CitrusConnection
PROGRESS IN MOTION

BOARD OF DIRECTORS' MEETING

Thursday, November 12, 2026, at 8:30 AM

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

AGENDA

	Action Required
Call to Order	
1. Approval of Board Meeting Minutes	
a. Approval of October 14, 2026, Regular Board Meeting Minutes	Approval
2. Public Comments	None
3. Finance / Chief Financial Officer Rhonda Carter	
a. LAMTD Financials	None
b. PCTS Financials	None
c. TD Financials	None
d. Legal Services (Todd Morrow, Procurement & Contracts Manager)	Approval
e. ADA Service Expansion (Director Marcia Roberson and Director Nicole McCleary)	Approval
f. Transit Fare Collection System (Ady Mala, Procurement Specialist)	Approval
g. FTA Section 5311 Grants for Rural Areas, Resolution 27-05	Approval
h. FTA Section 5339 Grants for Rural Areas, Resolution 27-06	Approval
4. Legal / Ben Darby, Esq.	
a. Lakeland Volunteers in Medicine UAP Agreement	Approval
b. Town of Dundee Service Agreement	Approval
c. Chief Executive Officer Performance Evaluation	Approval
5. Human Resources / Director HR & Risk Tony Kirk	
a. Establishment of Employee Compensation and Benefit Framework Following Expiration of the 2023–2026 TWU Local 525 Collective Bargaining Agreement	Approval
6. Strategic Planning/Operations/HR/Marketing – Directors, Nicole McCleary, Paul Simms, Tony Kirk, and Erin Killebrew Kinlaw	
a. Strategic Plan Year One Scorecard	None
7. Chief Executive Officer Report / Tom Phillips	
a. Agency Update(s)	None
b. October Calendar	None
c. September Ridership Update	None
8. Other Business	TBD
Adjournment	

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #1a

Agenda Item:	Board approval of the Citrus Connection Board Meeting Minutes for October 14, 2026
Presenter:	Christine Lee
Recommended Action:	Board approval of the Citrus Connection Board Meeting Minutes for October 14, 2026
Attachment:	October 14, 2026, Citrus Connection Board Meeting Minutes

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #2

Agenda Item: Public Comments

Presenter: TBD

Recommended Action: TBD

Attachments: TBD

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #3a

Agenda Item:	FY2025-26 LAMTD Monthly Financial Statement for the period ending September 30, 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
Monthly Financial Report
For September 30, 2026
FY 2025-2026

Year-to-Date Summary					
Description	**Percent of FY Complete**	**Annual Budget**	**Actual**	**Actual % of FY Annual Budget**	
Revenue YTD	100%	$16,597,735	$17,409,572	100%	
Expenses YTD	100%	$16,597,735	$17,119,633	100%	

REVENUES:

The total revenues realized through September 30, 2026, totaled $17M or 100% of the annual budget.

- Farebox revenues reflect $337K or 99% of the annual budgeted revenues.
- Interest Income on Investment income totals $606K. This represents interest income from the SBA reserve account.
- FDOT operating grants are $2.5M or 100% of the annual budget
- FTA operating grants are $4.6M or 100% of the annual budget.
- Advertising income is $173K, or 96% 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 September 2026, $8M was collected, which is 100% of the annual budget.
- The PCTS support cost reimbursement revenue is $615K or 100% of annual budget.
- All the other revenues are within the annual budget.

Lakeland Area Mass Transit District
Monthly Financial Report
For September 30, 2026
FY 2025-2026

EXPENSES:

The total expenses year-to-date through September 30, 2026, totaled $17M or 100% of the annual budget.

- Salaries and benefits cost are $12M, or 100% of the annual budget.
- Fuel expenses totaled $846K, or 100% of the annual budget.
- Materials and supplies totaled $783K, or 96% of the annual budget.
- Insurance expenses are $726K, or 100% 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 September 30, 2026, the financials favorable variance of $290K with 100% 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 September 30, 2026

UnAudited

Revenue

	Annual Budget	YTD Actual	Percent Expended
PCTS - Support Cost Reimb.	615,472	615,468	100%
Other Contract Revenue	147,780	147,779	100%
Farebox/Pass Sales	341,500	337,022	99%
Miscellaneous Income	20,500	183,706	100%
Contract Income (UAP)	134,400	137,349	100%
Advertising Revenue	180,000	173,055	96%
Investment Income	475,000	605,631	100%
Operating Grant - FDOT	2,484,604	2,496,587	100%
Operating Grant - Federal	4,234,916	4,632,011	100%
Squeeze	91,426	65,453	72%
Ad Valorum Income, net	7,872,137	8,015,509	100%
Total	**16,597,735**	**17,409,572**	**100%**

Expenses

	Annual Budget	YTD Actual	Percent Expended
Salaries	7,966,112	8,110,556	100%
Employee Benefits	3,940,312	4,041,720	100%
Advertising Fees	12,800	10,016	78%
Professional & Technical Ser	685,679	711,365	100%
Contract Maintenance Services	104,590	174,911	100%
Other Services	102,390	160,610	100%
Fuel	829,470	846,367	100%
Freight	11,550	14,432	100%
Repairs & Maintenance	124,250	107,734	87%
Materials & Supplies/SQUEEZE	813,946	782,692	96%
Utilities/Telephone	222,000	221,465	100%
Insurance Expense	423,608	725,565	100%
Dues & Subscriptions	66,552	54,602	82%
Education/Training/Meeting/Travel	207,132	161,214	78%
Service Charges	17,300	17,409	100%
Office Expense	364,519	339,374	93%
Advertising & Promotions	50,400	54,758	100%
Miscellaneous Expenses	285,925	205,498	72%
Property Appraiser/Tax Collector Comm	237,000	247,171	100%
Debt Services	132,200	132,174	100%
Total	**16,597,735**	**17,119,633**	**100%**

Change in Financial Position	-	**289,939**

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #3b

Agenda Item: FY2025-26
Polk County Transit Services Monthly Financial Statement
For the period ending September 30, 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 September 30, 2026
FY 2025-2026
(10/01/25 – 09/30/26)

YTD Summary	Annual Budget	YTD Actual	Percent Expended
Revenues YTD	$11,320,500	11,610,725	100%
Expenses YTD	$11,320,500	11,608,021	100%

Revenue Highlights:

Operating revenues realized are $11.6M or 100% 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 58K or 93% of the annual budget.

FDOT grants received to date are $2M or 98% of the annual budget.

FTA grants received to date are $4M or 100% 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 $11.6M or 100% of the annual budget.

- Salaries and wages totaled $6M or 95% of the annual budget.
- Operating expenses totaled $2.8M or 100% of the annual budget.
- The purchase contract for Transitions Commute Solutions which provides transit services for the district totaled $2.8M or 124% of the annual budget.

Operating Results

Actual Revenues exceeded Expenses by $2,704

Polk County Contract

Financial Statement

FY25-26

October 1, 2025 - September 30, 2026

For the Period Ended SEPTEMBER 2026

UnAudited

12.0 Months

100% 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	$ 158,147	100%
Other Contracts	$ 265,000	$ 142,244	54%
Fares	$ 63,100	$ 58,391	93%
Squeeze	$ -	$ 63,960	0%
FDOT Grants:			
Block	$ 922,653	$ 1,397,859	100%
RURAL	$ 841,579	$ 500,981	60%
SUNRAIL	$ 240,740	$ 129,448	54%
Travel Trainer- Mobility Mgmt	$ 62,550	$ 3,388	5%
FTA			
FTA 5307 Grant	$ 3,878,358	$ 4,215,064	100%
Total	**$ 11,320,500**	**$ 11,610,725**	**100%**

Expenses

	Annual Budget	YTD Actual	Percent Expended
Labor	$ 6,243,850	$ 5,951,314	95%
Contract (Transitions)	$ 2,300,000	$ 2,843,424	124%
Operating	$ 2,776,650	$ 2,813,283	100%
Total	**$ 11,320,500**	**$ 11,608,021**	**100%**

Change in Financial Position **$ - $ 2,704**

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #3c

Agenda Item: FY2025-26
Transportation Disadvantaged Monthly Financial Statement for the period ending September 30, 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 of 90% from the State and 10% matching funds by Polk County.

Attachment: See Attachments

Transportation Disadvantaged Program
Monthly Financial Report
September 30, 2026
25% FY Reported

State FY July 1, 2026, thru June 30, 2027

Revenues

The revenues totaled $386K or 25% of the annual budget

The TD Trust Fund Grant reflects $348K or 25% of the grant.
Contract Revenues and other revenues totaled $0.
The County funding 10% match totaled $39K or 25% annual budget.

Expenses

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

Total expenses for the period totaled $375K or 24% of the annual budget.

Salaries, wages, and benefits totaled $279K or 25% of the annual Budget.
Operating expenses totaled $96K or 23% of the annual Budget.

Operating Results

Revenues exceeded expenses by $11,044

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

Fiscal year month	3.0
% fiscal year	25%

Revenue

	Annual Budget	YTD Actual	Percent Expended
Revenues			
County Match 10%	$ 154,533	$ 38,638	25%
Contract Revenue	$ 50	$ -	0%
FDOT Grants:			
CTD Grant -Operating	$ 1,390,800	$ 347,745	25%
Total	**$ 1,545,383**	**$ 386,383**	**25%**

Expenses

	Annual Budget	YTD Actual	Percent Expended
Labor	$ 1,128,627	$279,141	25%
Operating	$ 416,756	$ 96,199	23%
Total	**$ 1,545,383**	**$375,339**	**24%**

$ 11,044

Revenues exceed Expenses by

$ 11,044

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #3d

Agenda Item: Legal Services

Presenter: Todd Morrow, Procurement & Contracts Manager

Recommended Action: Recommend the Board approve award of Contract 26-008 for Legal Services to TG Law PLLC

Anticipated Funding Source: Operating

Summary: The District's Legal Services are currently being provided by the Darby Law Group. Throughout the years the District has extended the services of the Darby Law Group without contractual changes.

On April 15, 2026, the District has issued Request for Proposal (RFP) 25-008 through our LAMTD OpenGov Portal for qualified firms interested in providing Legal Services whereas the solicitation was downloaded by 21 firms. The solicitation had 1 submission that was determined to be Responsible and Responsive. Offer submittals were due on July 30, 2026.

The LAMTD Evaluation committee recommends award of the Legal Services to TG Law PLLC.

LAMTD has initiated negotiations with the TG Law PLLC as the highest ranked firm of the solicitation. The negotiated agreement will be for 3 years with (2) 1-year options to renew.

Experience of note of the Attorneys of TG Law PLLC

- Exec Director of Homestead Multimodal Transit Center
- City Attorney of the City of Deltona, Florida
- County Attorney of the Okeechobee BOCC
- CRA Attorney of the City of Belle Glade Florida
- Town Attorney of the Town of Ocean Breeze Florida
- CRA Attorney for the City of Fort Meade Florida
- TG Law Orlando office will attend monthly BOD Meetings

Attachments: Notice of Intent to Award
The TG Law PLLC Base Term and Optional Services Pricing Table

CitrusConnection
PROGRESS IN MOTION

BOARD OF DIRECTORS
POLK CO. COMMISSIONERS: Martha Santiago and Michael Scott
CITY OF LAKELAND COMMISSIONERS: Sara McCarley, Chad McLeod and Guy Lalonde, Jr.
CEO: Tom Phillips

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Lakeland Area Mass Transit District

September 22, 2026

Notice Of Intent To Award: TG Law PLLC

Legal Services - 26-008

Dear Ms. Torcivia,

Please be advised that on Tuesday, September 22, 2026, The Lakeland Area Mass Transit District (LAMTD) Evaluation Committee (SEC) awards 26-008 – Legal Services to TG Law PLLC, as the highest ranked firm. It is the intent of LAMTD to negotiate with the top firm. If we are unable to reach an agreement with the Top ranked firm negotiations would be initiated with the second ranked firm respectfully.

The Lakeland Area Mass Transit District is providing notice to all respondents by copy of this letter . Please note the LAMTD Office of Procurement and Contract Policies Manual includes the following language:

Any person adversely affected by the decision of the District, or its designee, to award a contract or to reject all bids/proposals shall file a notice of protest, in writing, within 36 hours after posting the intent to award or the recommendation thereof. Failure to submit the Notice of Intent to Protest within thirty-six (36) hours will result in the protest being rejected by the District without further consideration. Only an "interested party" that is an actual offeror, bidder or proposer, whose direct economic interest would be affected by the award or failure to award retain the right to protest. The bidder, offeror or contractor has the responsibility to contact the District and request the written award recommendation (failure to contact the District for the award recommendation to determine if a bid protest is warranted is considered lack of due diligence).

Please note that the complete LAMTD Procurement and Contract Policies Manual is available upon request.

A protest is not timely filed unless both the notice of protest and the formal protest are received by the Manager of Procurement and Contracts, or designee, within the required time limits. Failure to file the formal written protest in a timely manner shall constitute a waiver of the right to protest the award recommendation. No additional time will be added to the time limits for mail service.

Note that failure to post the bond or other security required under the LAMTD Procurement and Contract Manual within the time allowed for filing a bond is considered a failure to protest.

