **potential impacts** to surrounding properties
- Establish **impact mitigation** promises
- Conduct **stakeholder engagement**
- Obtain **environmental clearance** from FTA



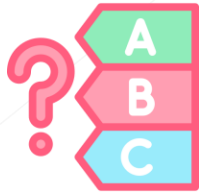
NEPA Steps Required by FTA



Coordination with FTA regional office ✓



Adopt the Locally Preferred Alternative (LPA) – today



Class of action determination



Documented impacts and public engagement

What is the LPA?

- Best solution for project based on analysis
- Local jurisdiction selects
- Final step in site selection process

Action?

- Formal LPA Adoption by Board

Staff recommends the Board adopt the site at W Main Street and S Ohio Avenue as the Locally Preferred Alternative for the new Citrus Connection Intermodal Center

Next Steps

Prepare for
NEPA Class of
Action
Request to
FTA

Finalize
space needs

Begin site
investigation
(Survey,
Geotech,
Stormwater)

Prepare
operational
site layouts

Board
Update

Engage
partners and
public

Late
Summer
2026

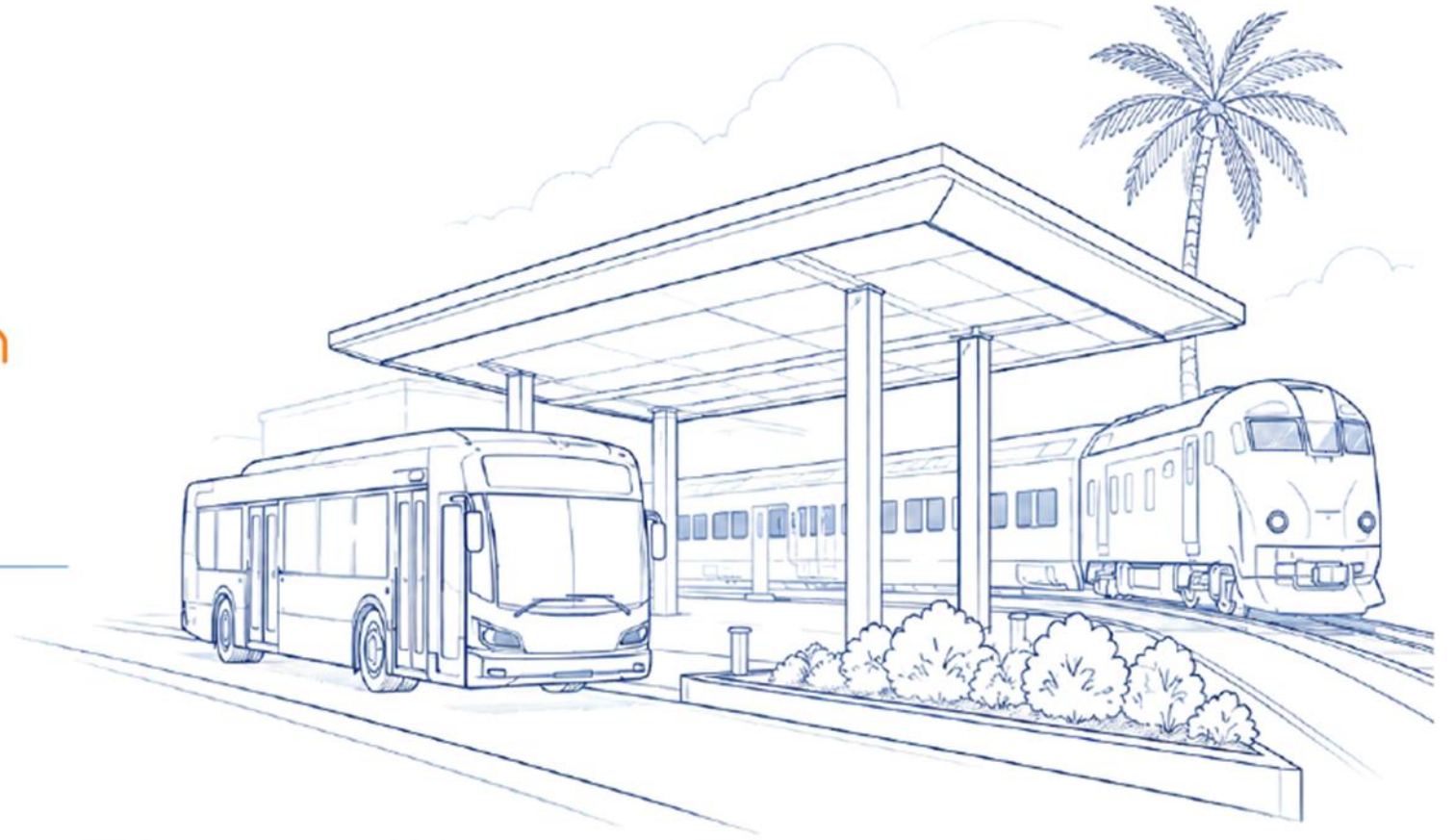


CitrusConnection

PROGRESS IN MOTION

LAKELAND, FLORIDA

CONNECTING PEOPLE.
PLACES.
POSSIBILITIES.



BUS



RAIL



BIKE



CAR



PEDESTRIAN

A MODERN TRANSIT HUB

Seamless connections between bus, rail, bikes, cars, and more for a stronger, connected Lakeland.

**RESOLUTION ADOPTING
LOCALLY PREFERRED ALTERNATIVE (LPA)
FOR CITRUS CONNECTION INTERMODAL CENTER**

Resolution #26-19

A **RESOLUTION** of the **Lakeland Area Mass Transit District Board of Directors** (operating as Citrus Connection) adopting a Locally Preferred Alternative (LPA) for the Citrus Connection Intermodal Center (CCIC) located on City of Lakeland–owned property at West Main Street and South Ohio Avenue; authorizing coordination with the Polk Transportation Planning Organization (TPO) and the Federal Transit Administration (FTA); and providing for further actions necessary to advance the project.

WHEREAS, the **Lakeland Area Mass Transit District**, operating as Citrus Connection, is authorized under Chapter 341 Florida Statutes, and applicable federal law to plan, develop, and operate public transportation facilities and services within Polk County; and

WHEREAS, Citrus Connection currently operates the Downtown Lakeland Transit Center, which is functionally obsolete, constrained by its site, has limited opportunity for expansion, and needs significant renovation to meet current and future operational, accessibility, and customer service needs; and

WHEREAS, Citrus Connection staff has outgrown the existing administrative offices located at 1212 George Jenkins Boulevard, resulting in operational inefficiencies and physical limitations that constrain the agency’s ability to meet growing transit demands within Polk County; and

WHEREAS, the City of Lakeland has expressed a desire to proactively guide and manage the expansion of downtown Lakeland through implementation of the Downtown West Community Redevelopment Area (CRA), including the integration of multimodal transportation investments that support economic development and enhanced mobility; and

WHEREAS, in 2020, the Florida Department of Transportation (FDOT), in coordination with local partners, completed a site selection study for a Lakeland Intermodal Center that identified property near West Main Street and South Ohio Avenue as a viable option for a new intermodal transit facility; and

WHEREAS, the City of Lakeland owns property generally located between West Main Street and West Lemon Street at South Ohio Avenue, which has been made available for consideration as the site of a new Citrus Connection Intermodal Center; and

WHEREAS, Citrus Connection has reviewed the suitability of this property for development of a new intermodal center that supports community goals for improved transit accessibility, operational efficiency, customer experience, and expanded multimodal services; and

WHEREAS, the proposed property is adjacent to a potential future SunRail station, providing the opportunity for future regional connectivity and passenger rail connections between Lakeland and the greater Central Florida region, including Orlando; and

WHEREAS, selection of a Locally Preferred Alternative (LPA) is a critical step in advancing the project through the regional transportation planning process, the federal environmental review process, and positioning the project for future state and federal funding eligibility; and

WHEREAS, advancement of the project will require coordination with the Polk Transportation Planning Organization (TPO) for concurrence and adoption into applicable transportation plans and programs, as well as coordination with the Federal Transit Administration (FTA) to determine the appropriate National Environmental Policy Act (NEPA) class of action, including submittal of a Categorical Exclusion (CE) worksheet.

NOW, THEREFORE, BE IT RESOLVED BY THE **Lakeland Area Mass Transit District Board of Directors**:

1. Locally Preferred Alternative Adopted

The Board hereby adopts the City of Lakeland–owned property located at West Main Street and South Ohio Avenue, between West Main Street and West Lemon Street, as the Locally Preferred Alternative (LPA) for the future Citrus Connection Intermodal Center.

2. Coordination with Polk TPO

Citrus Connection staff is directed to advance the adopted LPA to the Polk Transportation Planning Organization (TPO) for review, concurrence, and adoption into appropriate regional transportation plans and programs.

3. Federal Environmental Review and NEPA Clearance

Citrus Connection is authorized to submit the adopted LPA to the Federal Transit Administration (FTA), including preparation and submittal of a Categorical Exclusion (CE) worksheet, to obtain a NEPA class of action determination and proceed with environmental clearance necessary to advance the project.

4. Authorization to Engage the City of Lakeland

The **General Manager**, or their designee, is hereby authorized to engage and coordinate with the City of Lakeland to advance the Intermodal Center project at this location, consistent with applicable local, state, and federal requirements, and within the context of the federal process necessary to preserve future federal funding eligibility.

5. Further Actions Authorized

The General Manager, or their designee, is authorized to take all additional actions and execute all documents necessary to implement this Resolution and advance the project consistent with Board direction.

DULY PASSED AND ADOPTED this 13th day of May 2026.

By: _____

Commissioner Sara Roberts McCarley, Board Chair

Attest: _____

Debbie Moore, Executive Office Administrator (Interim)

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #4d

Agenda Item: Sun N Fun

Presenter: Nicole McCleary, Director of Strategic Planning and Innovation

Recommended Action: Informational

Summary: Staff will present a recap of the Pilot Sun n' Fun Express service, that provided public transit from various points to Sun n' Fun. The presentation will provide an overview of first year ridership trends and the results of the on-board customer surveys.

Attachments: Presentation



SUN N FUN

EXPRESS



Sun-N-Fun Express Pilot Project : 2026 Summary

5/13/2026



Thanks To Our Partners



Sun-N-Fun Express



Service: Sun-N-Fun Express is a free Citrus Connection service transporting spectators to and from the Aerospace Expo.



Route: Sun-N-Fun's route covered stops at the Rose St. Park & Ride, Downtown Lakeland Terminal, RP Funding Center, Lakeside Village and Gate 30 of the Aerospace Expo.



Schedule: The six-day event had service hours from weekday service from 8 a.m. to 11a.m., and 3 p.m. to 11 p.m. As well as weekend evening service from 3 p.m. to 5 p.m.

SUN N FUN EXPRESS

April 14-19, 2026

- Rose Street Park & Ride
- Downtown Lakeland
- Lakeside Village
- RP Funding Center
- Sun n Fun Drop Off (Gate 30)

Enjoy shuttle services and expanded transit routes every 25 minutes between key areas in Lakeland and the SUN 'n FUN Expo Campus at Lakeland Linder International Airport during the 2026 SUN 'n FUN Aerospace Expo, Red, White and Blue at 52!

Morning Service Hours Tuesday - Sunday
8 a.m. to 11 a.m.

Evening Service Hours Tuesday - Friday
3 p.m. to 11 p.m.

Evening Service Hours Saturday - Sunday
3 p.m. to 5 p.m.

MARKETING

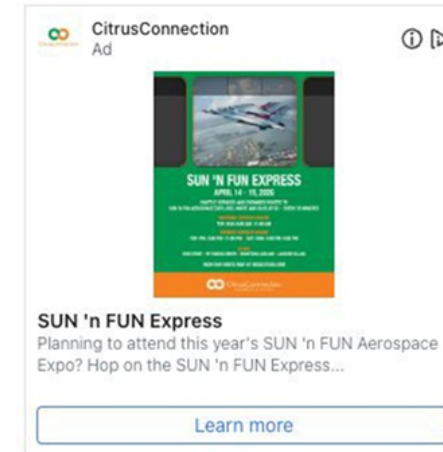
Campaign Highlights

Sun N Fun Express

- Strong audience reach for a short campaign window
- Showcases public transit as a convenient option

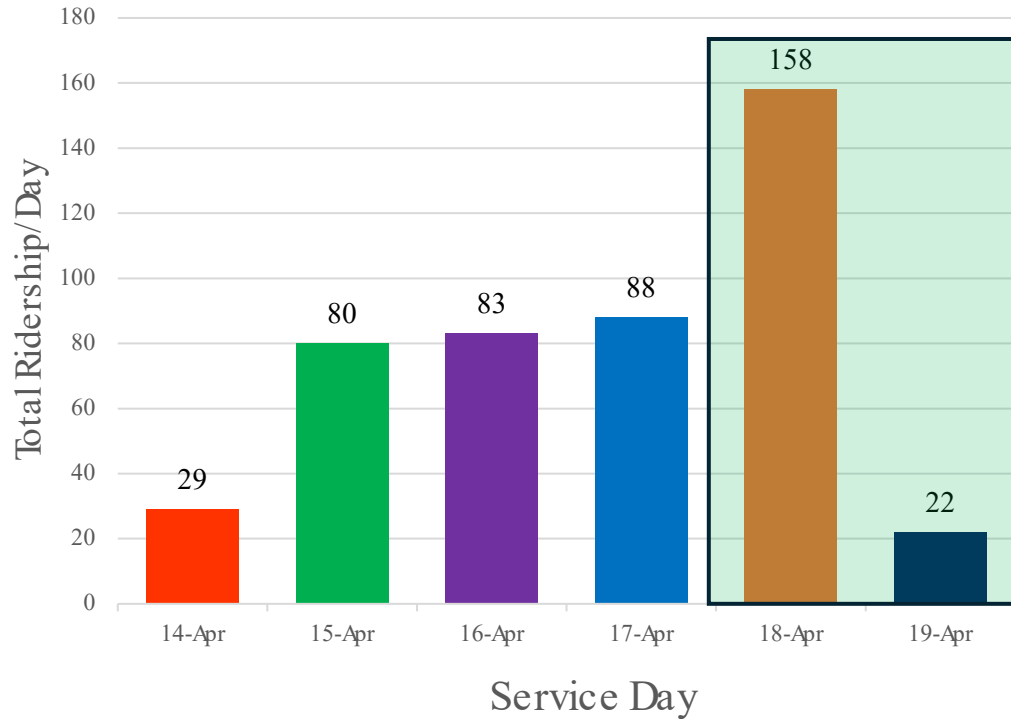
From April 2 - April 19, 2026

- 376.6K Views
- 153.8K Reach
- 7.2K Landing Page Views



Ridership

Total Ridership: 460



Average Ridership per service day was **76.7**
Saturday, April 18 had the greatest ridership (**158**)
Weekend Ridership total was **180**



Customer Experience Surveys

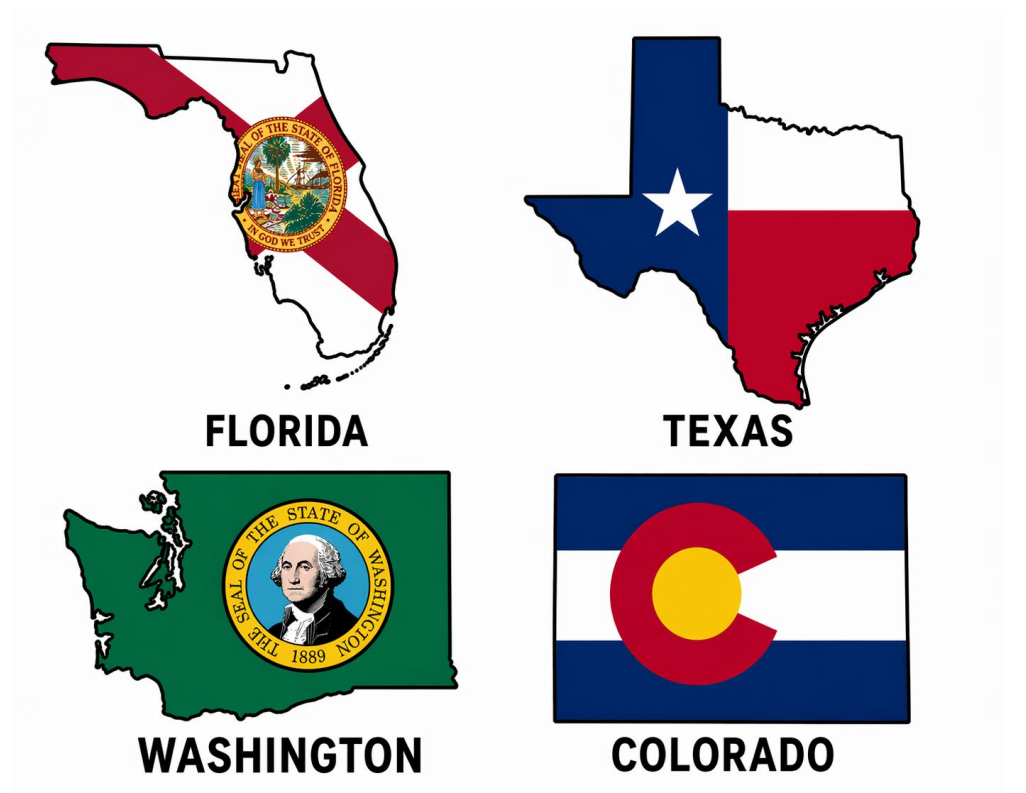


Signage with QR code links to the online Sun-N-Fun Express customer survey were posted on each Sun-N-Fun Express vehicle during all days of service.

Customer Experience Surveys



12 Total Survey Responses



Customer Origins

Florida, Texas, Washington and Colorado
*Local Florida Zip Codes included 32060, 33904, 34293, 33815, 32724**

Customer Experience Surveys



83%

of customers would recommend this service to others.



75%

of customers would use this service again.

*n=12 Responses



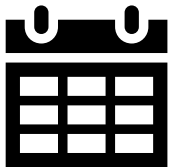
CitrusConnection
PROGRESS IN MOTION

Customer Surveys: Feedback



Exceptional Customer Experience

Customers consistently praised the friendliness and professionalism of drivers, with several highlighting standout service. Overall sentiment shows riders are highly satisfied with their experience.



Enhance Scheduling & Reliability

Riders would benefit from more structured scheduling and reduced wait times. Improving bus spacing and consistency can make the service even more dependable.



Improve Communication & Access

Customers want clearer, more accessible information about routes, stops, and timing. Better signage and tracking tools would make the service easier to navigate.

Key Phrases from Customers:

“Nothing. It’s perfect!”

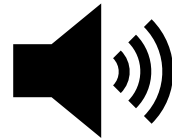
“More frequently. Actual schedule”

“I think it’s great that y’all offer this, and our driver was incredibly welcoming!”

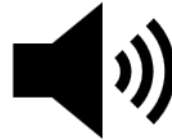
“Give Kim more money! Best ride ever and I have taken a lot of rides!”



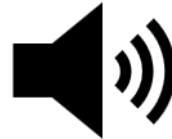
Feedback: How can we improve this service?



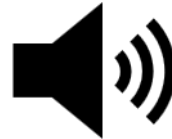
“Tracking and planned times”



“Improve speed of leaving. Don’t wait for one passenger when 3 busses are waiting behind.”



“The information available for the tram stop in lakeside village and was quite limited. Had much trouble finding the ad even more trouble finding it at Sun N Fun. And barely anybody knew where it was to help us. Its a good service but it needs better and more available/easier to find information.”



“Start bus running prior to scheduled run times so the buses are spaced out on route in service.”

CitrusConnection

SUN N FUN

EXPRESS



QUESTIONS?