Sincerely,

Todd Morrow

Todd Morrow

Procurement and Contracts Manager

TG Law PLLC - Base Term and Optional Services Pricing

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
1	BASE YEAR 1	320	HOURLY RATE	$315.00	$100,800.00
2	BASE YEAR 2	320	HOURLY RATE	$324.45	$103,824.00
3	BASE YEAR 3	320	HOURLY RATE	$334.18	$106,937.60
4	OPTION YEAR 4	320	HOURLY RATE	$344.20	$110,144.00
5	OPTION YEAR 5	320	HOURLY RATE	$352.52	$112,806.40
	Total				$534,512.00

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
1	LEVEL 1 - SENIOR PARTNER	1	HOURLY RATE	$315.00	$315.00
2	LEVEL 2 - PARTNER	1	HOURLY RATE	$315.00	$315.00
3	LEVEL 3 - SENIOR ATTORNEY	1	HOURLY RATE	$315.00	$315.00
4	LELEL 4 - ASSOCIATE	1	HOURLY RATE	$315.00	$315.00
5	LEVEL5 - PARALEGAL/ LAW CLERK	1	HOURLY RATE	$110.00	$110.00
	Total				$1,370.00

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #3e

Agenda Item: ADA Service Expansion

Presenter: Marcia Roberson, Director of Regional Mobility Services
Nicole McCleary, Director of Strategic Planning & Innovation

Recommended Action: Recommend Board approve the District providing ADA Service Expansion into Eastern Polk County.

Summary: The District recognizes the importance of providing ADA Service in the Eastern Part of Polk County.

Action: The District plans to divide East Polk County into three (3) Polygon Zones that will be providing ADA Service. Two (2) of the Zones will have ADA service provided directly by LAMTD personnel and vehicles; and one (1) of the Zones will have ADA Service provided by our East Polk County Transit Provider Transitions Commute Solutions (TCS). The ADA service is to be available Monday through Friday 6:15am to 6:15pm; Saturday from 7:15am to 4:15pm.

The cost for LAMTD to provide the expanded ADA service is estimated to be $78,859 per month ($946,308 annually)

The cost for TCS to provide their portion of the ADA service is estimated to be $63,293 per month ($759,518 annually).

Additional Costs with Spare for ADA Passenger Portal Service is estimated to be $10,625 annually.

Additional Costs with Verizon for iPads to support the ADA Service is estimated to be $1,680 annually.

Funding: Anticipated funding source will be FTA; FDOT; and County Funding

Timeline: Service is estimated to begin on January 4, 2027, upon FDOT approval and execution of the Contract Modification with Transitions Commute Solutions.

Attachments: Transition Commute Solutions Contract Modification.
TCS Exhibit D, Pricing Form
Carahsoft – Spare Labs Quotation

CitrusConnection
PROGRESS IN MOTION

ADA Paratransit
Service Expansion

POLK COUNTY, FLORIDA

November 12, 2026



SERVICE IMPROVEMENT ASSESSMENTS



Improve On-Time Performance

2026 Success Outcome #1



Meet Operator Needs – Improved Route Schedules

2026 Success Outcome #2



Meet Customer Needs – Increased Frequency and Service Area Expansion in Key Locations

2026 Success Outcome #3

AREA OF IMPROVEMENT IDENTIFIED

CitrusConnection
PROGRESS IN MOTION



Area of Improvement

- Our Express service no longer meets the FTA definition of Commuter Service.



Solution

- Add comparable complementary Paratransit service in addition to the fixed route service on the East side of the County. 49 CFR §§ 37.121



Federal ADA Requirements

To satisfy this rule, the complementary service must meet federal criteria regarding:



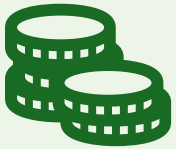
Service Area
Generally, within ¾ of mile of fixed route.



Response / Scheduling Time



Hours of Operation



Fare Caps
Under 49 CFR §§ 37.121

SERVICE IMPACT

CitrusConnection
PROGRESS IN MOTION

266
Registered TD Riders

68
Active Riders

15
Standing Orders

Estimated Miles: **4,600 per Month**

FUTURE SERVICE ENHANCEMENTS

CitrusConnection
PROGRESS IN MOTION



Explore opening service to Day Programs



Expand PT Connect Bus Pass

- Increasing benefits
- ADA only riders
- Current TD riders will be dual funded



Fixed Route Bus Pass

- Increase visibility on the East County

ADA SERVICE EXPANSION
ZONES



The District plans to divide East Polk County into **three (3) Polygon Zones** that will be providing ADA Service.

Zone 1 and 2

ADA service provided directly by **LAMTD** personnel and vehicles.

Zone 3

ADA service provided by our East Polk County Transit Provider **Transitions Commute Solutions (TCS).**



ADA Service Hours



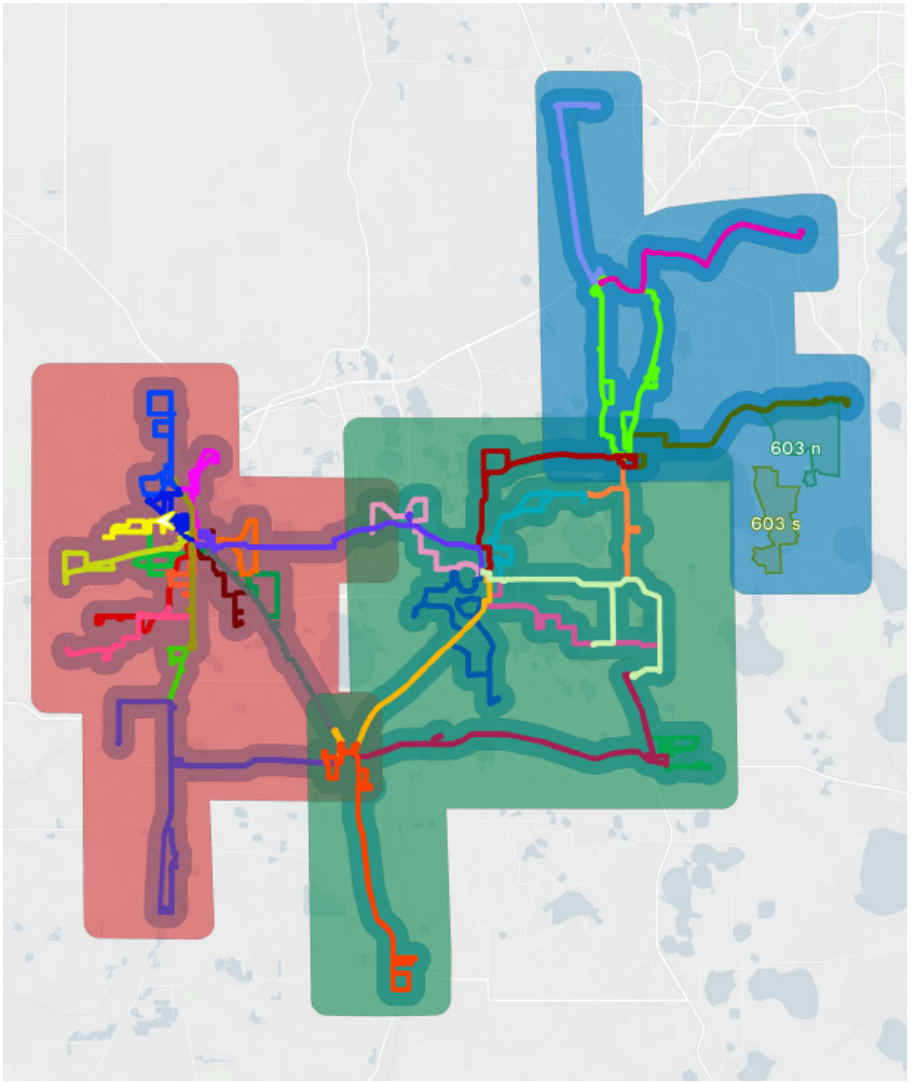
Monday through Friday: 6:15 AM – 6:15 PM
Saturday: 7:15 AM – 4:15 PM

POLK COUNTY
ADA ZONES

Northeast Polk - ADA Zone

East Polk - ADA Zone

West Polk - ADA Zone



ADA SERVICE EXPANSION
COSTS

CitrusConnection
PROGRESS IN MOTION

LAMTD

Provide the expanded ADA service

$78,859 per month	$946,308 annually

TCS

Provide their portion of the ADA service

$63,293 per month	$759,518 annually

SPARE

ADA Passenger Portal Service

$10,625 annually

VERIZON

iPads to support the ADA service.

$1,680 annually

Total Estimated Annual Cost **$1,718,131**

Anticipated Funding Source

FTA, FDOT, and County Funding

CitrusConnection
PROGRESS IN MOTION



Anticipated Launch Date

January 4, 2027



QUESTIONS?

We’re happy to answer any questions.

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #3f

Agenda Item: Transit Fare Collection

Presenter: Ady Mala / Procurement Specialist

Recommended Action: Recommend the Board approve award of Contract 26-013 for Transit Fare Collection in an amount not to exceed $274,093.00 to Matawan Mobility

Anticipated Funding Source: FTA 5307 Grants

Summary: On January 30, 2026, the District has issued on our LAMTD OpenGov Portal our Request for Proposal 26-013 for qualified firms interested in providing Transit Fare Collection. The LAMTD Evaluation committee recommends award of the Transit Fare Collection RFP to Matawan as the highest ranked firm of the solicitation. Rankings were as follows:

Ranking	Firm
1	Matawan Mobility
2	Masabi LLC
3	Modeshift Inc
4	Token Transit
5	Cubic Transportation
6	Moovel North America
7	Kontron America
8	Genfare LLC

LAMTD has initiated negotiations with Matawan as the highest ranked firm of the solicitation. The negotiated agreement will be for 3 years with (2) 1-year options to renew.

Award Includes: Fare Collection Equipment for (54) Fixed Route Vehicles
Fare Collection at (4) Service Locations
Mobile Ticketing
Retail Network Reloading

Attachments: Notice of Intent to Award
Contract Award Analysis
Matawan Presentation

CitrusConnection
PROGRESS IN MOTION

BOARD OF DIRECTORS
POLK CO. COMMISSIONERS: Martha Santiago and Michael Scott
CITY OF LAKELAND COMMISSIONERS: Sara McCarley, Chad McLeod and Guy Lalonde, Jr.
CEO: Tom Phillips

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Lakeland Area Mass Transit District

October 9, 2026

Notice Of Intent To Award: Matawan Mobility LLC
Request for Proposal NO. RFP-26-013
LAMTD Request for Proposal 26-013 Transit Fare Collection
Competitive Negotiation: Matawan Mobility LLC

Dear Remi DeMarchi:

Please be advised that on Friday October 9, 2026, The Lakeland Area Mass Transit District (LAMTD) Evaluation Committee (SEC) awards Request for Proposal No. RFP-26-013 entitled LAMTD Request for Proposal – Transit Fare Collection to Matawan Mobility LLC as the highest ranked firm. It is the intent of LAMTD to negotiate with the top firm. If we are unable to reach an agreement with the Top ranked firm negotiations would be initiated with the second ranked firm respectfully.

The Lakeland Area Mass Transit District is providing notice to all respondents by copy of this letter. Please note the LAMTD Office of Procurement and Contract Policies Manual includes the following language:

Any person adversely affected by the decision of the District, or its designee, to award a contract or to reject all bids/proposals shall file a notice of protest, in writing, within 36 hours after posting the intent to award or the recommendation thereof. Failure to submit the Notice of Intent to Protest within thirty-six (36) hours will result in the protest being rejected by the District without further consideration. Only an ‘‘interested party’’ that is an actual offerer, bidder or proposer, whose direct economic interest would be affected by the award or failure to award retain the right to protest. The bidder, offeror or contractor has the responsibility to contact the District

and request the written award recommendation (failure to contact the District for the award recommendation to determine if a bid protest is warranted is considered lack of due diligence).

Please note that the complete LAMTD Procurement and Contract Policies Manual is available upon request.

A protest is not timely filed unless both the notice of protest and the formal protest are received by the Manager of Procurement and Contracts, or designee, within the required time limits. Failure to file the formal written protest in a timely manner shall constitute a waiver of the right to protest the award recommendation. No additional time will be added to the time limits for mail service.

Note that failure to post the bond or other security required under the LAMTD Procurement and Contract Manual within the time allowed for filing a bond is considered a failure to protest.

Sincerely,

Ady Mala
Procurement Specialist

RFP 26-013 TRANSIT FARE COLLECTION CONTRACT AWARD ANALYSIS				
Offeror	PRICE POINTS (40 possible points)	QUALITY & TECHNICAL POINTS (60 possible points)	PRICE & QUALITY & TECHNICAL POINTS (100 possible points)	**RANKING**
MATAWAN MOBILITY LLC	40.00	53.00	93.00	**1**
MASABI LLC	23.89	56.00	79.89	**2**
MODESHIFT INC	38.42	37.00	75.42	**3**
TOKEN TRANSIT	27.36	48.00	75.36	**4**
CUBIC TRANSPORTATION	17.52	56.00	73.52	**5**
MOOVEL NORTH AMERICA	19.63	52.00	71.63	**6**
KONTRON AMERICA	25.21	45.00	70.21	**7**
GENFARE LLC	13.28	51.00	64.28	**8**

Created by: Ady Mala 07/29/2026

Matawan - Who are we?

A **market leader** with operations across **Europe, North America** and French overseas territories.

An Account Based ticketing system simplifying public transit for riders and agency staff with **cutting-edge transit technology**

Working with **Public Transit Agencies** of all sizes

An award-winning player committed to delivering greater **inclusivity, sustainability and convenience**



330 transit agencies

110M+ validations

40k+ vehicles equipped

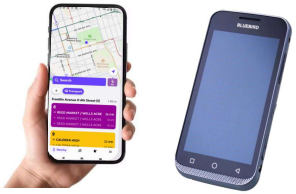
110k+ bus stops managed

50m+ Citizens served

$50m Revenue

A complete solution for LAMTD

White label mobile app & mobile ticketing



Onboard equipment





Retailer / ticket window

Walmart, Dollar General, Duane Reade by Walgreens, Family Dollar, GameStop, gomart, CVS, Kum & Go, pilot FLYING J, Royal Farms, Rutter's, Sheetz, stripes, Speedway, TA, Walgreens, 7-Eleven, Kwik Trip, Kroger, Baker's, City Market, Dillons, Food 4 Less, Food 4 Less Fremont, Foods Co, fry's, Gerbes, Jay C Food Stores, King Soopers, Owen's, Pay Less Food Stores, QFC, Ralphs

Seamless exp. for riders



CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #3g

Agenda Item: Federal Transit Administration Section 5311 Formula Grant application.