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #4e

Agenda Item: **Q2 Strategic Plan Scorecard**

Presenter: Nicole McCleary, Director of Strategic Planning and
Innovation

Recommended

Action: Informational

Summary: The Q2 Strategic Plan Scorecard is intended to track progress toward the Board-adopted strategic goals in the FY25-26 Strategic Plan for Citrus Connection using a concise set of performance measures which are outlined in the strategic plan itself. The scorecard focuses on key outcomes related to:

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

This quarter’s scorecard will be based on the baseline data obtained in Q1 for several metrics related to the list above as new initiatives in each area are implemented.

This scorecard is presented for informational purposes only. Staff will update the measures and present them to the Citrus Connection Board of Directors each quarter.



FY26 Strategic Plan - Scorecard
Second QUARTER UPDATE (January – March 2026)
May 13, 2026



CitrusConnection
PROGRESS IN MOTION

Citrus Connection 2026

What Does Success Look Like?

The Board of Directors and the Senior Leadership Team aligned around Citrus Connection's **customers**, **employees**, and the **communities** they serve.



Customers



Community



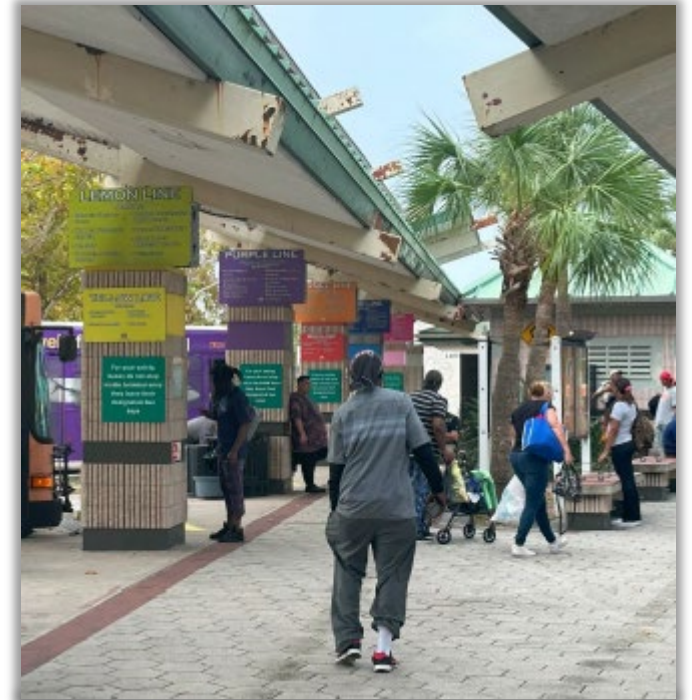
Employees



Reminder: 2026 Success Outcomes

To achieve success over the next year, the Citrus Connection team defined success as:

- 1. Improving Customer Experience:** Citrus Connection will deliver 85% of service on time (as measured by daily pull out)
- 2. Investing in Employees:** Citrus Connection will retain 90% of its workforce by providing competitive wages and benefits (as measured by developing and executing a new collective bargaining agreement & health care package)
- 3. Community Value:** Citrus Connection will establish a baseline of community perception of Citrus Connection's Service



2026 Success Outcome Champions

The following champions will serve as owners and drive the actions necessary to achieve success:

Improving Customer Experience: Citrus Connection will deliver 85% of service on time (as measured by daily pull out)

Champion: Paul Simms, Director of Operations



Investing in Employees: Citrus Connection will retain 90% of its workforce by providing competitive wages and benefits (as measured by developing and executing a new collective bargaining agreement & health care package)

Champion: Tony Kirk, Director of Human Resources



Community Value: Citrus Connection will establish a baseline of community perception of Citrus Connection's Service

Champion: Erin Killebrew Kinlaw, Director of External Affairs



Creating a Cadence of Accountability

The room agreed that the Sr. Leadership Team and Champions should report out progress towards achieving the success outcomes on a quarterly basis following the schedule listed below:

	Quarter Begins	Quarter Ends	Champions to Populate Metrics	SLT Reporting	SLT/Champions Reports Performance Results to Board	
	Q1 2026	Oct 1	Dec 31	Jan 12	Jan 28	Feb. Board Mtg.
	Q2 2026	Jan 1	Mar 31	Apr 13	Apr 22	May Board Mtg.
Define Success Outcomes for FY2027 →	Q3 2026	Apr 1	Jun 30	Jul 13	July 22	Aug. Board Mtg.
	Q4 2026	July 1	Sept 30	Oct 12	Oct 22	Nov. Board Mtg.

Current Status



Scoring Methodology

- Measures decided by Strategic Plan KPIs
- Values weighted based on Strategic Plan KPI thresholds
- Score based on Current KPI performance:
 - Values add up to 100 points, based on weight assignments for each KPI
 - Score is a percentage of the total value, based on the Current KPI value
 - Example:

Target	Current	Value	Score
>85%	76%	25 total points	19 points (76% of 25 total points)

The FY2026 Strategic Plan Q2

- **Set clear goals** that are measurable, time-bound, and achievable.
- **Define strategies and responsibilities** across departments to ensure accountability.
- **Track progress using Key Performance Indicators (KPIs)** that reflect both operational efficiency and customer satisfaction.
- **Engage employees, riders, and the broader community** in shaping the future of transit service in Polk County.

QUARTER 2 - JANUARY 2026-MARCH 2026				
OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE				
Measure	Target	Current	Value	Score
Systemwide OTP	≥ 85%	78.92%	25	19.73
Routes Performing above 85% OTP	≥ 85%	26.47%	25	6.6
Missed Trips	< 1%	1%	25	25.0
Road Calls / 1000 Miles	Decreasing Overtime	35	25	11.5
Customer OTP Satisfaction	≥ 80%	N/A	N/A	N/A
Total			100	62.8
OBJECTIVE 2 - OPERATOR RETENTION				
Measure	Target	Current	Value	Score
Implement 4-day Workweek	Implementation	100	18	18.0
Driver Retention Rate	≥ 90%	91.30%	18	18.0
Voluntary Turnover	Decreasing	4.13%	14	0.5782
New Hire Retention at 90 Days	≥ 85%	82.76%	14	11.6
New Hire Retention at 1 Year	≥ 80%	90.91%	14	14.0
Employee Engagement Score	≥ 80%	66%	5	3.3
Development of Retention Program	Implementation Stage	50%	9	4.5
Developing Employee Retention Task Force	Implementation Stage	50%	9	4.5
Developing Employee Recognition Plan	Implementation Stage	50%	9	4.5
Recognition Activities: Increasing Quarterly	Implementation Stage	100	8	8
Total			100	87.0
OBJECTIVE 3 - COMMUNITY PERCEPTION				
Measure	Target	Current	Value	Score
Survey Response Goal	95% confidence level	95% confidence level	18	18
Awareness Benchmark	60%	75.00%	13	13
Perception Benchmark	60%	44.00%	13	5.72
Overall Impact Benchmark	75%	87.00%	18	18
Service Reliability (positive rating)	70%	96.00%	9	9
Safety Perception (positive rating)	75%	97.00%	9	9
Outreach Events	Increasing Trend	96.00	5	5
Partners Reached	Increasing Trend	56.00	5	5
Social Media Impressions	Increasing Trend	119.00	5	3
Social Media Engagement	Increasing Trend	448,431.00	5	5
Total			100	90.7
Overall Total Score			300	240.5
Letter Grade			80%	B

The FY2026 Strategic Plan Q2 Overview

Overall Total Score improved from a C- to B+

Improving Customer Experience increased 15.7 points

Missed trips decreased to 1 %

New hire retention increased at 1 year increased to 90.9% (4.2 percentage points)

Completed the employee engagement survey

Recognition activities increased

Social Media Views increased 435%

Outreach events increased



Improving Customer Experience

Citrus Connection will deliver 85% of service on time (as measured by daily pull out)

QUARTER 2 JANUARY - MARCH 2026

OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE

Measure	Target	Current	Value	Score
Systemwide OTP	≥ 85%	78.92%	25	19.73
Routes Performing above 85% OTP	≥ 85%	26.47%	25	6.6
Missed Trips	< 1%	1%	25	25.0
Road Calls / 1000 Miles	Decreasing Overtime	35	25	11.5
Customer OTP Satisfaction	≥ 80%	N/A	N/A	N/A
Total			100	62.8

Improving Customer Experience Q1 to Q2

Measure	Target	Q1	Q2
Systemwide OTP	≥ 85%	76.2%	78.9%
Route-level OTP	≥ 85%	8.8%	26.5%
Missed Trips	< 1%	3.5%	1%
Road Calls / 1000 Miles	Decreasing Overtime	24	35.0
Customer OTP Satisfaction	N/A	N/A	N/A

- Percentage change in Systemwide OTP is 3.5% increase
- Percentage change in Route Level OTP is 200% increase
- Percentage change in Missed Trips is 250% decrease

On-Time Performance Q2

Agency Target: 85% Systemwide On-Time Performance

Routes Above 85% On-Time		Routes Between 80%-84.99%		Routes Between 60%-80%		Routes Below 60%	
Route 40/44	94.6%	Gold North	84.9%	Blue 1	79.2%	Pink Line	58.8%
Route 50	93.1%	Route 17X	84.7%	Lime	74.7%		
Lake Wales Circulator	90.3%	Coral	84.6%	WH 60	74.6%		
Red	89.7%	Gold South	84.5%	Blue Sat	74.2%		
Route 25	88.9%	Yellow	83.9%	Route 16X	73.9%		
Route 20X	87.6%	Blue 2	83.8%	Silver	73.0%		
Route 19X	87.1%	Circulator West	83.6%	Green	70.4%		
Purple	86.5%	Orange	82.6%	WH 30	70.3%		
Route 18X	86.3%	Route 21X East	81.5%	Route 27X	69.4%		
		WH 15	81.2%	WH 22XW	69.1%		
				Circulator East	66.0%		
				Lemon	64.4%		
				Peach	64.4%		
				21X West	61.6%		

On Time Performance Q1 to Q2

Routes Above 85% On-Time

- Increased from 3 to 9 routes
- 26.4% of routes are performing at 85% OTP or greater
- **199.3% increase from Q1 to Q2**

Routes Between 80%-84.99%

- Increased from 6 to 10 routes
- 29.4% of routes have an OTP of 80-85%
- **66.6% increase from Q1 to Q2**

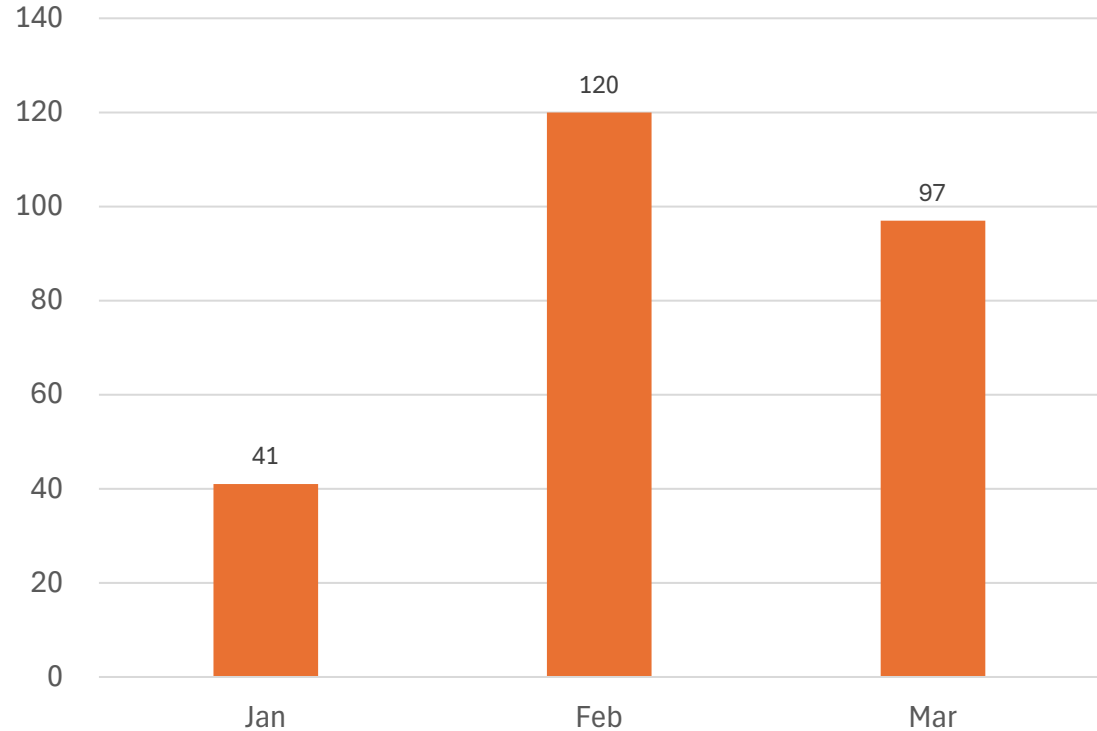
Routes Between 60%-80%

- Decreased from 18 to 14 routes
- 41.1% of routes have OTP of 60-80%
- **22.3% decrease from Q1 to Q2**

Routes Below 60%

- Decreased from 6 to 1 route
- 2.9% of routes have OTP below 60%
- **83.5% decrease from Q1 to Q2**

Missed Trips – Q2 2026

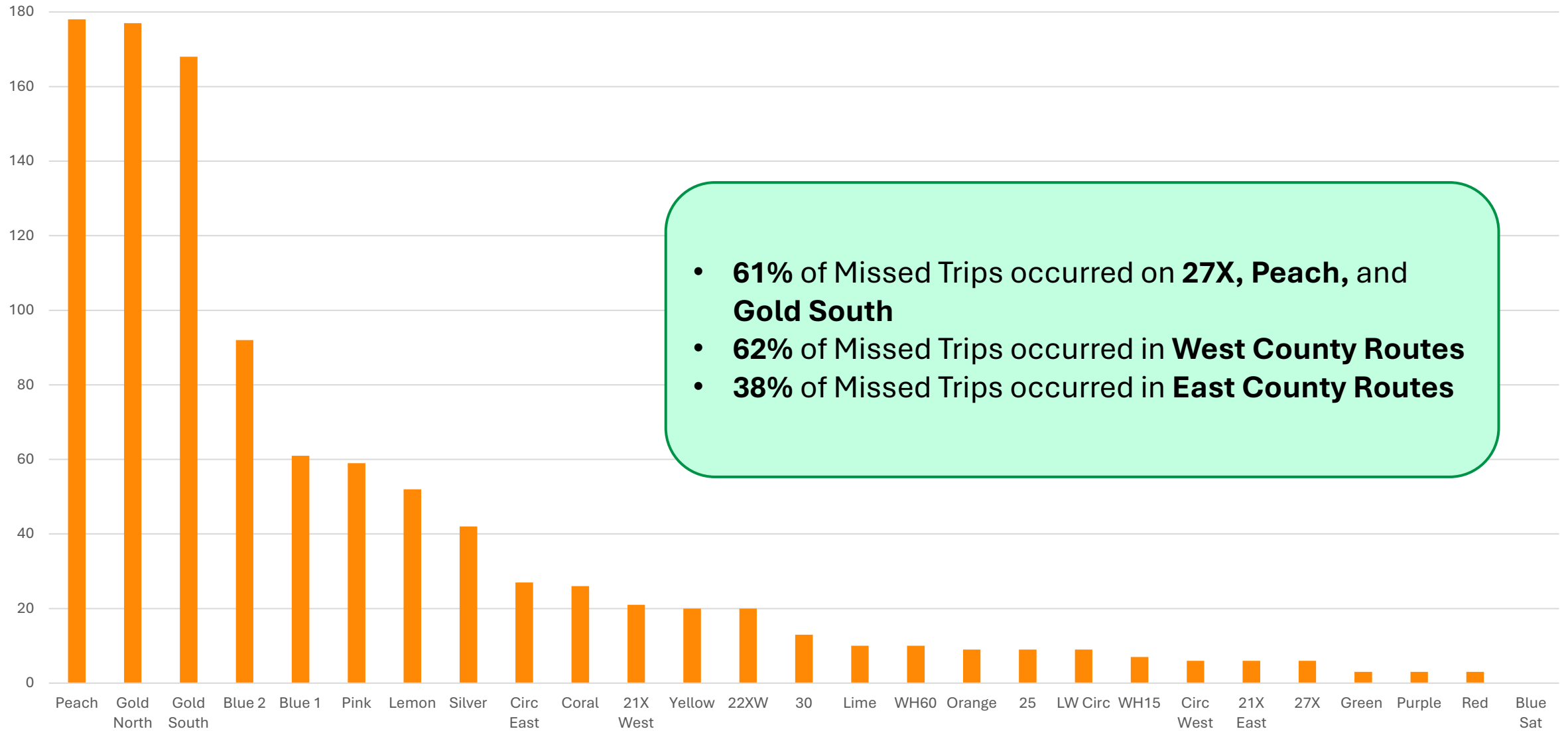


258 Missed Trips

1% of all scheduled trips

75.1% decrease in
Missed Trips from Q1

Missed Trips – Q2 2026



Objective 1 – Improving Customer Experience Q1 Score



62.8/100

Score

63%

Percentage

D

Grade



Low

Average

High

Scorecard Performance: Low

Investing in Employees

Citrus Connection will retain 90% of its workforce by providing competitive wages and benefits (as measured by developing and executing a new collective bargaining agreement & health care package)

QUARTER 2 JANUARY – MARCH 2026

OBJECTIVE 2 - OPERATOR RETENTION

Measure	Target	Current	Value	Score
Implement 4-day Workweek	Implementation	100	18	18.0
Driver Retention Rate	≥ 90%	91.30%	18	18.0
Voluntary Turnover	Decreasing	4.13%	14	0.5782
New Hire Retention at 90 Days	≥ 85%	82.76%	14	11.6
New Hire Retention at 1 Year	≥ 80%	90.91%	14	14.0
Employee Engagement Score	≥ 80%	66%	5	3.3
Development of Retention Program	Implementation Stage	50%	9	4.5
Developing Employee Retention Task Force	Implementation Stage	50%	9	4.5
Developing Employee Recognition Plan	Implementation Stage	50%	9	4.5
Recognition Activities: Increasing Quarterly	Implementation Stage	100	8	8
Total			100	87.0

Operator Hiring & Retention

NEW OPERATORS
HIRED IN Q2 2026

9

NEW OPERATORS RETAINED
AFTER 90 DAYS IN Q1 2026

91.3%



Retention Activities

GEM Award program

Newsletter and CCTV recognition for competition winners

Rock Painting initiative (gift card incentive)

Olympics voting program (extra PTO incentive)

Employee Appreciation Day (BBQ Lunch)

Day-to-day verbal recognition by leadership and peer to peer

Recognition of Citrus Connection Soccer Team (1st place)

Work anniversary and birthday email/posted recognition

Salty and sweet Fridays (chips and candy)

Team lunches for anniversaries and birthdays

Internal promotions

Objective 2 - Operator Retention Score Q1 2026



87.0/100
Score

87%
Percentage

B+
Grade



Low

Average

High

Scorecard Performance: High

Community Value

Citrus Connection will establish a baseline of community perception of Citrus Connection's Service

Quarter 2 January to March 2026

OBJECTIVE 3 - COMMUNITY PERCEPTION

Measure	Target	Current	Value	Score
Survey Response Goal	95% confidence level	95% confidence level	18	18
Awareness Benchmark	60%	75.00%	13	13
Perception Benchmark	60%	44.00%	13	5.72
Overall Impact Benchmark	75%	87.00%	18	18
Service Reliability (positive rating)	70%	96.00%	9	9
Safety Perception (positive rating)	75%	97.00%	9	9
Outreach Events	Increasing Trend	96.00	5	5
Partners Reached	Increasing Trend	56.00	5	5
Social Media Impressions	Increasing Trend	119.00	5	3
Social Media Engagement	Increasing Trend	448,431.00	5	5
Total			100	90.7



Outreach Events



85 Presentations: Civic Organizations, community events, Grassroots Efforts



5 Travel trainings



6 Government Commission Meetings



SOCIAL MEDIA BOOST!