Presenter: Rhonda Carter, Chief Financial Officer

Recommended Action: Staff recommends approval of the FY 2027/2028 Section 5311 Formula Grant application.

Summary: The District is requesting $4,500,000 in Section 5311 funding to support eligible administrative and operating expenses associated with providing public transportation services to rural communities throughout Polk County. The total estimated project cost is $4,500,000, including the required local matching funds provided by the District, as detailed below.

Federal Funding	$	2,250,000
Local Match	$	2,250,000
Total Funding	$	4,500,000

Attachments: Resolution # 27-05

RESOLUTION FOR
49 U.S.C. § 5311 GRANT APPLICATION
FOR TRANSIT PROJECTS, RURAL AREAS

RESOLUTION # 27-05

A RESOLUTION OF LAKELAND AREA MASS TRANSIT DISTRICT BOARD OF DIRECTORS authorizing submission of an application and supporting documents to FDOT for assistance under 49 U.S.C. § 5311; authorizing acceptance of an award; and authorizing execution of agreements and expenditure of grant funds.

WHEREAS, Lakeland Area Mass Transit District has legal authority to apply for and accept financial assistance for public transportation purposes; and

WHEREAS, Lakeland Area Mass Transit District intends to apply for assistance under FTA's Formula Grants for Rural Areas Program, 49 U.S.C. § 5311; and

WHEREAS, the governing board desires to authorize the actions necessary to submit the application, accept any resulting award, and carry out the approved project in accordance with applicable federal and state requirements.

NOW, THEREFORE, BE IT RESOLVED BY LAKELAND AREA MASS TRANSIT DISTRICT BOARD OF DIRECTORS THAT:

1. The submission to FDOT of the Section 5311 grant application, supporting documents, certifications, and assurances is approved.
2. Tom Phillips, CEO, is authorized to sign and submit the application and related documents; accept an award; execute grant agreements and amendments; and take actions necessary to administer the award, subject to applicable law and the applicant's governing documents.
3. Tom Phillips, CEO, is authorized to approve eligible purchases and expenditures under an award, including vehicles, equipment, operating costs, and/or other approved project costs, consistent with the approved application and grant agreement.
4. This authorization remains in effect unless amended or rescinded by the governing board.

DULY PASSED AND ADOPTED THIS November 12, 2026

By: _____

Title *Sara Roberts McCarley, Board Chair*

ATTEST:

_____ (Name and Title or Seal)

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #3h

Agenda Item: Federal Transit Administration Section 5339 Formula Grant application.

Presenter: Rhonda Carter, Chief Financial Officer

Recommended Action: Staff recommends approval of the FY 2027/2028 Section 5339 Formula Grant application.

Summary: The District is requesting $140,070 in Section 5339 Rural Capital funding to support the replacement of two bus passenger shelters in Bartow, Florida. The proposed project includes the purchase and delivery of the new shelters, removal of the existing shelters, site preparation and installation. The total estimated project cost is $140,070, including the matching funds provided by the State, as detailed below.

Federal Funding	$	112,056
State Match	$	28,014
Total Funding	$	140,070

Attachments: Resolution # 27-06

RESOLUTION # 27-06

A RESOLUTION OF LAKELAND AREA MASS TRANSIT DISTRICT BOARD OF DIRECTORS AUTHORIZING THE SUBMISSION OF AN APPLICATION AND SUPPORTING DOCUMENTS TO THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) FOR ASSISTANCE UNDER 49 U.S.C. § 5339; AUTHORIZING ACCEPTANCE OF AN AWARD; AND AUTHORIZING EXECUTION OF AGREEMENTS AND EXPENDITURE OF GRANT FUNDS.

WHEREAS, Lakeland Area Mass Transit District is eligible and has legal authority to apply for and accept financial assistance from FDOT for public transportation purposes; and

WHEREAS, Lakeland Area Mass Transit District intends to apply for assistance under the Federal Transit's Administration's Grants for Buses and Bus Facilities Formula Program, 49 U.S.C. § 5339(a); and

WHEREAS, the governing board desires to authorize the actions necessary to submit the application, accept any resulting award, and carry out the approved project in accordance with applicable federal and state requirements.

NOW, THEREFORE, BE IT RESOLVED BY LAKELAND AREA MASS TRANSIT DISTRICT BOARD OF DIRECTORS THAT:

1. The submission to FDOT of the Section 5339 application, together with all required supporting documents, certifications, and assurances, is approved.

2. Tom Phillips, CEO, is authorized, on behalf of Lakeland Area Mass Transit District, to sign and submit the application and related certifications and assurances; execute grant agreements and amendments; and take other actions necessary to administer an award, subject to applicable law and the applicant's governing documents.

3. Tom Phillips, CEO, is authorized to approve eligible purchases and expenditures under an award, including vehicles, equipment, operating costs, and/or other approved project costs, consistent with the approved application and grant agreement.
4. This authorization remains in effect unless amended or rescinded by the governing board.

DULY PASSED AND ADOPTED THIS November 12, 2026

By: _____

Title *Sara Roberts McCarley, Board Chair* Date:_____

ATTEST:

_____ (Name and Title or Seal)

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #4a

Agenda Item:	Lakeland Volunteers in Medicine UAP Agreement
Presenter:	Ben Darby, Esq.
Recommended Action:	Approval of UAP for Transit Services
Summary:	Staff recommendation of approval of the Universal Access Program agreement with Lakeland Volunteers in Medicine for a period of one (1) year.
Attachments:	Agreement – Lakeland Volunteers in Medicine and LAMTD

Service Agreement
Lakeland Volunteers in Medicine, Inc. and Lakeland Area Mass Transit District

This Service Agreement is entered into as October 1, 2026, by and between Lakeland Volunteers in Medicine, Inc., a Florida not for profit corporation (hereinafter referred to as "LVIM"), and the Lakeland Area Mass Transit District, an independent special district (hereinafter referred to as the "District").

WHEREAS, LVIM desires to provide its patients and staff members the benefit of unlimited access to public transit as a means of commuting to the LVIM campus; and

WHEREAS, the District operates a public transit system which currently provides fixed route bus service to and around the LVIM campus,

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the parties hereto agree as follows:

1. The term of this Agreement shall be for a period of one (1) year commencing on October 1, 2026, through and including September 30, 2027.

2. The District will allow all current LVIM patients and staff members unlimited access for each fixed route transit trip when the patients or staff members show the appropriate LVIM identification card. The District shall provide unlimited access to fixed route transit service for the current LVIM patients and staff members in accordance with the terms of this Agreement.

3. Hours of operation of bus service are defined as the number of hours each bus operates plus reasonable travel time each way to and from the District Operations Center(s) where the particular bus is based. Bus service will not be provided on holidays on which the District does not operate and on any other day on which the District does not operate.

4. The monthly rate to be charged to LVIM by the District for the transit service will be $250.00 to be paid to the District.

5. Invoices will be issued each calendar month for the transit service. LVIM shall pay within thirty (30) days of receipt of the invoice.

6. LVIM agrees to provide the current patients and staff members with an identification card with an expiration date and will be responsible to ensure that only the patients and staff members have access to the identification cards to access the transit system.

7. This Agreement is subject to the terms and conditions contained in any interlocal or other agreement between the District and any other governmental authority, including, without limitation, the City of Lakeland, the Polk Transit Authority, and Polk County, and between Polk County and any other governmental authority including, without limitation, the City of Lakeland, the Polk Transit Authority, and the District.

8. This Agreement is subject to all federal, state, and local laws, rules, and regulations with which the District is obligated to comply.

9. This Agreement may be terminated as follows:

(a) Failure of any party to comply with any provision of this Agreement shall place that party in default. Prior to terminating this Agreement, the non-defaulting party shall notify the defaulting party in writing. The notification shall make specific reference to the condition alleged to give rise to the default. The defaulting party shall then be entitled to a period of fifteen (15) days from the date notification is received in which to cure the default. If the default is not cured within the fifteen (15) day period, this Agreement may be terminated by the non-defaulting party. The failure of any party to exercise this right shall not be considered a waiver of such right in the event of any further default or non-compliance.

(b) Either party shall have the absolute right to terminate this Agreement at any time, with or without cause, upon not less than sixty (60) days advance written notice to the other party of the proposed date of termination.

10. All notices, requests, demands and other communications which are required or may be given under this Agreement shall be in writing and shall be deemed to have been duly given when received if personally delivered; when transmitted if transmitted by facsimile transmission or other similar electronic or digital transmission method; the day after it is sent, if sent by recognized expedited delivery service; and five (5) days after it is sent, if mailed, first class mail, postage prepaid. In each case, notice shall be sent to:

LVIM: Lakeland Volunteers in Medicine, Inc.

ATTN:

DISTRICT: Lakeland Area Mass Transit District
1212 George Jenkins Boulevard
Lakeland, Florida 33805
ATTN: Tom Phillips

11. If any covenant or provision of this Agreement is determined to be invalid, illegal or incapable of being enforced, all other covenants and provisions of this Agreement shall, nevertheless, remain in full force and effect, and no covenant or provision shall be dependent upon any other covenant or provision unless so expressed herein.

12. This Agreement contains all the terms and conditions agreed upon by the parties and is a complete and exclusive statement of the Agreement between the parties. Any renewals, alterations, variations, modifications, amendments or waivers of provisions of this Agreement shall only be valid when they have been reduced to writing, duly signed, and approved by both parties. This Agreement supersedes all other agreements and proposals, oral or written, regarding the subject matter herein, and all such other agreements and proposals are hereby deemed void.

13. In the performance of this Agreement, the District will be acting in the capacity of an independent contractor, and not as an agent, employee, partner, joint venturer, or associate of LVIM. The District shall be solely responsible for the means, methods, techniques, sequences, and procedures utilized by the District in the full performance of this Agreement. Neither the District, nor any of its employees, officers, agents or any other individual directed to act on behalf of the District for any act related to this Agreement, shall represent, act, purport to act, or be deemed to be the agent, representative, employee or servant of LVIM.

14. This Agreement shall be construed in accordance with the laws of the State of Florida and venue of any legal proceedings shall be in Polk County, Florida, if the action is commenced in state court. If any action is commenced in federal court, then venue shall be in the United States District Court for the Middle District of Florida, Tampa Division.

15. If a dispute arises between the parties hereto in connection with this Agreement, each party shall bear their own attorney's fees, costs, and expenses, including any paralegal's fees and any fees and expenses in connection with any appellate proceedings.

16. Nothing contained herein shall operate or be construed as a waiver of the District's limit of liability as set forth in Section 768.28 of the Florida Statutes, regardless of whether such claims are based in tort, contract, statute, strict liability, negligence, product liability, or otherwise.

17. LVIM specifically acknowledges and agrees that all District routes are public bus routes, and the District does not owe a duty of care to any LVIM passenger greater than the duty of care that the District owes to any non-LVIM bus passenger. LVIM shall defend, indemnify, and hold harmless the District, and its commissioners, officers, employees, and agents from any claim, injury, damage, expense (including court costs and reasonable attorneys' fees), or loss to the extent that it arises from a claim that the District owes a duty of care to any participating LVIM bus passenger greater than the duty of care that the District owes to any non-LVIM bus passenger.

18. This Agreement is subject to Chapter 119 of the Florida Statutes. To the extent that the District is deemed a "contractor" of LVIM under general Florida law, the District, pursuant to Section 119.0701(1)(a) of the Florida Statutes, agrees to:

(a) Keep and maintain public records required by LVIM to perform the services specified herein.

(b) Upon request from LVIM's custodian of public records, provide LVIM with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119 of the Florida Statutes or as otherwise provided by law.

(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the District does not transfer the records to LVIM.

(d) Upon completion of the contract, transfer, at no cost, to LVIM all public records in possession of the District or keep and maintain public records required by LVIM to perform the service. If the District transfers all public records to LVIM upon completion of the contract, the District shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the District keeps and maintains public records upon completion of the contract, the District shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to LVIM, upon request from LVIM's custodian of public records, in a format that is compatible with LVIM's information technology systems.

IF THE DISTRICT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO DISTRICT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS, Alice V. Koehler, AT 863.648.5811 x113.

19. Each of the undersigned warrants and represents that he or she is authorized to execute this Agreement on behalf of the entity identified.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized officers for the uses and purposes therein expressed.

LAKELAND VOLUNTEERS IN MEDICINE, INC.

Natalya Clemens

Clemens 10/1/26

Witnesses

By: Alice V. Koehler

Date: 10/01/26

LAKELAND AREA MASS TRANSIT DISTRICT

_____

_____

Witnesses

By: _____

Date: _____

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #4b

Agenda Item:	Town of Dundee Service Agreement
Presenter:	Ben Darby, Esq.
Recommended Action:	Approval of Municipal Agreement for Transit Services
Summary:	Consider approval of the Municipal Agreement between the Town of Dundee and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the Town limits of Dundee for a period of two (2) years.
Attachments:	Service Agreement – Town of Dundee and LAMTD

Service Agreement -
Town of Dundee and
Lakeland Area Mass Transit District

This Service Agreement (hereinafter the "Agreement") is entered into as of the 1st day of October, 2026 (hereinafter the "Effective Date"), by and between the Town of Dundee, a municipal corporation organized and existing under the laws of the State of Florida (hereinafter referred to as "Dundee"), and the Lakeland Area Mass Transit District, an independent special district (hereinafter referred to as the "District").