Facebook

- 420K Views
- 7K Link Clicks
- 100+ Link Click Growth



Join us in congratulating our...

Wed Jan 14, 12:33pm

👁️ 3.7K ❤️ 46
🗨️ 14 ➡️ 2



Citrus Connection is proud to serve as the...

Wed Mar 11, 9:02am

👁️ 3.0K ❤️ 8
🗨️ 1 ➡️ 17



Poetry is officially rolling on the Peach...

Mon Feb 23, 3:55pm

👁️ 2.4K ❤️ 37
🗨️ 0 ➡️ 6



Rodeo Champs Join us in congratulating...

Tue Jan 20, 11:24am

👁️ 2.2K ❤️ 48
🗨️ 20 ➡️ 1



Taking the bus just makes sense! 🚌❤️🍎...

Fri Jan 16, 10:16am

👁️ 2.2K ❤️ 30
🗨️ 2 ➡️ 3



You can tell everybody... we're...

Tue Feb 24, 2:37pm

👁️ 1.9K ❤️ 40
🗨️ 1 ➡️ 1



🎨 Art in Transit: New Bus Pass Series...

Wed Feb 4, 10:00am

👁️ 889 ❤️ 28
🗨️ 0 ➡️ 6



Mentally preparing to pull the cord

Mentally preparing for the most important...

Tue Feb 17, 4:22pm

👁️ 693 ❤️ 16
🗨️ 1 ➡️ 1

Instagram

- 44+ Followers
- 3% increase in Reach
- 100+ Link Click Growth

Objective 3 – Community Perception Score Q1 2026



90.7/100
Score

91%
Percentage

A-
Grade



Low

Average

High

Scorecard Performance: High

The FY2026 Strategic Plan Q2

- **Set clear goals** that are measurable, time-bound, and achievable.
- **Define strategies and responsibilities** across departments to ensure accountability.
- **Track progress using Key Performance Indicators (KPIs)** that reflect both operational efficiency and customer satisfaction.
- **Engage employees, riders, and the broader community** in shaping the future of transit service in Polk County.

QUARTER 2 - JANUARY 2026-MARCH 2026				
OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE				
Measure	Target	Current	Value	Score
Systemwide OTP	≥ 85%	78.92%	25	19.73
Routes Performing above 85% OTP	≥ 85%	26.47%	25	6.6
Missed Trips	< 1%	1%	25	25.0
Road Calls / 1000 Miles	Decreasing Overtime	35	25	11.5
Customer OTP Satisfaction	≥ 80%	N/A	N/A	N/A
Total			100	62.8
OBJECTIVE 2 - OPERATOR RETENTION				
Measure	Target	Current	Value	Score
Implement 4-day Workweek	Implementation	100	18	18.0
Driver Retention Rate	≥ 90%	91.30%	18	18.0
Voluntary Turnover	Decreasing	4.13%	14	0.5782
New Hire Retention at 90 Days	≥ 85%	82.76%	14	11.6
New Hire Retention at 1 Year	≥ 80%	90.91%	14	14.0
Employee Engagement Score	≥ 80%	66%	5	3.3
Development of Retention Program	Implementation Stage	50%	9	4.5
Developing Employee Retention Task Force	Implementation Stage	50%	9	4.5
Developing Employee Recognition Plan	Implementation Stage	50%	9	4.5
Recognition Activities: Increasing Quarterly	Implementation Stage	100	8	8
Total			100	87.0
OBJECTIVE 3 - COMMUNITY PERCEPTION				
Measure	Target	Current	Value	Score
Survey Response Goal	95% confidence level	95% confidence level	18	18
Awareness Benchmark	60%	75.00%	13	13
Perception Benchmark	60%	44.00%	13	5.72
Overall Impact Benchmark	75%	87.00%	18	18
Service Reliability (positive rating)	70%	96.00%	9	9
Safety Perception (positive rating)	75%	97.00%	9	9
Outreach Events	Increasing Trend	96.00	5	5
Partners Reached	Increasing Trend	56.00	5	5
Social Media Impressions	Increasing Trend	119.00	5	3
Social Media Engagement	Increasing Trend	448,431.00	5	5
Total			100	90.7
Overall Total Score			300	240.5
Letter Grade			80%	B



Total Score for Quarter 1 2026

240.5/300

Score

80%

Percentage

B

Grade



Low

Average

High

Scorecard Performance: Average



QUESTIONS?



CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #5a

Agenda Item: **Hometown Health Award Presentation**

Presenter: Konul Zwolinski, Human Resources Manager
Gwen Mahabir, MS, CHES
Lindsey Fisher, Health Marketing Manager

Recommended

Action: Review and Discussion

Summary: Florida League of Cities, Lindsey Fisher (Health Marketing Manager) and Gwen Mahabir (Hometown Health Manager) will formally present an award to Lakeland Area Mass Transit District which earned the Hometown Health Award incentive for the 2025 program year. And to present the check for \$12,500.

Attachments: Presentation by Hometown Health

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #5b

- Agenda Item:** Career Source Polk / OJT Program Update
- Presenter:** Konul Zwolinski, Human Resources Manager
Authur Harris, Assistant Director, Business Services Division
- Recommended Action:** Update
- Summary:** Arthur Harris, Assistant Director, Business Services Division would like to give a brief history of our partnership and to share the ongoing partnership with Lakeland Area Mass Transit District.
- Attachments:** Presentation

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #5c

Agenda Item: Citrus Connection Board Attorney

Presenter: Tony Kirk, Director HR & Risk

**Recommended
Action:** Review and Discussion

Attachments: Attachment

Position Description (Draft)

Board Attorney

Lakeland Area Mass Transit District (LAMTD)

Lakeland, Florida

Position Summary

The Board Attorney serves as the chief legal advisor to the Governing Board of LAMTD, providing independent legal counsel on governance, statutory compliance, risk management, and public sector legal matters. The position ensures that all Board actions comply with applicable federal, state, and local laws, including Florida Sunshine Law, public records requirements, and transit-specific regulations.

This role operates independently of executive management and reports directly to the Governing Board.

Key Responsibilities

Board Governance & Advisory

- Provide legal counsel to the Board on all official actions, policies, and resolutions
- Attend all Board and committee meetings; advise on parliamentary procedure and legal sufficiency
- Draft and review Board agendas, resolutions, ordinances, and meeting minutes

Regulatory & Compliance

- Ensure compliance with:
 - Florida Sunshine Law & Public Records Law
 - Federal Transit Administration (FTA) regulations
 - State of Florida statutes governing special districts and transit authorities
- Advise on ethics laws, conflicts of interest, and procurement compliance

Contracts & Transactions

- Draft, review, and negotiate contracts, interlocal agreements, MOUs, and vendor agreements
- Provide legal review of procurement documents (RFPs, ITBs, RFQs)

Litigation & Risk Management

- Oversee or coordinate litigation, claims, and administrative proceedings
- Manage outside counsel as necessary
- Advise on liability exposure and risk mitigation strategies

Labor & Employment Oversight (Board-Level)

- Advise Board on CEO/Executive employment matters
- Provide guidance on collective bargaining oversight and labor relations strategy

Strategic Legal Guidance

- Support long-term Board initiatives including expansion, funding, and capital projects
- Provide legal insight into public-private partnerships and grant compliance

Minimum Qualifications

- Juris Doctor (JD) from an accredited law school
- Active membership in the Florida Bar
- Minimum **7–10 years of legal experience**, preferably in:
 - Public sector law
 - Local government or special districts
 - Transportation or infrastructure law
- Demonstrated experience advising governing boards or elected bodies

Preferred Qualifications

- Experience with transit agencies or transportation authorities
- Knowledge of FTA funding and compliance requirements
- Experience with labor law in a unionized environment
- Board governance and Sunshine Law expertise

Core Competencies

- Strong legal writing and analytical skills

- High-level discretion and political acumen
- Ability to provide clear, concise advice in public settings
- Independence and ethical judgment

Recommended Compensation Range (Central Florida Benchmark)

Market Data Points

- Florida Department of Transportation attorneys:
 - Approx. **\$76K – \$114K**, median ~\$93K
- Senior Attorney (FDOT postings, 2026):
 - Typically, **\$80K – \$95K**
- U.S. Department of Transportation attorneys (Florida):
 - **~\$139K average**
- Central Florida Regional Transportation Authority overall salary bands:
 - Organizational range roughly **\$68K – \$89K average roles (non-executive)**

Recommended Salary Range for LAMTD Board Attorney

Base Salary Range:

👉 **\$110,000 – \$155,000 annually**

Rationale:

- Above FDOT senior attorney range to reflect:
 - Independent counsel role to governing board
 - High legal risk exposure (Sunshine, procurement, FTA compliance)
- Aligns closer to federal and executive-level legal roles
- Competitive within **Central Florida public-sector legal market**

Reporting Structure

- Reports directly to: **LAMTD Governing Board**
- Works collaboratively with: CEO, Executive Team, and outside counsel

Work Environment

- Regular attendance at monthly Board meetings required
- Hybrid flexibility possible depending on Board preference

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #6a

Agenda Item: TD Service Changes- Out- of County Service cut

Presenter: Marcia Roberson, Director of Regional Mobility Services

Recommended Action: Approval

Summary: Due to continued growth in Polk County and our limited capacity to meet increasing local demand, we will no longer be able to provide out-of-county trips. To better serve residents within our community, our service area has been updated to operate within Polk County only. Customers located near the county boundary may continue to receive limited service within a 10-mile radius across the county line from the point origin.

Attachments: Presentation

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #6b

Agenda Item: TD Resolution for MOA (Memorandum of Agreement)

Presenter: Marica Roberson, Director of Regional Mobility Services

Recommended Action: Approval

Summary: This resolution authorizes and affirms the approval granted at the November 1, 2025, Board Meeting. It further authorizes Lakeland Area Mass Transit District (LAMTD) to enter into a Memorandum of Agreement (MOA) with the Commission for the Transportation Disadvantaged and to continue serving as the Community Transportation Coordinator (CTC) for Polk County. This agreement shall be in effect for the period beginning July 1, 2026, through June 30, 2031.