WHEREAS, Dundee is a Florida municipal corporation vested with home rule authority pursuant to the Municipal Home Rule Powers Act, Chapter 166 of the Florida Statutes, and Article VIII, §2 of the Florida Constitution; and

WHEREAS, Dundee is vested with governmental, corporate and proprietary powers to enable it to conduct and perform municipal functions and render municipal services, including the general exercise of any power for municipal purposes; and

WHEREAS, provision of adequate and effective public transit services is a continuing need in Polk County; and

WHEREAS, the District is the legal entity responsible for the operation and management of the public transportation system; and

WHEREAS, the parties acknowledge, represent and agree that Dundee and the District are not partners or joint venturers; and

WHEREAS, Dundee has agreed to participate in funding a portion of the fixed route services currently being operated through the municipal boundaries of Dundee; and

WHEREAS, Dundee and the District acknowledge and agree that the District will provide to Dundee transit services which include routes 17x, 27x, and 30; and

WHEREAS, Dundee and the District represent and agree that good and valuable consideration has been received by the parties for entering into this Agreement, and Dundee and the District acknowledge the sufficiency of the consideration received; and

WHEREAS, the Town Commission of the Town of Dundee finds this Agreement between Dundee and the District to be in the best interests of the public health, safety, and general welfare of the citizens and residents of the Town of Dundee,

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the parties hereto agree as follows:

1. The foregoing recitals are incorporated herein by the parties as true and correct statements which form a factual and material basis for entry into this Agreement between Dundee and the District.

2. The term of this Agreement shall be for a period of two (2) years commencing on October 1, 2026, through and including September 30, 2028.

3. In the event funds from governmental sources relied upon to finance this Agreement become unavailable, the District or Dundee may terminate this Agreement with no less than thirty (30) calendar days written notice to the other party. Notice shall be delivered as set forth in paragraph ten (10) of this Agreement. Either party may terminate this Agreement based on the other party's breach, by giving the breaching party written notice of the breach in accordance with paragraph ten (10) of this Agreement. If the breach is not cured within thirty (30) calendar days, the non-breaching party may terminate this Agreement immediately. Waiver by either party of breach of any provision of this Agreement shall not be deemed to be a waiver of any other breach, shall not be construed to be a modification of the terms of this Agreement, and shall not act as a waiver or estoppel to enforcement of any provision of this Agreement.

4. No later than six (6) months before the end of the term of this Agreement, the District and Dundee shall meet in good faith to discuss each party's intentions to negotiate an agreement for the continuation of the service.

5. Hours of operation of bus service are defined as the number of hours each bus operates plus reasonable travel time each way to and from the District Operations Center located at 1212 George Jenkins Boulevard, Lakeland, Florida, or the County Operations Center located in Bartow or Winter Haven, Florida. Bus service will not be provided on holidays on which the District does not operate and on any other days on which the District does not operate.

6. The fees to be charged by the District for the transit service for the term of the Agreement will be $29,066.36 for the first year and $30,229.01 for the second year. Dundee shall remit payment within (30) business days from receipt of invoice.

7. Revenue derived from the operation of the transit system, including, but not limited to the proceeds from advertising and transit fares paid by passengers, will be the absolute property of the District; and the treatment of such revenue, including the banking and accounting thereof, will be as directed by the District.

8. This Agreement is subject to the terms and conditions contained in any interlocal or other agreement between the District and any other governmental authority, including, without limitation, the City of Lakeland, the Polk Transit Authority, and the County of Polk; provided, however, that by entering into this Agreement, Dundee is not agreeing to be bound by or in any matter obligated by any of the District's rights, duties and obligations under such interlocal or other agreements referred to herein to which the District may be a party. Nothing in such agreements prohibits or limits the ability of any of the parties to this Agreement to deliver the various benefits specifically described herein.

9. This Agreement is subject to all federal, state, and local laws, rules, and regulations with which the District is obligated to comply. Nothing in such laws, rules or regulations prohibits or limits the ability of any of the parties to this Agreement to deliver the various benefits specifically described herein.

10. All notices, requests, demands and other communications which are required or may be given under this Agreement shall be in writing and shall be deemed to have been duly given when received if personally delivered; when transmitted if transmitted by telecopy, electronic telephone line facsimile transmission or other similar electronic or digital transmission method; the day after it is sent, if sent by recognized expedited delivery service; and five (5) days after it is sent, if mailed, first class mail, postage prepaid. In each case, notice shall be sent to:

DUNDEE: Town of Dundee
ATTN: Town Manager
P.O. Box 1000
Dundee, FL 33838

with a copy to, which shall not constitute notice:

Markeishia Smith
General Counsel
P.O. Box 1000
Dundee, FL 33838

DISTRICT: Lakeland Area Mass Transit District
ATTN: General Manager
1212 George Jenkins Boulevard
Lakeland, FL 33815

With a copy to, which shall not constitute notice:

Ben H. Darby, Jr.
Counsel for the District
Darby Law Group, P.A.
Post Office Box 2971
Lakeland, Florida 33806-2971

11. If any covenant or provision of this Agreement is determined to be invalid, illegal or incapable of being enforced, all other covenants and provisions of this Agreement shall, nevertheless, remain in full force and effect, and no covenant or provision shall be dependent upon any other covenant or provision unless so expressed herein.

12. This Agreement contains all the terms and conditions agreed upon by the parties and is a complete and exclusive statement of the agreement between the parties regarding the subject matter of this Agreement. Any renewals, alterations, variations, modifications, amendments or waivers of provisions of this Agreement shall only be valid when they have been reduced to writing, and duly signed and approved by all entities to this Agreement, including but not limited to the governing bodies of both the District and Dundee. This Agreement supersedes all other agreements and proposals, oral or written, regarding the subject matter herein, and all such other agreements and proposals are hereby deemed void.

13. In the performance of this Agreement, the District will be acting in the capacity of an independent contractor, and not as an agent, employee, partner, joint venturer, or associate of Dundee. The District shall be solely responsible for the means, methods, techniques, sequences, and procedures utilized by the District in the full performance of this Agreement. Neither the District nor any of its employees, officers, agents or any other individual directed to act on behalf of the District for any act related to this Agreement, shall represent, act, purport to act, or be deemed to be the agent, representative, employee or servant of Dundee.

14. This Agreement shall be construed in accordance with the laws of the State of Florida and venue of any legal proceedings shall be in Polk County, Florida, if the action is commenced in state court. If any action is commenced in federal court, then venue shall be in the United States District Court for the Middle District of Florida, Tampa Division. If any legal action or other proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default or misrepresentation in connection with any provision of this Agreement, each party shall bear its own attorney's fees, court costs and expenses.

15. This Agreement is subject to Chapter 119 of the Florida Statutes. To the extent that the District is deemed a "contractor" of Dundee under general Florida law, the District, pursuant to Section 119.0701 of the Florida Statutes, agrees to:

(a) Keep and maintain public records required by Dundee to perform the service specified herein.

(b) Upon request from Dundee's custodian of public records, provide Dundee with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119 of the Florida Statutes or as otherwise provided by law.

(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the District does not transfer the records to Dundee.

(d) Upon completion of the contract, transfer, at no cost, to Dundee all public records in possession of the District or keep and maintain public records required by Dundee to perform the service. If the District transfers all public records to Dundee upon completion of the contract, the District shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the District keeps and maintains public records upon completion of the contract, the District shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to Dundee, upon request from Dundee's custodian of public records, in a format that is compatible with Dundee's information technology systems.

IF THE DISTRICT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE DISTRICT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS, JENN GARCIA, AT (863) 438-8330, JGARCIA@TOWNOFDUNDEE.COM.

16. Nothing contained herein shall operate or be construed as a waiver of the District's or Dundee's limits of liability as set forth in Section 768.28 of the Florida Statutes, regardless of whether such claims are based in tort, contract, statute, strict liability, negligence, product liability or otherwise. No waiver of sovereign immunity is deemed to be made by either the District or Dundee by entering into this Agreement nor shall any terms of this Agreement confer upon any third person, corporation, or entity other than the parties hereto any right or cause of action for damages claimed against any party to this Agreement.

17. Each party signing this Agreement represents and warrants that he/she/it has read, understands and acknowledges any and all of the terms, covenants, conditions and requirements set forth herein. The parties represent and warrant to one another that all the necessary action(s) to execute this Agreement have occurred and that the parties possess the legal authority to enter into this Agreement and undertake all the obligations imposed herein.

18. The calculation of the number of days that have passed during any time period prescribed shall be based on the calendar days (unless specified otherwise in this Agreement). Unless otherwise specified in this Agreement, the calculation of the number of days that have passed during any time period prescribed in or by this Agreement shall commence on the day immediately following the event triggering such time period. If the tolling of such time period is not contingent on an action or event, the calculation of the number of days that have passed during such time period prescribed in or by this Agreement shall commence on the day immediately following the Effective Date. For purposes of this Agreement, unless otherwise specified herein, the tolling of such time period(s) shall be in calendar days. In the event any time period or deadline identified in

19. this Agreement expires or falls on a Saturday, Sunday or recognized holiday, said expiration or deadline shall be automatically tolled until 5:00 p.m. on the next available business day on which the District and Dundee are open for business to the public.

20. The parties acknowledge and agree that it is in their best interests and the best interests of the public that this Agreement be performed in strict accordance with the terms, covenants and conditions contained herein; and the parties shall, in all instances, operate and act in good faith in complying with all of the terms, covenants and conditions contained herein.

LIMITATION OF LIABILITY

IN NO EVENT, SHALL THE DISTRICT BE LIABLE TO DUNDEE FOR INDIRECT, INCIDENTAL, CONSEQUENTIAL, SPECIAL, EXEMPLARY, OR PUNITIVE DAMAGES OF ANY KIND OR NATURE, INCLUDING LOSS OF PROFIT, WHETHER FORESEEABLE OR NOT, ARISING OUT OF OR RESULTING FROM THE NONPERFORMANCE OR BREACH OF THIS AGREEMENT BY THE DISTRICT WHETHER BASED IN CONTRACT, COMMON LAW, WARRANTY, TORT, STRICT LIABILITY, CONTRIBUTION, INDEMNITY OR OTHERWISE.

IN NO EVENT, SHALL DUNDEE BE LIABLE TO THE DISTRICT FOR INDIRECT, INCIDENTAL, CONSEQUENTIAL, SPECIAL, EXEMPLARY, OR PUNITIVE DAMAGES OF ANY KIND OR NATURE, INCLUDING LOSS OF PROFIT, WHETHER FORESEEABLE OR NOT, ARISING OUT OF OR RESULTING FROM THE NONPERFORMANCE OR BREACH OF THIS AGREEMENT BY DUNDEE WHETHER BASED IN CONTRACT, COMMON LAW, WARRANTY, TORT, STRICT LIABILITY, CONTRIBUTION, INDEMNITY OR OTHERWISE.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed for the uses and purposes therein expressed as of the day and year set forth above.

[SIGNATURES ON FOLLOWING PAGE]

TOWN OF DUNDEE

Clerk's Attest:

Erica Anderson
Town Clerk

BY: _____

LAKELAND AREA MASS TRANSIT DISTRICT

ATTEST: _____
Administrative Assistant

BY: _____

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #4c

Agenda Item:	**Chief Executive Officer Performance Evaluation**
Presenter:	Ben Darby, Esq
Recommended Action:	Approval
Summary:	Consideration and approval of the annual performance evaluation to set the Chief Executive Officer's salary.

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #5a

Agenda Item: Establishment of Employee Compensation and Benefit Framework Following Expiration of the 2023–2026 TWU Local 525 Collective Bargaining Agreement

Presenter: Tony Kirk, Director of HR & Risk

Recommended Action: Staff recommends that the Board of Directors approve the establishment of a post-collective-bargaining-agreement compensation and benefit framework for District employees effective October 1, 2026, and authorize the Chief Executive Officer and appropriate District staff to incorporate the approved provisions into the Citrus Connection Employee Handbook, compensation administration procedures, and applicable administrative policies.

Background: The District has maintained a professional and productive labor management relationship with the Transport Workers Union of America, Local 525 (TWU) for approximately 15 years.

The current Collective Bargaining Agreement between the District and TWU Local 525 expired September 30, 2026. Effective October 1, 2026, the District no longer has a collective bargaining agreement with TWU Local 525.

The expiration of the agreement provides an opportunity for the District to establish a clear, consistent and administratively sustainable compensation and employee-benefit framework applicable to employees formerly covered by the agreement.

Staff has reviewed the financial and benefit provisions contained in the 2023–2026 Collective Bargaining Agreement and developed a financial decision matrix identifying wages, differentials, leave benefits, insurance-related provisions, allowances, reimbursements and other compensation-related provisions.

The proposed framework is intended to preserve operational continuity and provide employees with clear expectations

regarding compensation and benefits while allowing the District to administer these provisions through its Employee Handbook and applicable District policies.

Attachments: Proposed Post-CBA Handbook Compensation and Benefits Language

Lakeland Area Mass Transit District d/b/a Citrus Connection

EMPLOYEE HANDBOOK

PROPOSED POST-CBA COMPENSATION AND BENEFITS PROVISIONS

Effective October 1, 2026

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1. WAGES AND SALARY ADMINISTRATION

Citrus Connection establishes employee compensation based upon the District's approved compensation structure, classification requirements, employee qualifications, applicable experience and other factors determined by the District.

Employees will be compensated in accordance with the wage or salary schedule applicable to their classification.

For positions formerly covered by the TWU Local 525 Collective Bargaining Agreement, the District's approved post-CBA wage schedule will govern compensation effective October 1, 2026.

Bus Operator Wage Schedule

Service Tier	Hourly Rate
0–less than 4 years	$20.25
4–less than 10 years	$23.62
10+ years	$26.99

The District may establish, modify or replace wage schedules based upon operational requirements, market conditions, budgetary considerations and Board-approved compensation policy.

---

2. OVERTIME

Non-exempt employees who work more than 40 hours in a workweek will be compensated for qualifying overtime hours at one and one-half times the employee's regular hourly rate, subject to applicable law and District policy.

Overtime must be authorized in accordance with District procedures.

Working additional hours without authorization does not eliminate the District's obligation to compensate an employee for hours worked when required by applicable law; however, unauthorized overtime may result in corrective action.

---

3. TEMPORARY ASSIGNMENT / CROSS-UTILIZATION

When an employee is temporarily assigned to perform work associated with another District job classification, the employee may receive the applicable rate for the assigned classification or an approved temporary assignment differential, consistent with District policy.

Temporary assignment compensation must be approved through the District's established administrative process.

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4. SHIFT DIFFERENTIAL

Employees assigned to qualifying shifts may receive a shift differential when authorized under the District's compensation plan.

---

5. HEALTH INSURANCE

Eligible employees may participate in the District's health insurance program in accordance with the terms of the applicable benefit plan.

The District will establish the employer and employee contribution amounts applicable to each coverage tier.

Employee contributions, dependent coverage costs, eligibility requirements and plan provisions are governed by the applicable benefit plan documents and District-approved benefit policies.

The District reserves the right to modify benefit plans, contribution levels, carriers and plan design consistent with applicable law and Board-approved policy.

Alternative Health Insurance Reimbursement

An eligible employee who maintains qualifying health insurance coverage outside the District may receive an annual reimbursement of up to **$1,000**, subject to District eligibility and documentation requirements.

The reimbursement may be prorated for partial-year eligibility.

Medicare Reimbursement

An eligible employee receiving Medicare may receive an annual reimbursement of up to **$2,000**, subject to District eligibility and documentation requirements.

The reimbursement may be prorated for partial-year eligibility.

---

6. VACATION

Regular full-time employees accrue vacation leave based upon completed years of service.

Years of Service	Monthly Accrual
0–4 years	8 hours
5–15 years	10 hours
16+ years	13.33 hours

The vacation year is October 1 through September 30.

Vacation scheduling is subject to operational requirements and supervisory approval.

Employees should submit vacation requests in accordance with established departmental procedures.

Vacation Buy-Back

Eligible employees may request payment for up to five days of accrued vacation during the applicable vacation year, subject to District procedures and available accrued leave.

Payment will be based upon the employee's normally scheduled work week.

---

7. SICK LEAVE

Regular full-time employees accrue sick leave at a rate of eight hours per month, subject to applicable eligibility requirements.

Newly hired full-time employees become eligible for sick leave following completion of the applicable introductory period.

Sick leave may be used for qualifying for personal illness, injury, medical appointments and other purposes authorized by District policy and applicable law.

Sick Leave Accrual and Carryover

The District will establish the applicable maximum accrual and carryover provisions after reconciling the former CBA language and current payroll records.

---

8. SICK LEAVE PAYOUT

Eligible employees may receive payment for unused accrued sick leave upon qualifying separation from District employment, subject to the District's approved eligibility requirements and applicable maximum payment.

The proposed payout schedule is:

Years of Service	Payout Percentage	Maximum
8–10 years	40%	$8,000
11–19 years	50%	$8,000
20+ years	60%	$8,000

---

9. RETIREMENT SICK LEAVE PAYOUT

An eligible employee who retires from District employment may receive payment for unused accrued sick leave in accordance with the District's approved retirement payout schedule.

The former CBA provided the following schedule:

Years of Service	Payout Percentage	Maximum
8–10 years	45%	$9,000
11–19 years	55%	$9,000
20+ years	65%	$9,000

---

10. HOLIDAYS

The District observes nine designated paid holidays each year, in addition to an employee's birthday, subject to the District's published holiday schedule.

Eligible employees who are not scheduled to work on a designated holiday will receive the applicable holiday pay.

Employees who are required to work on a designated holiday will receive holiday compensation in accordance with the District's approved holiday-pay policy.

The District will publish the annual holiday schedule.

---

11. BEREAVEMENT LEAVE

Eligible employees may receive paid bereavement leave following the death of a qualifying family member.

For qualifying immediate family members, an employee may receive up to five consecutive paid days within the applicable seven-calendar-day period.

For qualifying extended family members, an employee may receive up to three consecutive paid days.

The District may require reasonable documentation.

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12. JURY DUTY

Employees required to report for jury duty will receive their normal scheduled compensation for qualifying hours, subject to District procedures and applicable documentation requirements.

Employees must provide notice to their supervisor and Human Resources as soon as they receive jury summons.

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13. DOT MEDICAL EXAMINATIONS

The District will pay for one required DOT medical examination annually for employees whose positions require such examination, subject to applicable federal and District requirements.

The District may also provide up to three hours annually for qualifying travel and time associated with the medical examination during otherwise unscheduled time.

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14. CDL RENEWAL

Employees required to maintain a commercial driver's license as a condition of employment may receive reimbursement of qualifying CDL renewal expenses up to **$50**, upon presentation of appropriate documentation.

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15. UNIFORMS

Employees in classifications requiring District-issued uniforms will receive uniforms in accordance with the District's uniform program.

Bus Operators will receive up to five polo shirts annually under the current uniform structure.

If an applicable polo shirt is not issued, an employee may receive the approved equivalent allowance, not to exceed **$94 annually**.

[VERIFY: Confirm uniform program and allowance before publication.]

---

16. TOOLS AND SAFETY EQUIPMENT

Employees in designated maintenance and craft classifications may receive an annual tools and safety-equipment allowance of up to **$500**, generally payable in two $250 installments.

Eligibility is limited to classifications designated by the District.

Applicable first-year eligibility and repayment requirements will be established by District policy.

---

17. SAFETY FOOTWEAR

Employees in designated classifications may receive reimbursement for required safety footwear of up to **$200 annually**, subject to District procedures and documentation requirements.

18. EMERGENCY / HURRICANE COMPENSATION

When authorized by the District, employees performing qualifying work during a declared emergency, hurricane or other designated health-hazard condition may receive an additional **$6.00 per hour** for qualifying hours worked.

The Chief Executive Officer or designee will determine when the emergency compensation provision is activated and which employees and hours qualify.

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19. EMPLOYEE RECOGNITION

The District may maintain an employee recognition program recognizing employees for exceptional performance, service and contributions to the organization.

The existing recognition structure provides for two monthly awards, including recognition, VIP parking and a $25 gift card.

The program may be modified or discontinued by the District based upon operational and budgetary considerations.

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20. ADMINISTRATION OF HANDBOOK BENEFITS

The compensation and benefit provisions contained in this Handbook are District policies and are intended to establish the terms and conditions under which applicable compensation and benefits are administered.

Nothing in this Handbook creates a collective bargaining agreement or guarantees that a particular benefit, allowance, reimbursement, wage schedule or compensation provision will remain unchanged indefinitely.

The District reserves the right to amend, modify, suspend or discontinue policies consistent with applicable law, Board action and District procedures.

Where an employee benefit is governed by a separate insurance plan, retirement plan, statute, regulation or other controlling document, that controlling document will govern in the event of a conflict.

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21. EFFECTIVE DATE

The provisions contained in this section become effective **October 1, 2026**, unless otherwise stated.

Provisions specifically identified as requiring verification or additional Board/management action will not become effective until formally approved and implemented by the District.

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #6a

Agenda Item:	Strategic Plan Year 1 Scorecard
Presenter:	Nicole McCleary, AICP Paul Simms Tony Kirk Erin Killebrew Kinlaw
Recommended Action:	Information
Summary:	This agenda item reviews fourth-quarter operational performance and presents the Year 1 results of the Strategic Plan. **Quarterly Performance Scorecard Review:** An evaluation of key performance indicators—including transit system reliability, rider satisfaction, and operational efficiency—against targets established at the start of Fiscal Year 2026. The presentation will analyze annual trends, highlight key achievements, and identify opportunities for continuous improvement.
Attachments:	Strategic Plan Q4 Review and Year 1 Scorecard



FY26 Strategic Plan - Scorecard

FOURTH QUARTER UPDATE (July – September 2026)

November 12, 2026

CitrusConnection
PROGRESS IN MOTION

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**





CitrusConnection
PROGRESS IN MOTION

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.
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.

Define Success Outcomes for FY2027

Current Status

CitrusConnection
PROGRESS IN MOTION



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)

CitrusConnection
PROGRESS IN MOTION

The FY2026 Strategic Plan Q4

- **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.

CitrusConnection
PROGRESS IN MOTION

QUARTER 4 - JULY 2026 - SEPTEMBER 2026				
OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE				
Measure	Target	Current	Value	Score
Systemwide OTP	≥ 85%	76.67%	25	19.17
Routes Performing above 85% OTP	≥ 85%	23.53%	25	5.9
Missed Trips	< 1%	1%	25	25.00
Road Calls / Quarter	Decreasing Overtime	35	25	16.5
Customer OTP Satisfaction	≥ 80%	N/A	N/A	N/A
Total			100	66.5
OBJECTIVE 2 - OPERATOR RETENTION				
Measure	Target	Current	Value	Score
Implement 4-day Workweek	Implementation	Implemented	18	18
Driver Retention Rate	≥ 90%	92.32%	18	18.0
Voluntary Turnover	Decreasing	2.15%	14	14.0
New Hire Retention at 90 Days	≥ 85%	91.67%	14	14.0
New Hire Retention at 1 Year	≥ 80%	45.45%	14	8.0
Employee Engagement Score	≥ 80%	66%	5	3.3
Development of Retention Program	Revision Stage			
Developing Employee Retention Task Force	Revision Stage			
Developing Employee Recognition Plan	Revision Stage	50%	9	4.5
Recognition Activities: Increasing Quarterly	Revision Stage	Incomplete (4 > 4 from Q3 > Q4)	8	4
Total			100.0	83.8
OBJECTIVE 3 - COMMUNITY PERCEPTION				
Measure	Target	Current	Value	Score
Survey Response Goal	95% confidence level	95% confidence level	18	18
Awareness Benchmark	60%	75%	13	13
Perception Benchmark	60%	44%	13	5.72
Overall Impact Benchmark	75%	87%	18	18
Service Reliability (positive rating)	70%	96%	9	9
Safety Perception (positive rating)	75%	97%	9	9
Outreach Events	Increasing Trend	101.00	5	5
Partners Reached	Increasing Trend	67.00	5	5
Social Media Impressions	Increasing Trend	101.00	5	4.86
Social Media Engagement	Increasing Trend	162,530.00	5	3.27
Total			100	90.8
Overall Total Score			300	241.2
Letter Grade			80%	B

The FY2026 Strategic Plan Q4 Overview

- Overall Total Score maintained at B
- Community Perception increased to an A
- Missed trips increased from 0.3% to 1%
- New hire retention at 90 days increased from 61.1% to 91.7%
- Number of Routes Performing above 85% OTP decreased from 10 to 8
- Outreach events increased from 78 to 101
- Voluntary turnover decreased from 5.1% to 2.1%
- Road Calls / Quarter increased from 26 to 35



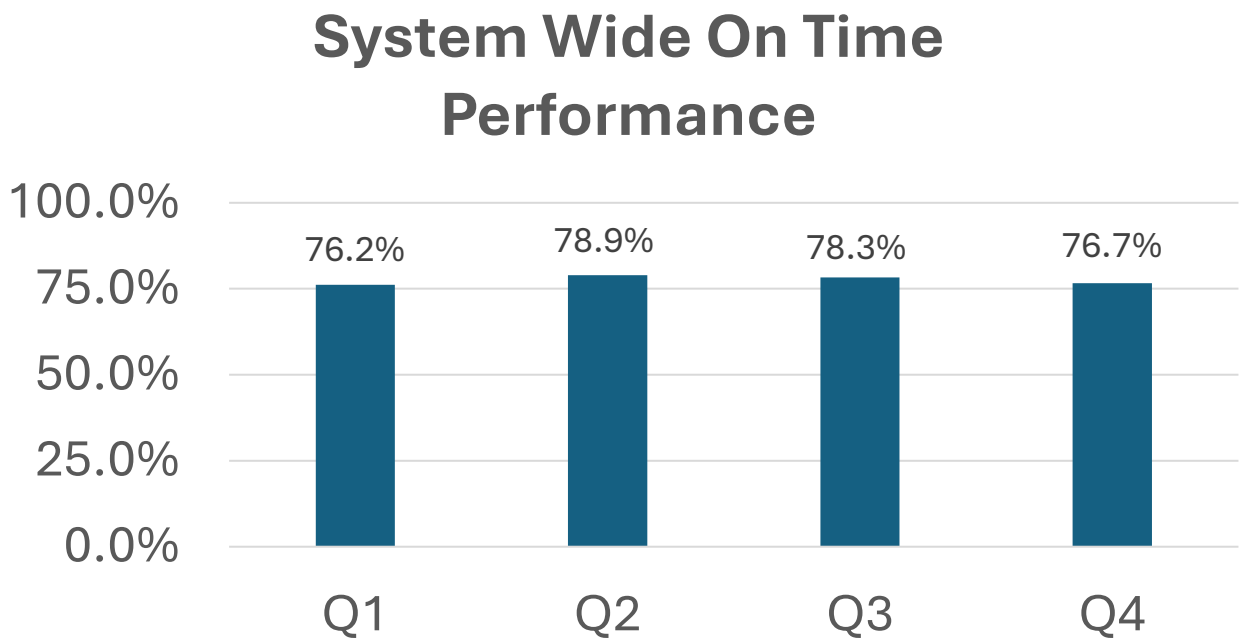
CitrusConnection
PROGRESS IN MOTION

Improving Customer Experience

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

OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE				
Measure	Target	Current	Value	**Score**
Systemwide OTP	≥ 85%	76.67%	25	**19.17**
Routes Performing above 85% OTP	≥ 85%	23.53%	25	**5.9**
Missed Trips	< 1%	1%	25	**25.00**
Road Calls / Quarter	Decreasing Overtime	35	25	**16.5**
Customer OTP Satisfaction	≥ 80%	N/A	N/A	**N/A**
Total			**100**	**66.5**