Attachments: Resolution 26-17

AUTHORIZING RESOLUTION #26-17

FOR

TRANSPORTATION DISADVANTAGED TRUST FUND

A RESOLUTION of the Lakeland Area Mass Transit District (Recipient), hereinafter BOARD, hereby authorizes the execution of a Transportation Disadvantaged Trust Fund Grant Agreement with the Florida Commission for the Transportation Disadvantaged.

WHEREAS, this BOARD is eligible to receive a Transportation Disadvantaged Trust Fund Grant and to undertake a transportation disadvantaged service project as authorized by Section 427.0159, Florida Statutes, and Rule 41-2, Florida Administrative Code.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD THAT:

1. The BOARD has the authority to enter into this grant agreement.
2. The BOARD authorizes the Tom Phillips, Executive Director, to execute the grant agreement on behalf of the BOARD with the Florida Commission for the Transportation Disadvantaged.
3. The BOARD authorizes the Tom Phillips, Executive Director, to sign any and all agreements or contracts which are required in connection with the grant agreement.
5. The BOARD authorizes the Tom Phillips, Executive Director, to sign any and all assurances, reimbursement invoices, warranties, certifications and any other documents which may be required in connection with the agreement or subsequent agreements.

DULY PASSED AND ADOPTED THIS DAY OF: _____

Lakeland Area Mass Transit District

Commissioner Sara Roberts McCarley, Board Chair

Executive Administrative Coordinator (Interim)

ATTEST: Ben Darby

BY: _____

Attorney

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #7a

Agenda Item: **Agency Updates**

Presenter: Tom Phillips, CEO

**Recommended
Action:** None

Summary: Items and information from the CEO

Attachments: None

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #4c1

Agenda Item: Squeeze Innovation

Presenter: Nicole McCleary, AICP, Director of Strategic Planning and Innovation

Recommended Action: Approval

Summary: After working with the Federal Transit Administration on the completion of the FY24-25 Triennial Audit, staff found it critical to re-visit the Squeeze Innovation project that was previously presented in October 2025.

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

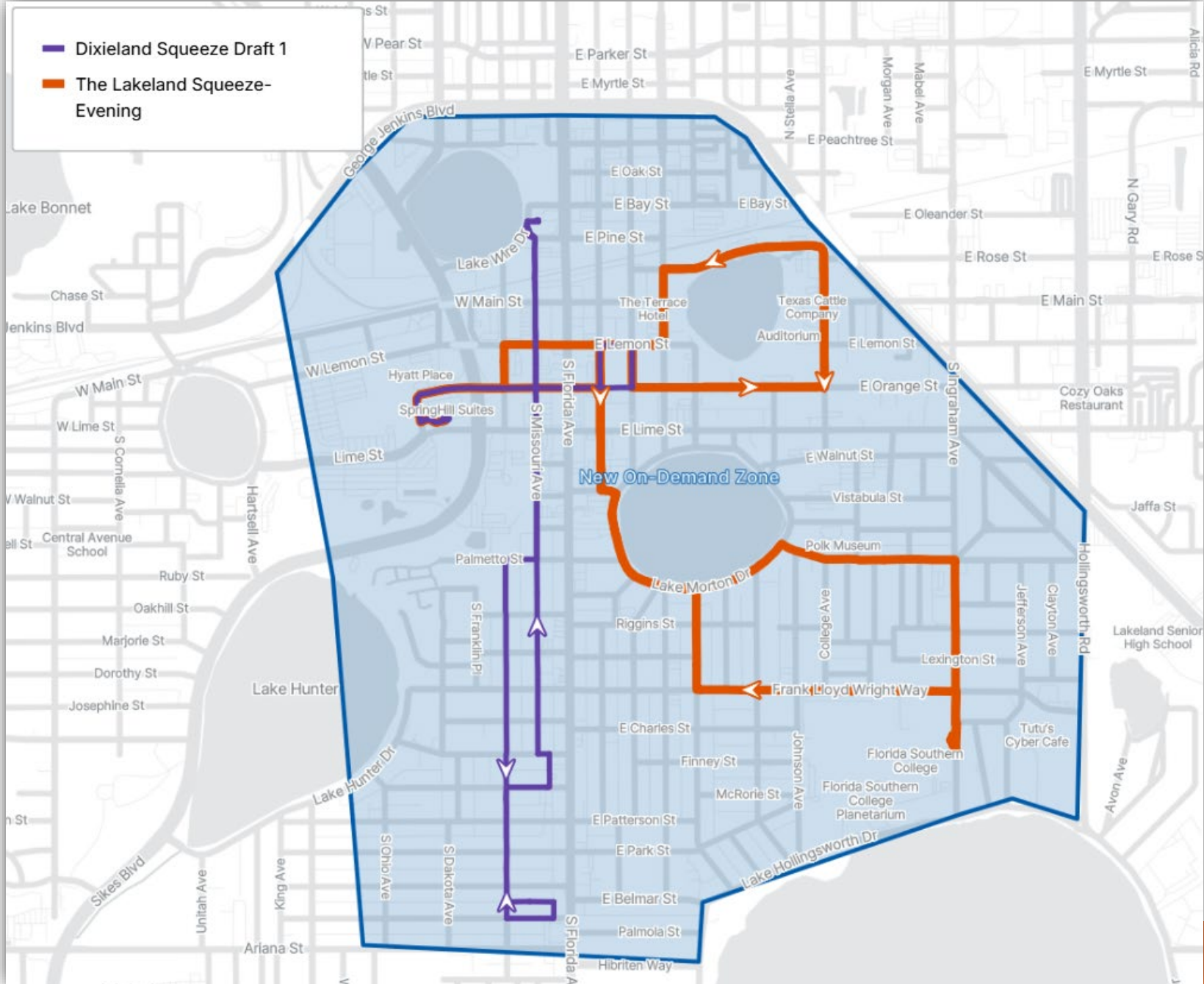
Attachments: Attachment

SQUEEZE
INNOVATION



MOBILITY ON DEMAND

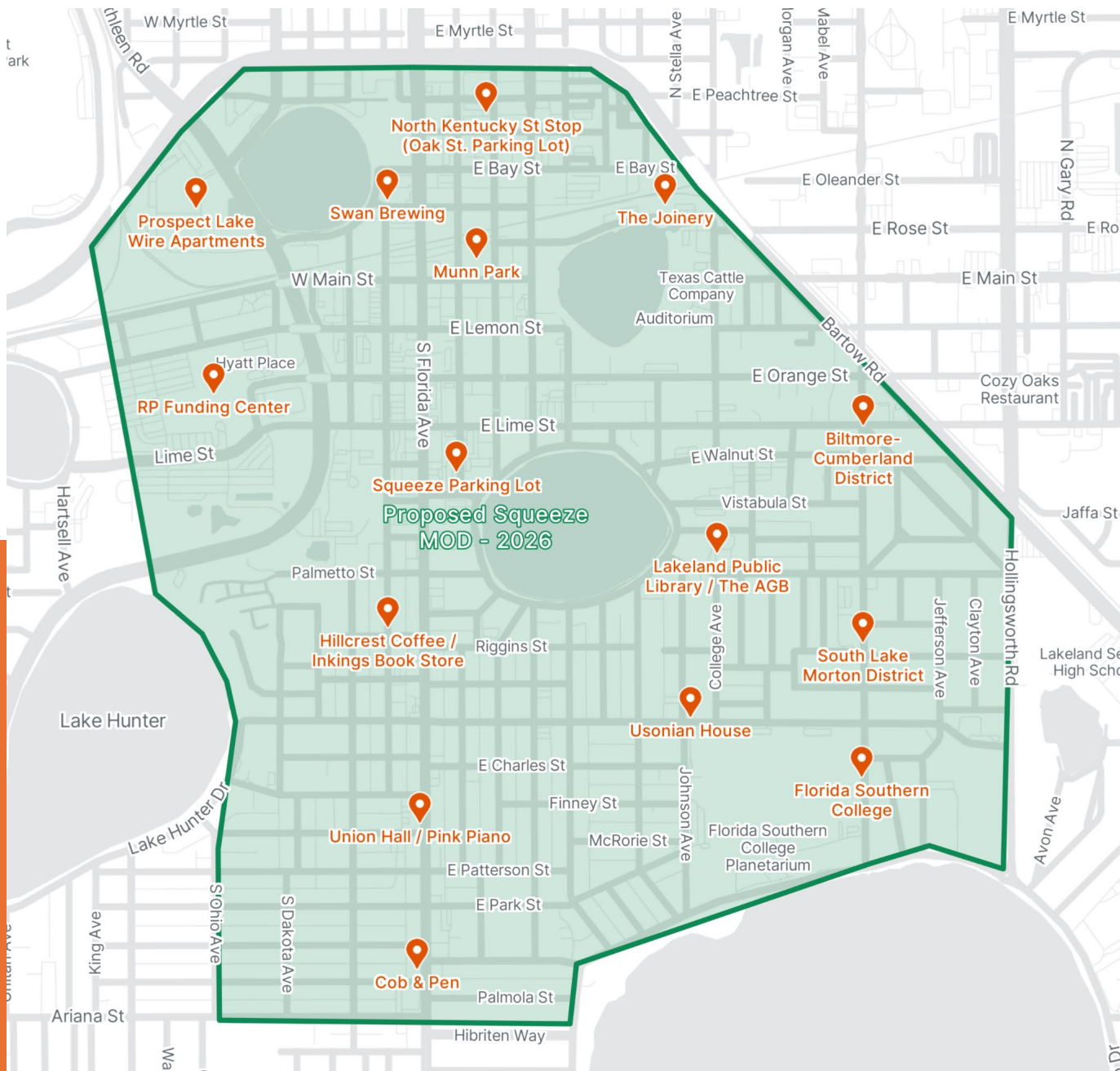
May 05, 2026



SQUEEZE INNOVATION

Squeeze Innovation was inspired by Dixieland Squeeze request and subsequent research.

An obvious MOD zone formed during this process, leading to...



Proposed Squeeze MOD Points

Biltmore-Cumberland District

Cob & Pen

Florida Southern College

Hillcrest Coffee / Inklings Book Store

Lakeland Public Library / The AGB

Munn Park

North Kentucky St Stop (Oak St. Parking Lot)

Prospect Lake Wire Apartments

RP Funding Center

South Lake Morton District

Squeeze Parking Lot

Swan Brewing

The Joinery

Union Hall / Pink Piano

Usonian House

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #8a

Agenda Item: April 2026 Calendar

Presenter: Tom Phillips, CEO

**Recommended
Action:** None

Summary: Items and information from Tom Phillips, CEO

Attachments: April 2026 Calendar

April 2026

April 2026							May 2026						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4						1	2
5	6	7	8	9	10	11	3	4	5	6	7	8	9
12	13	14	15	16	17	18	10	11	12	13	14	15	16
19	20	21	22	23	24	25	17	18	19	20	21	22	23
26	27	28	29	30			24	25	26	27	28	29	30
							31						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 29	30	31	Apr 1 1:00pm Transit Briefing with Eric Wells (Bartow City Commission Candidate) (RJ Building) - Kaley Raub	2 8:00am Haircut 10:00am 1:1 w/Rhonda - Tom Phillips 10:45am Lunch-Mark (Smith's American Tavern (124 S	3 Copy: Board of Directors, Performance Indicator Data, due CC 9:30am 1-on-1 w/ Nicole - Tom Phillips	4
5	6 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips 7:00pm Auburndale City Commission Meeting	7 9:30am Senior Staff Call (https://us02web.zoo) 9:30am Agenda Study - Roswald Gibson 10:00am 1-on-1 w/Marcia (Tom's	8 8:30am Citrus Connection Apr Board Meeting (1212 George Jenkins Blvd 9:30am 1-on-1 w/ Nicole - Tom Phillips	9 8:00am Haircut 10:00am 1:1 w/Rhonda - Tom Phillips 11:00am Lunch Jim	10 9:30am Meet with Erin (Microsoft Teams Meeting) - Erin Killebrew Kinlaw 11:00am Joinery Tim	11
12	13 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips	14 8:30am Email Ridership Update to LAMTD 9:30am Senior Staff Call (https://us02web.zoo) 10:00am 1-on-1 w/Marcia (Tom's	15 9:30am 1-on-1 w/ Nicole - Tom Phillips	16 9:00am Citrus Connection 10:00am 1:1 w/Rhonda - Tom Phillips 2:00pm Polk TPO Vision Zero Quarterly	17 9:30am Call with 40031 (https://link.edgepilot.com/s/d39ecccb/Dnx361RKh0SNW02iFIGmrw?u=https://meet.google.com/axv-rkfu-oe)	18
19	20 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips 12:00pm Dr Anderson 7:00pm Lake Alfred City	21 9:30am Senior Staff Call (https://us02web.zoo) 10:00am 1-on-1 w/Marcia (Tom's 12:00pm FSC 5:00pm Heard: Voices of	22 9:30am 1-on-1 w/ Nicole - Tom Phillips	23 10:00am 1:1 w/Rhonda - Tom Phillips 1:00pm In-Person: Citrus Connection Meeting (https://link.edgepilot.com/s/e864e80c/oZu)	24 8:30am Updated invitation: Infrastructure Team Meeting @ Monthly from 8:30am to 10am on the fourth Friday	25
26	27 10:00am 1-on-1 w/HR - Tom Phillips 10:30am Citrus Connection - Board 11:00am 1-on-1 w/Ana - Tom Phillips	28 9:30am Senior Staff Call (https://us02web.zoo) 10:00am 1-on-1 11:00am Citrus 1:00pm 2026/2027 3:30pm LEDC April	29 8:00am Haircut 9:00am Executive Office 9:30am 1-on-1 w/ 10:00am Executive 11:00am Executive 1:00pm Executive Office	30 8:00am Executive Office Administrator 10:00am Executive 10:00am 1:1 w/Rhonda - 11:00am Executive 3:00pm Lakeland Touch	May 1	2

CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #8b

Agenda Item: **Ridership Report**

Presenter: Tom Phillips, CEO

**Recommended
Action:** None

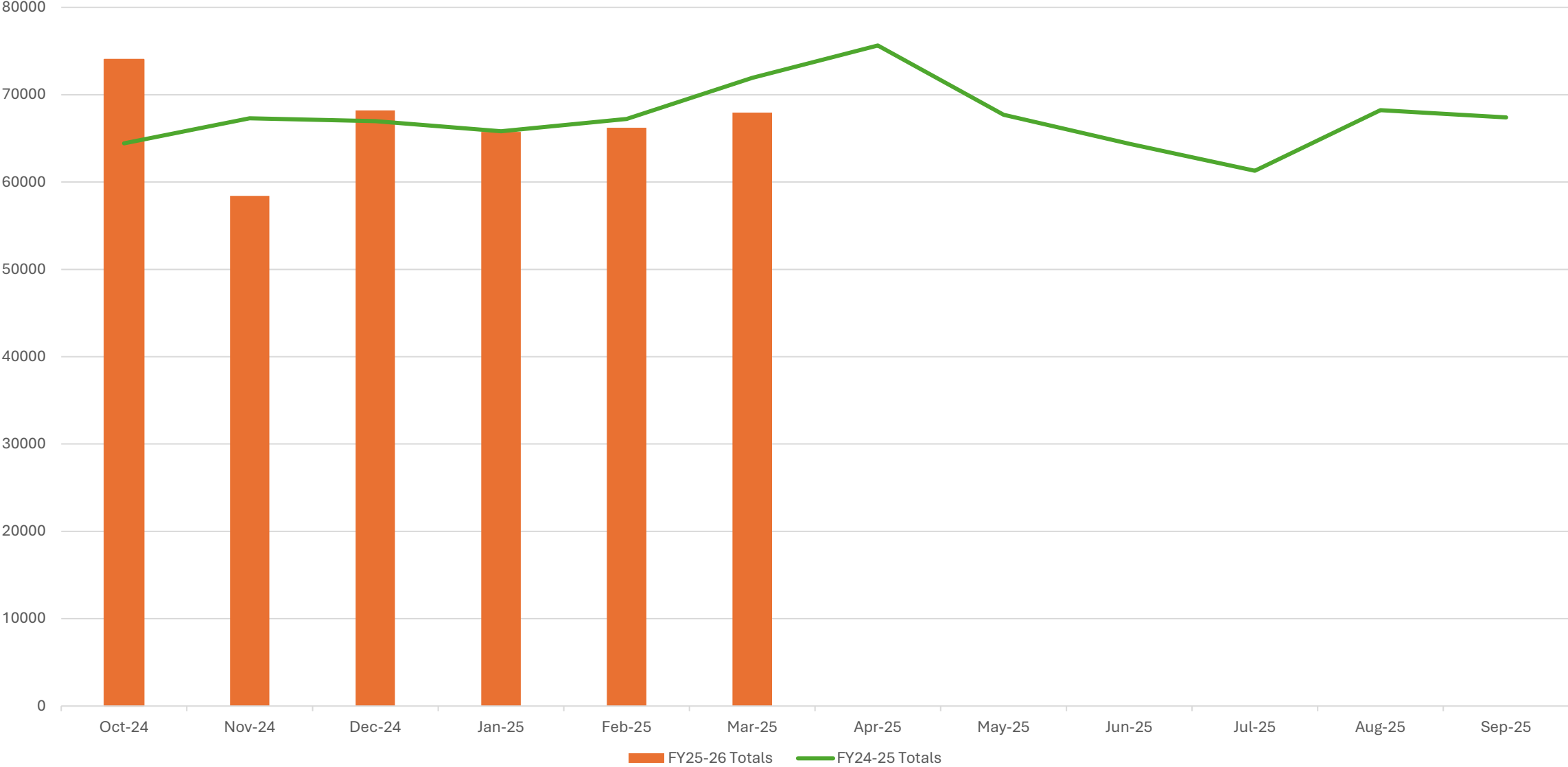
Summary: March 2026 ridership information