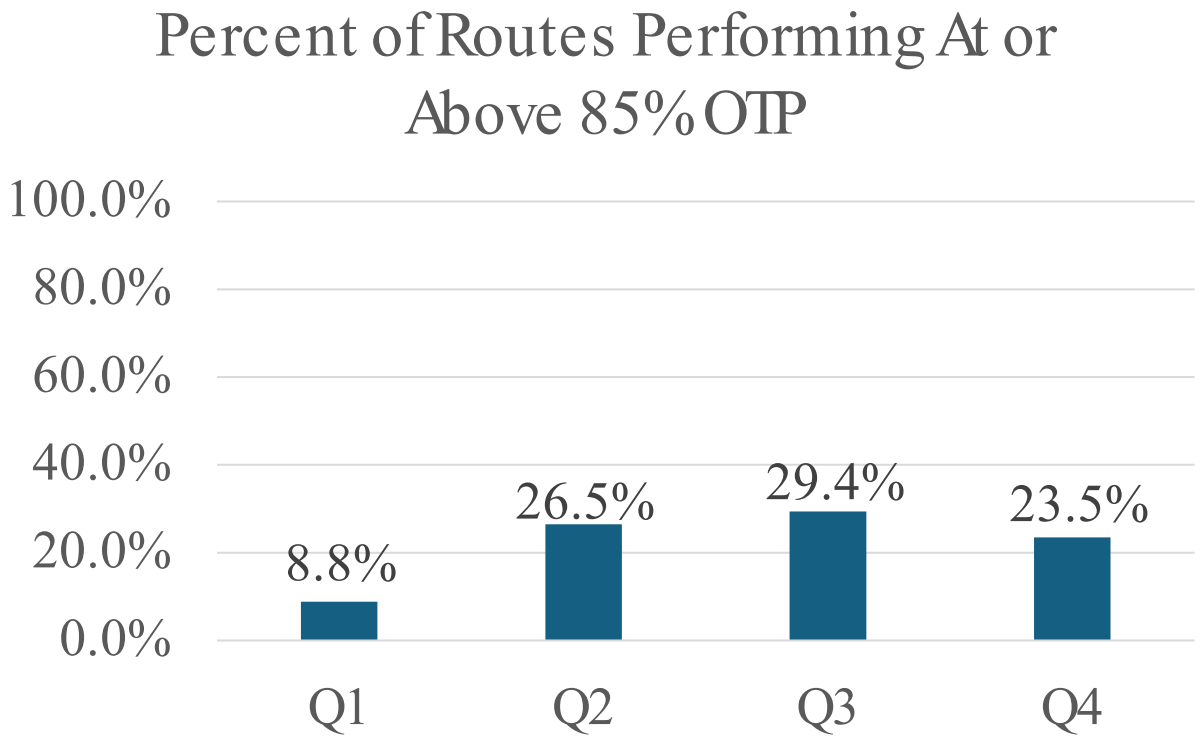
Improving Customer Experience



77.5%
System Average OTP for FY26

- Percent change in Systemwide OTP from Q3 to Q4 is **2.12% decrease**

Improving Customer Experience



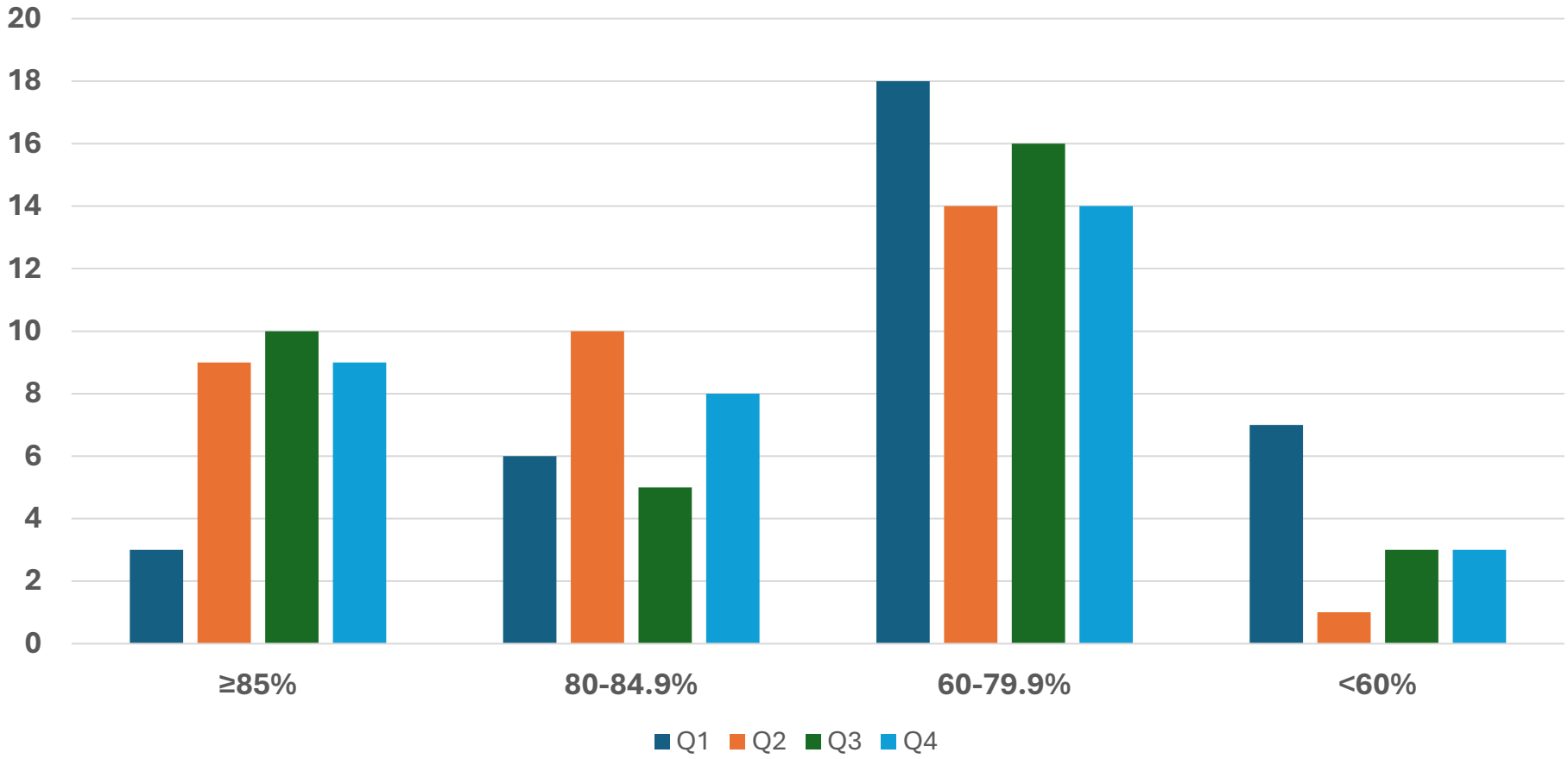
22.1%

of Routes performed Above 85% OTP for FY26

- The number of high performing routes fell by 20% from Q3 to Q4

CitrusConnection
PROGRESS IN MOTION

FY26 Number of Routes by On Time Performance



- Increased the number of routes with OTP 85% or greater by **66.7%**
- Increased the number of routes performing at 80 – 84.9%
- Decreased the number of routes performing at 60 – 79.9 %
- Decreased the number of routes performing at less than 60% by **57.2%**

CitrusConnection
PROGRESS IN MOTION

FY26 Route Performance Breakdown

Best Performers

Lake Wales Circulator & Route 25

Maintained above 85% OTP across all 4 quarters.

Most Improved

Route 17X

Surged from a low of 67.2% OTP up to 85.07% in the top five.

Least Improved

Route 22XW

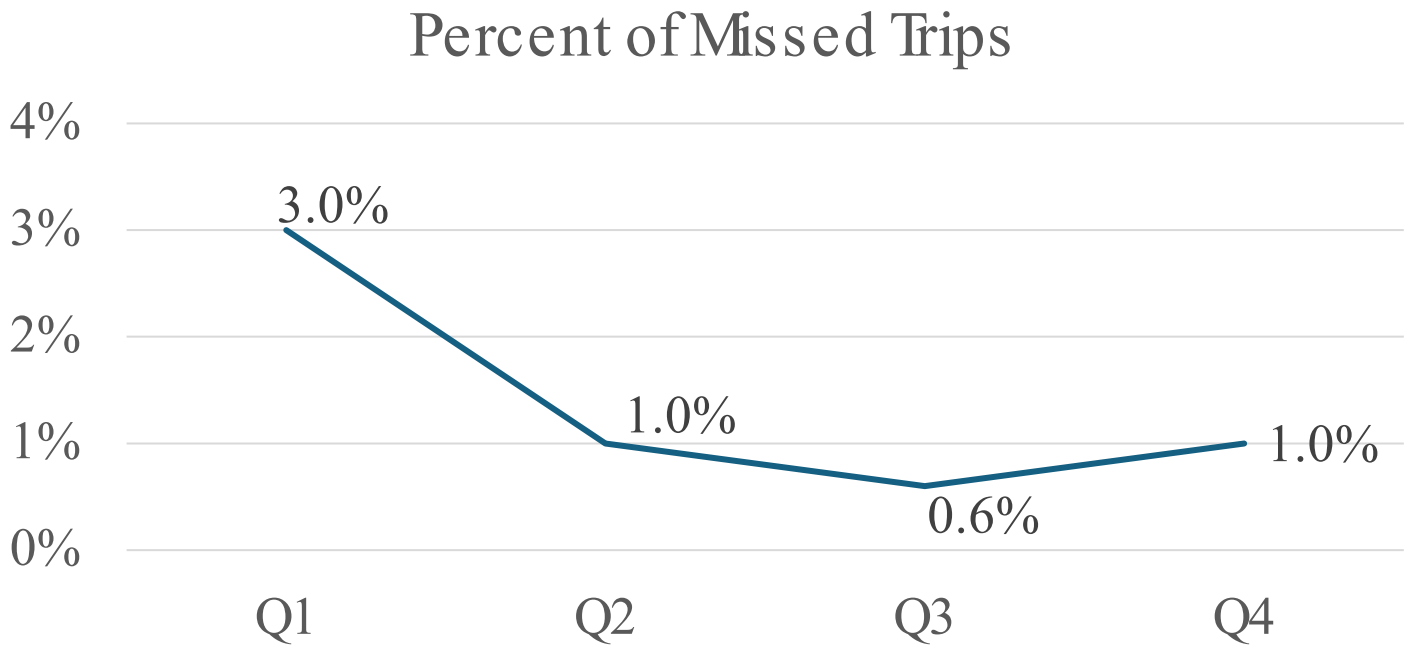
Faced steady decline from 72.10% in Q1 down to 66.70% in Q4.

Worst Performers

Pink Line & Peach Line

Remained critical under-performers below 60% OTP all year.

Improving Customer Experience

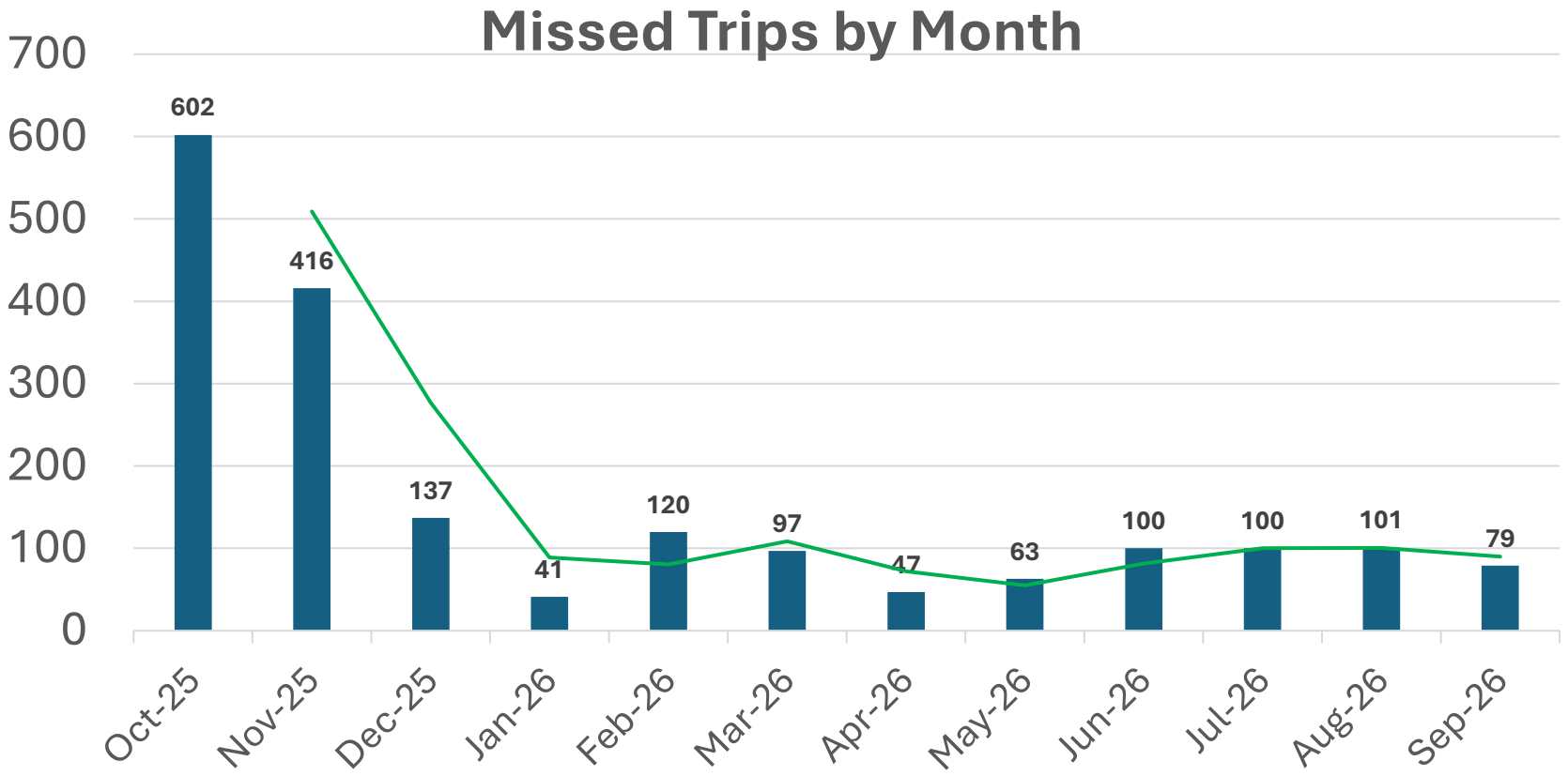


1% Average missed trips for for FY26

- Overall missed trips **substantially decreased** from Q1 to Q3
- Missed trips increased **66.7%** from Q3 to Q4