Attachments: Citrus Connection Ridership Report March 2026

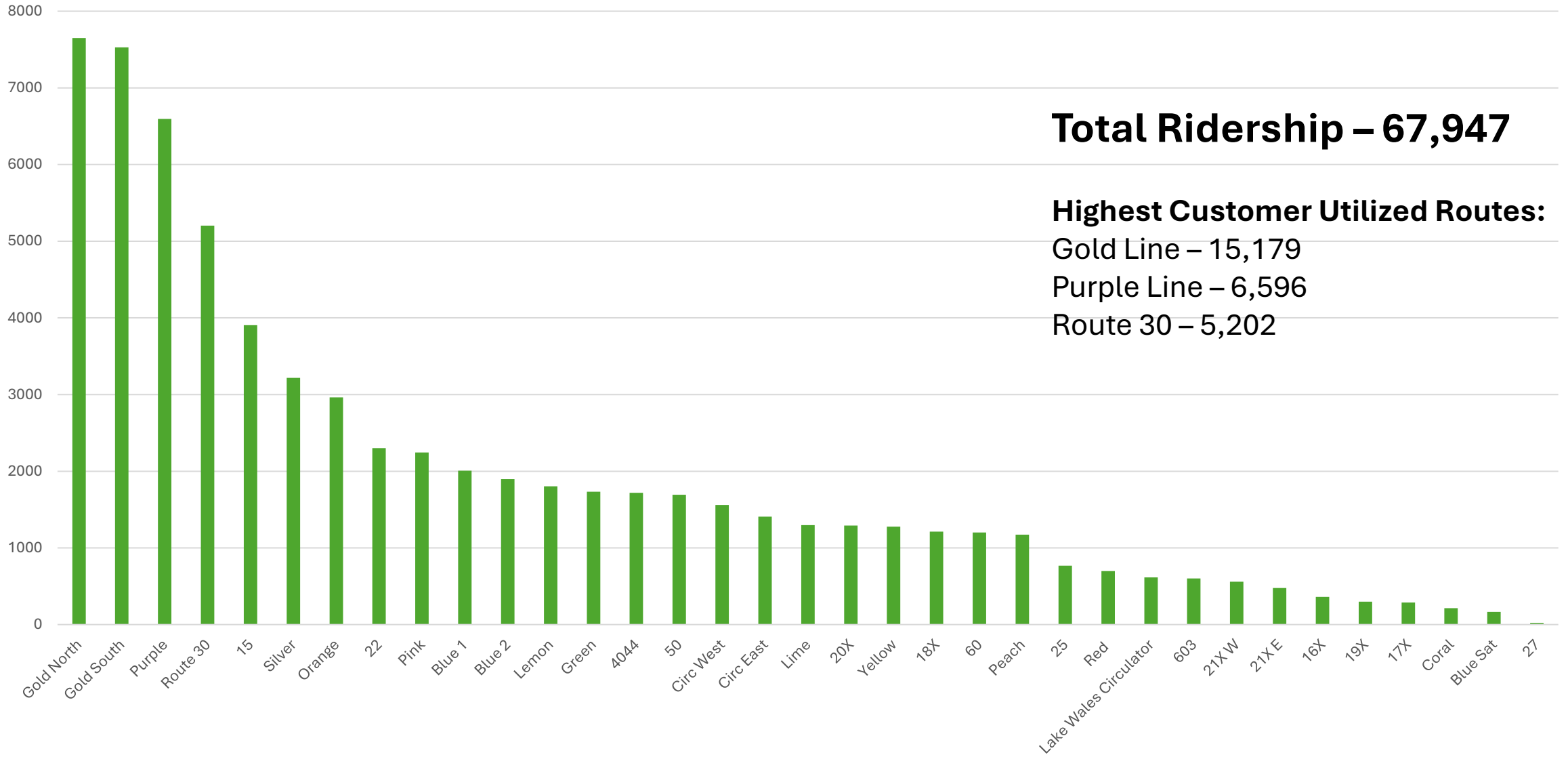
Citrus Connection Ridership Report March 2026



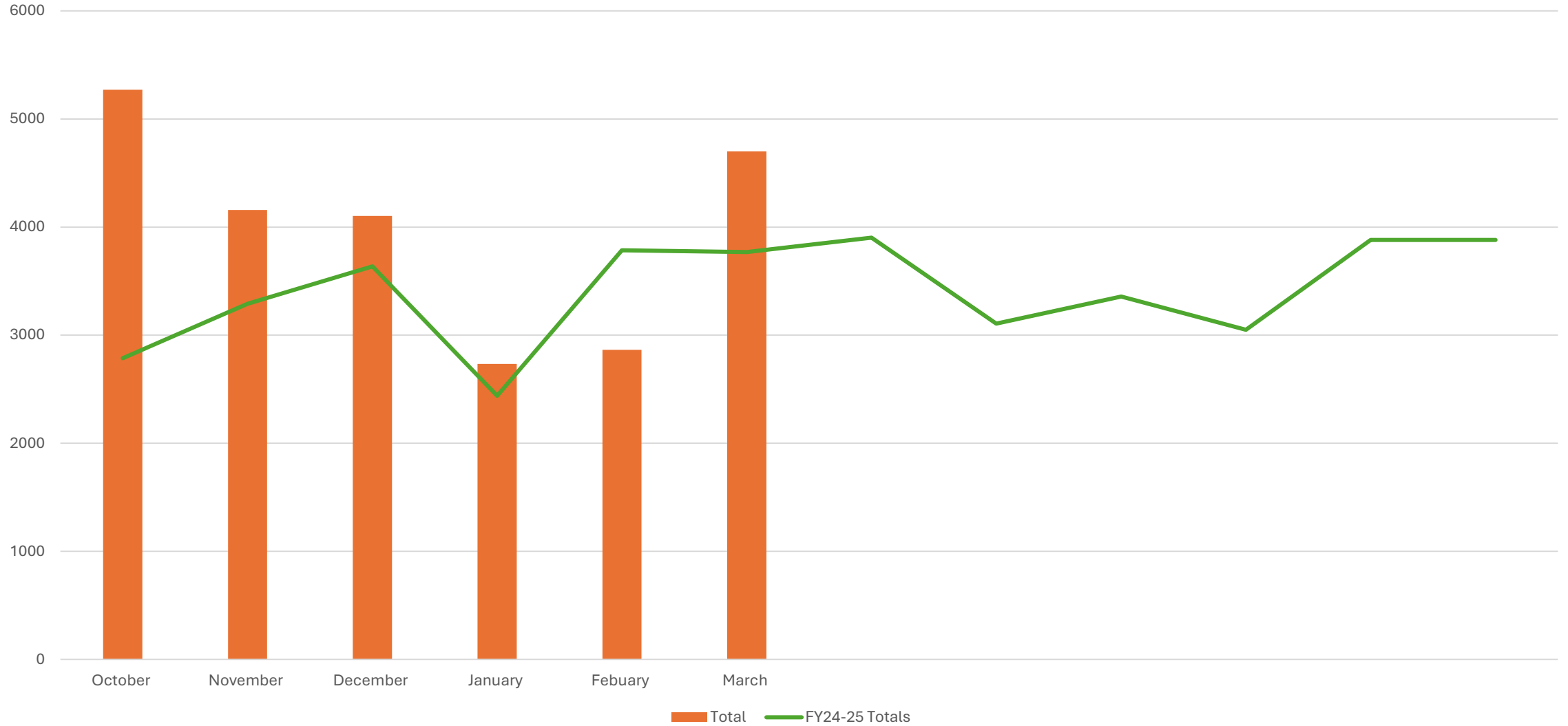
Fixed Route Comparison to FY24-25 - March 2025



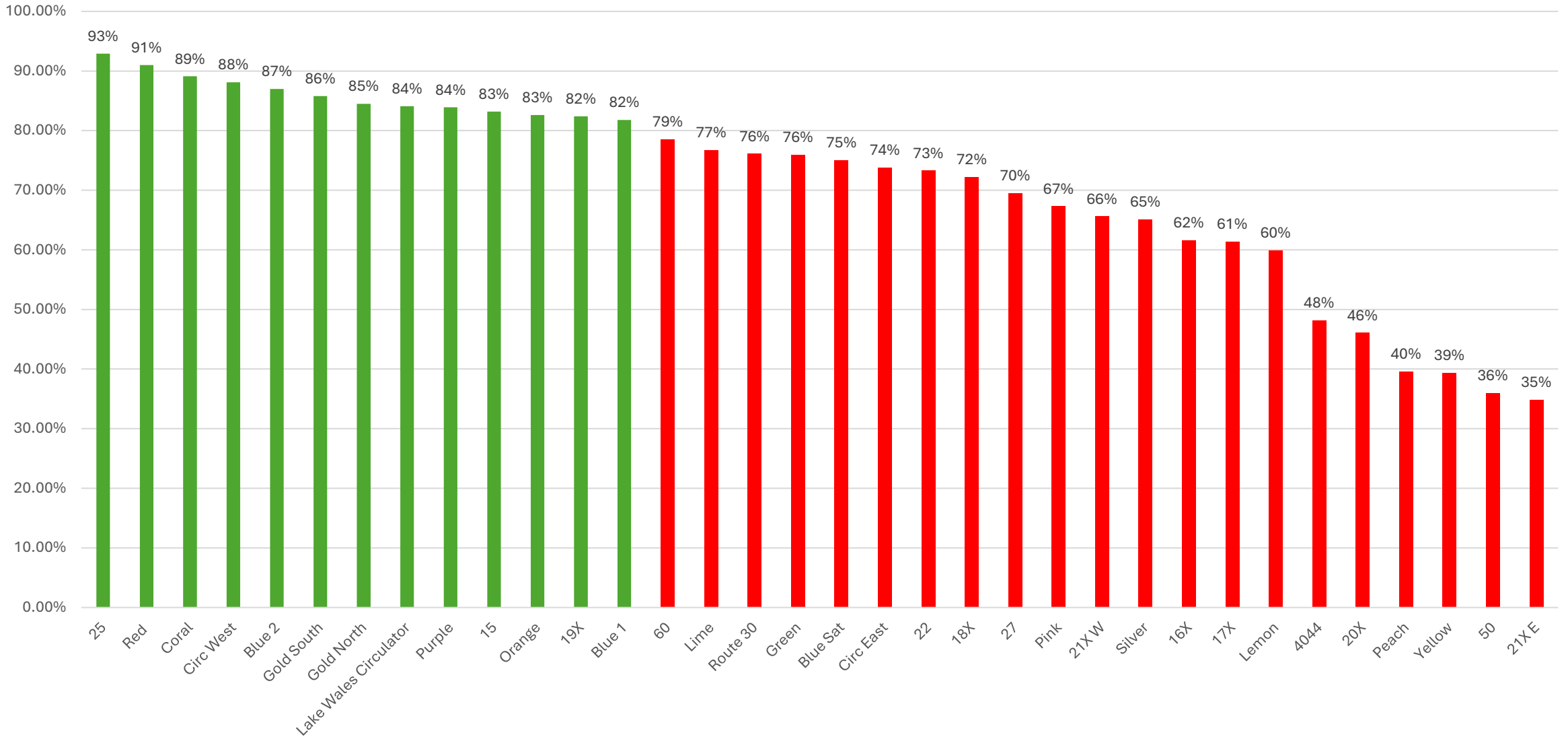
Fixed Route Ridership - March 2026



Squeeze Total Ridership - March 2026



On-Time Performance - March 2026



CITRUS CONNECTION
BOARD OF DIRECTORS MEETING
Wednesday, May 13, 2026
AGENDA ITEM #9

Agenda Item: **Other Business**

Presenter: TBD

**Recommended
Action:** TBD

Attachments: TBD