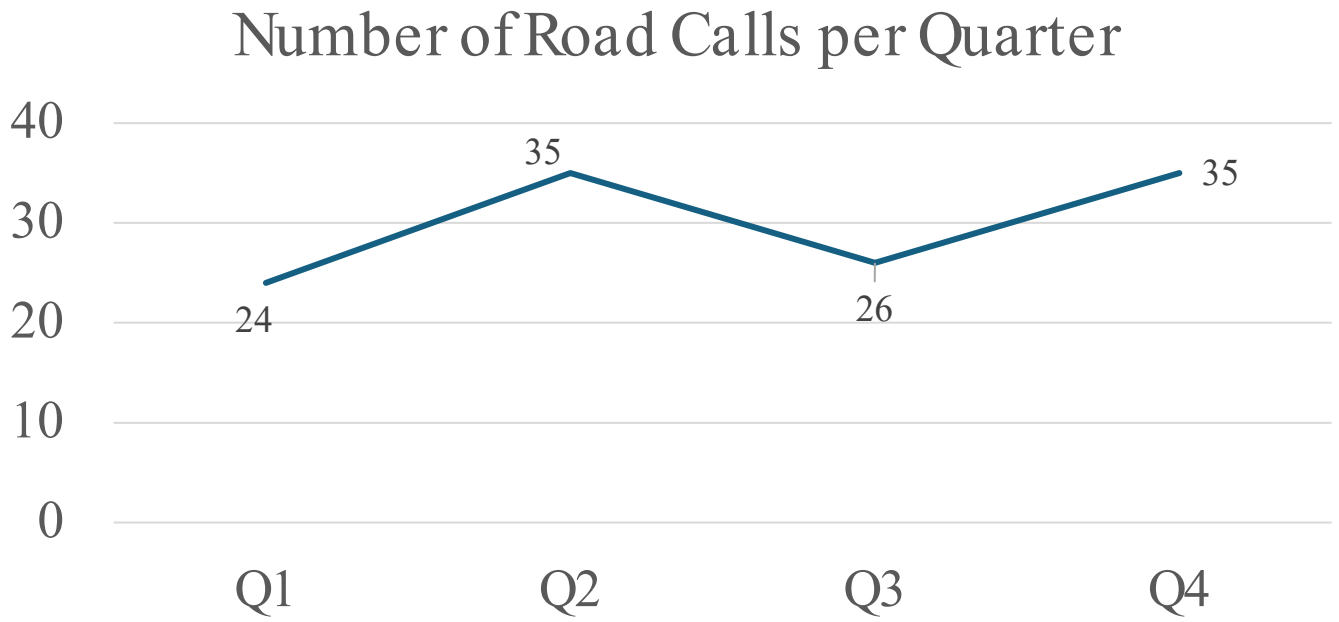
CitrusConnection
PROGRESS IN MOTION

Improving Customer Experience



- **October 2025** accounted for **58.1%** of all Missed Trips
- January and April 2026 had less **than 50** missed trips
- Missed trips **DECREASED SUBSTANTIALLY** over the year

Improving Customer Experience



- **Total road** calls for **FY26** was **120**
- Average number of road Calls per month was **10**

Average urban transit buses have a Mean Distance Between Failures (MDBF) of 3K – 6K Miles*

Citrus Connection's total system had an MDBF of 24,648 Miles

**Information from major performance dashboards such as NTD and APTA*

CitrusConnection
PROGRESS IN MOTION

Objective 1 – Improving Customer Experience
Q4 Score

66.5/100
Score

66.5%
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)

OBJECTIVE 2 - OPERATOR RETENTION				
Measure	Target	Current	Value	**Score**
Implement 4-day Workweek	Implementation	Implemented	18	**18**
Driver Retention Rate	≥ 90%	92.32%	18	**18.0**
Voluntary Turnover	Decreasing	2.15%	14	**14.0**
New Hire Retention at 90 Days	≥ 85%	91.67%	14	**14.0**
New Hire Retention at 1 Year	≥ 80%	45.45%	14	**8.0**
Employee Engagement Score	≥ 80%	66%	5	**3.3**
Development of Retention Program	Revision Stage			
Developing Employee Retention Task Force	Revision Stage			
Developing Employee Recognition Plan	Revision Stage	50%	9	**4.5**
Recognition Activities: Increasing Quarterly	Revision Stage	Incomplete (4 > 4 from Q3 > Q4)	8	**4**
Total			**100.0**	**83.8**

Operator Hiring & Retention

NEW OPERATORS HIRED IN Q4 2026

10

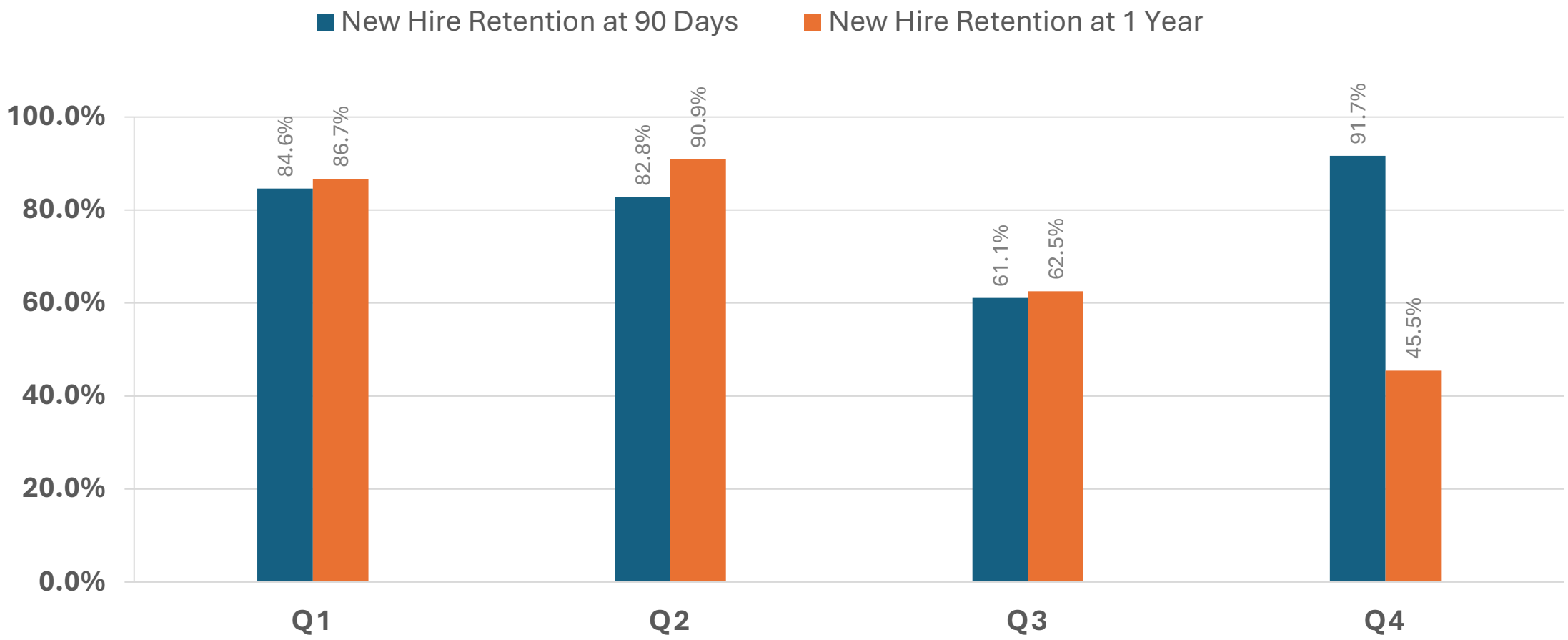
NEW OPERATORS RETAINED AFTER 90 DAYS IN Q4 2026

91.7%



CitrusConnection
PROGRESS IN MOTION

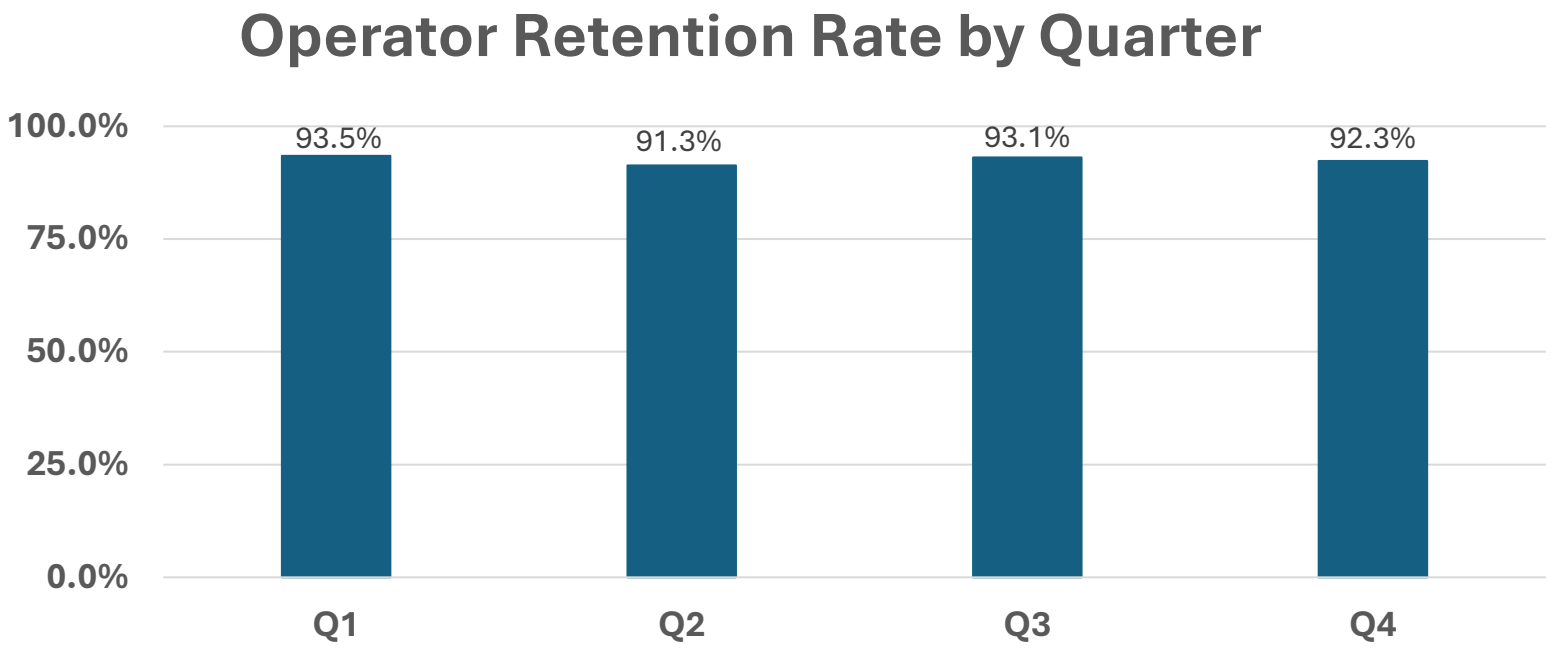
New Hire Retention FY2026



- 90-Day Retention averaged **80%** and 1-Year Retention averaged **71.4%,** showing a meaningful gap of new hires retention between the 90-day mark and their first-year anniversary

CitrusConnection
PROGRESS IN MOTION

Operator Retention FY 2026

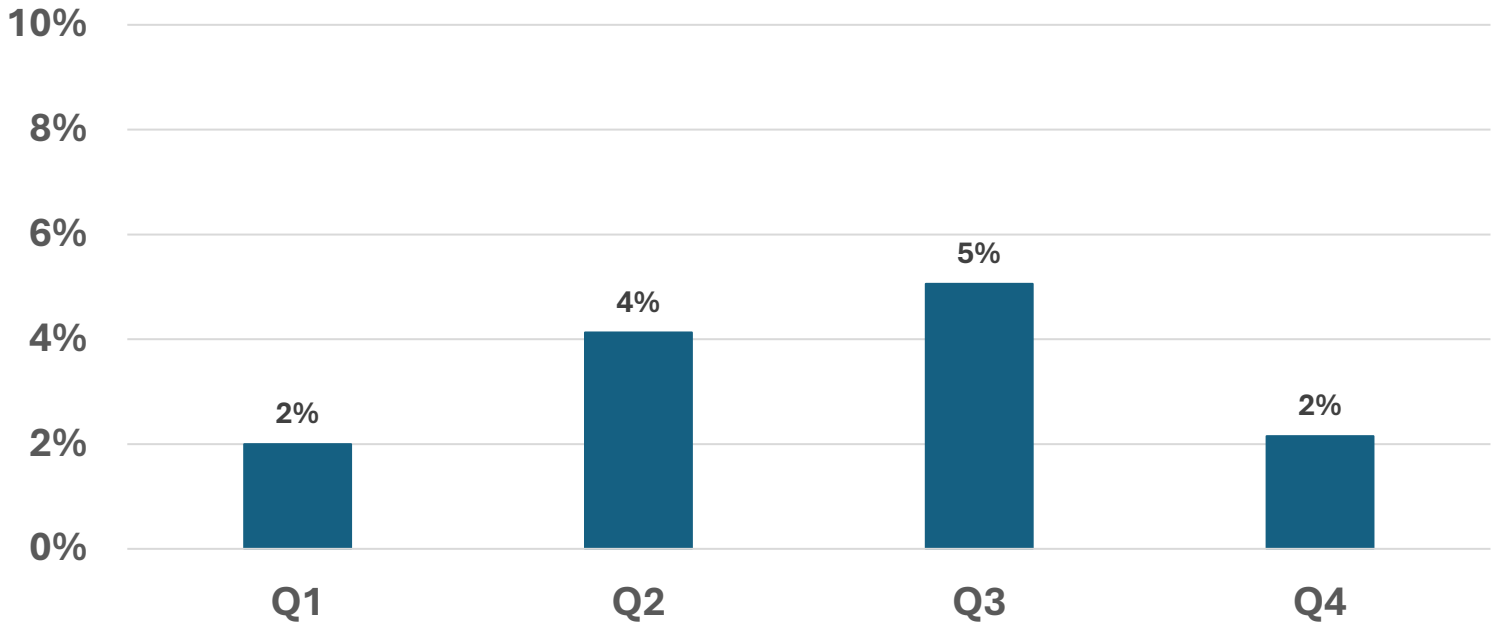


Operator Retention for the year averaged

92.5%

CitrusConnection
PROGRESS IN MOTION

Voluntary Turnover



Average voluntary turnover for FY26 was

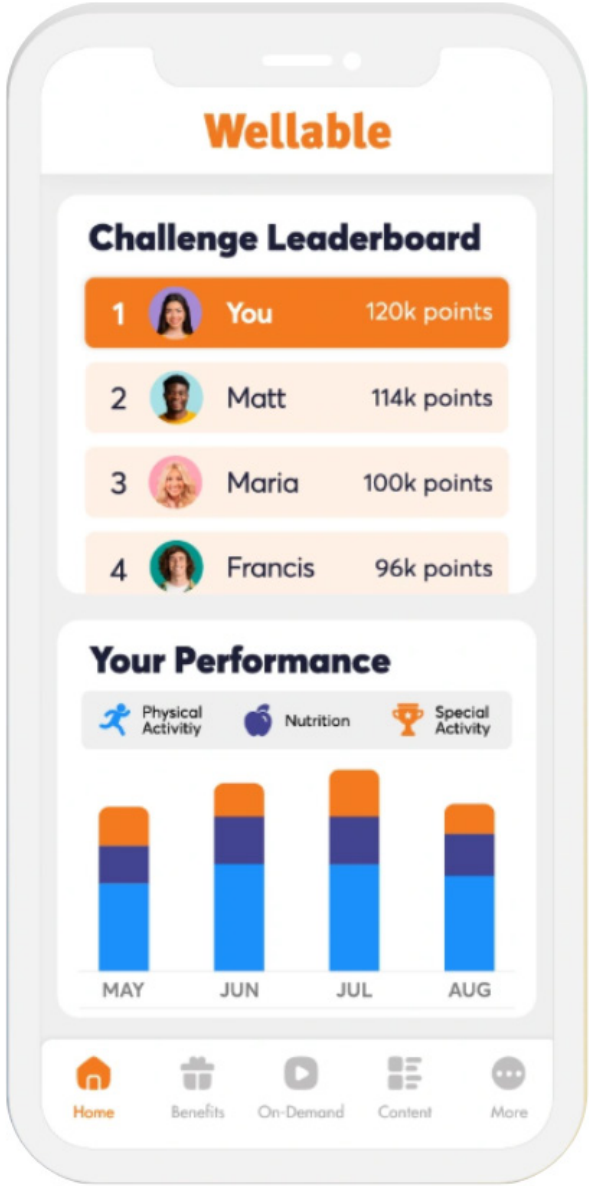
3.3%

- Voluntary Turnover ranged from 5 – 12 people per quarter

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PROGRESS IN MOTION

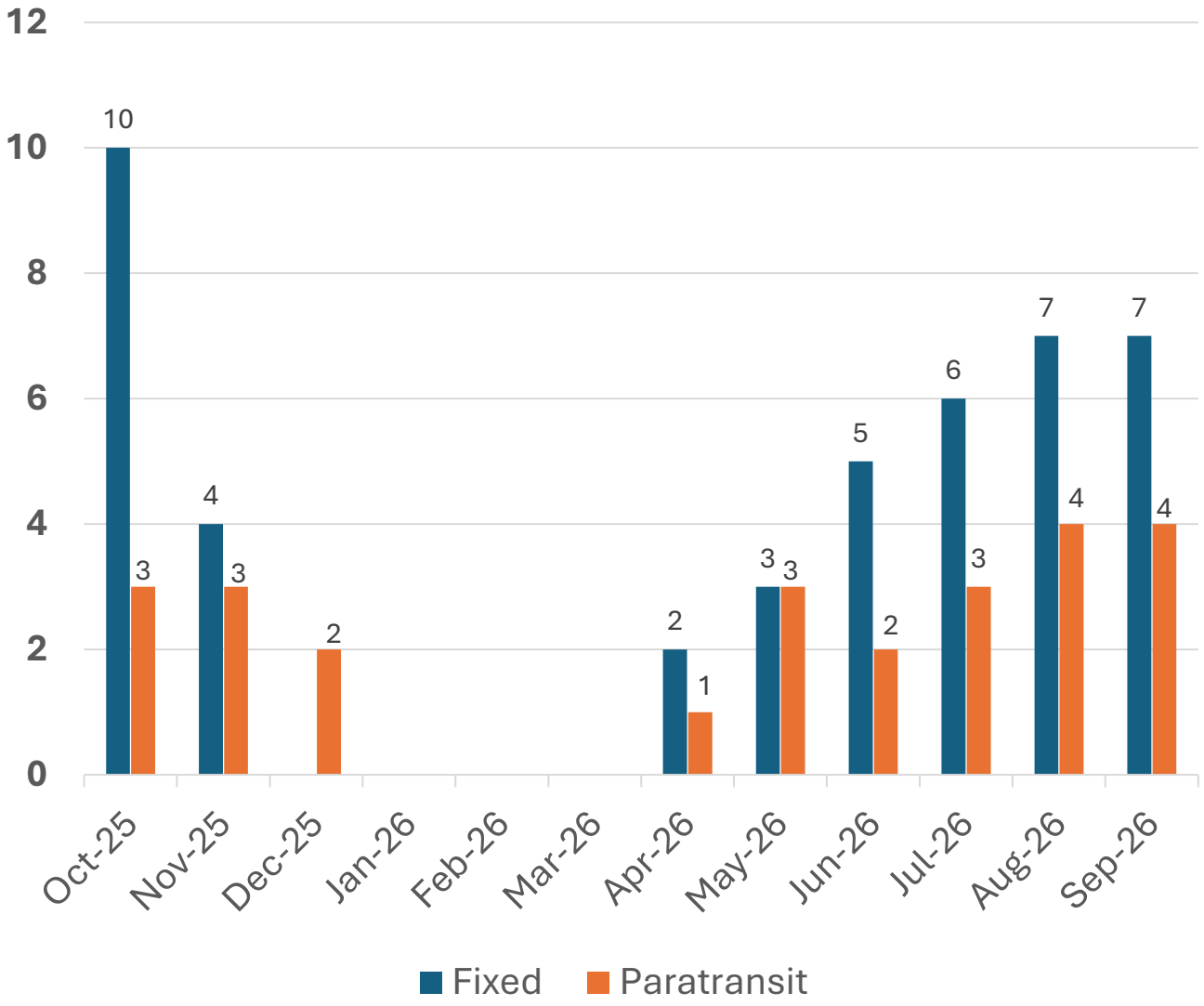
Retention Activities

- Wellable Employee Wellness and Achievement Program
- Birthday Recognition
- Work Anniversary Recognition
- Leadership and Peer-to-peer Recognition



CitrusConnection
PROGRESS IN MOTION

Operator Vacancies FY2026



- **96%** of transit agencies reported experiencing a workforce shortage with the highest levels being bus operators and mechanics
- Q2 saw **0** operator vacancies
- Fixed route **averaged 4 vacancies** per month
- Paratransit **averaged 2 vacancies** per month

CitrusConnection
PROGRESS IN MOTION

Objective 2 - Operator Retention Score Q4 2026

83.8/100	82%	B
Score	Percentage	Grade



Low — Average — High

Scorecard Performance: Good

Community Value

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

OBJECTIVE 3 - COMMUNITY PERCEPTION				
Measure	Target	Current	Value	Score
Survey Response Goal	95% confidence level	95% confidence level	18	18
Awareness Benchmark	60%	75%	13	13
Perception Benchmark	60%	44%	13	5.72
Overall Impact Benchmark	75%	87%	18	18
Service Reliability (positive rating)	70%	96%	9	9
Safety Perception (positive rating)	75%	97%	9	9
Outreach Events	Increasing Trend	101.00	5	5
Partners Reached	Increasing Trend	67.00	5	5
Social Media Impressions	Increasing Trend	101.00	5	4.86
Social Media Engagement	Increasing Trend	162,530.00	5	3.27
Total			100	90.8

PROGRESS IN MOTION

Outreach Events

- 101 Community Outreach Events Attended
- 3 Travel trainings
- 5 Government Commission Meetings

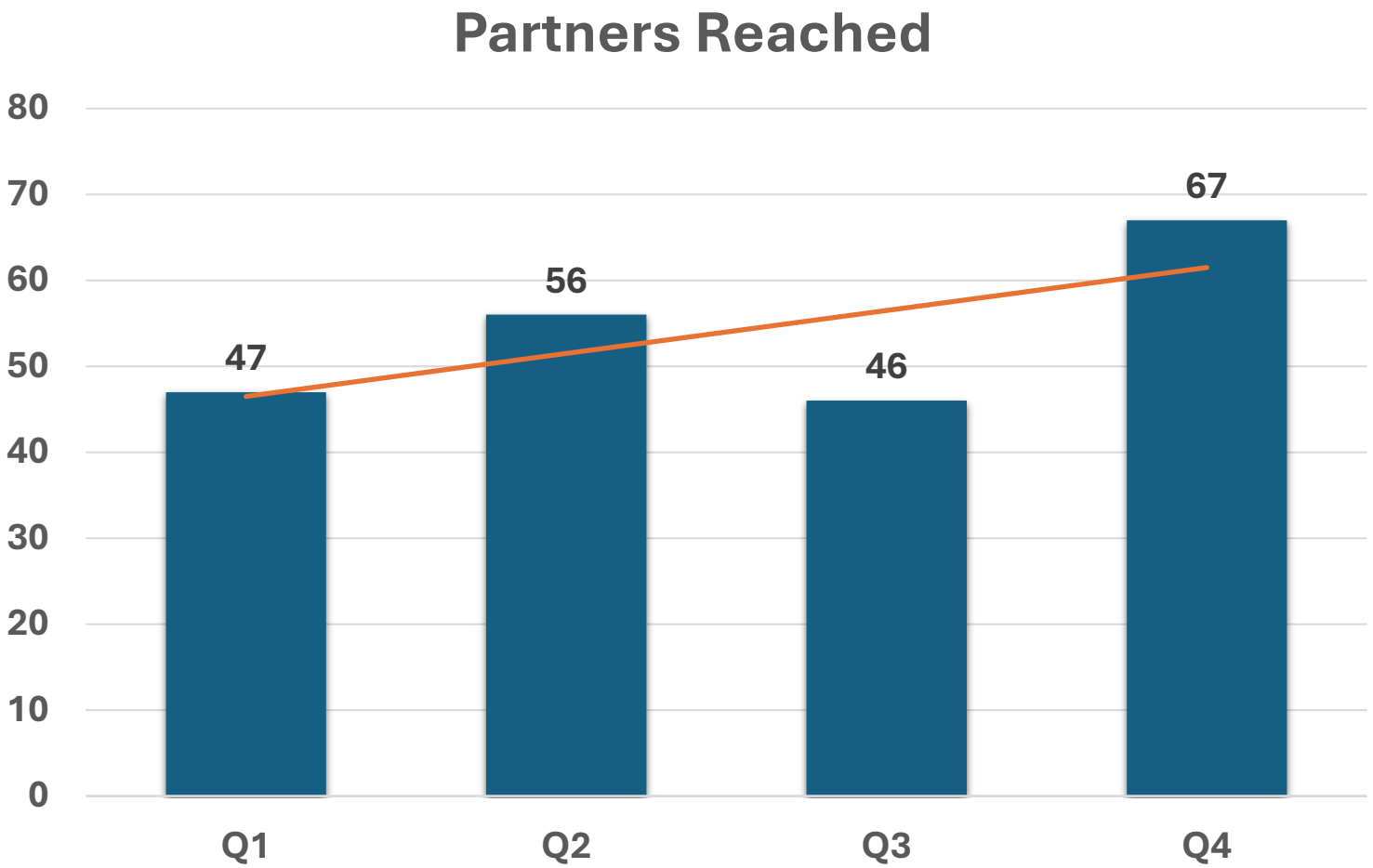






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PROGRESS IN MOTION

Outreach Fiscal Year 2026

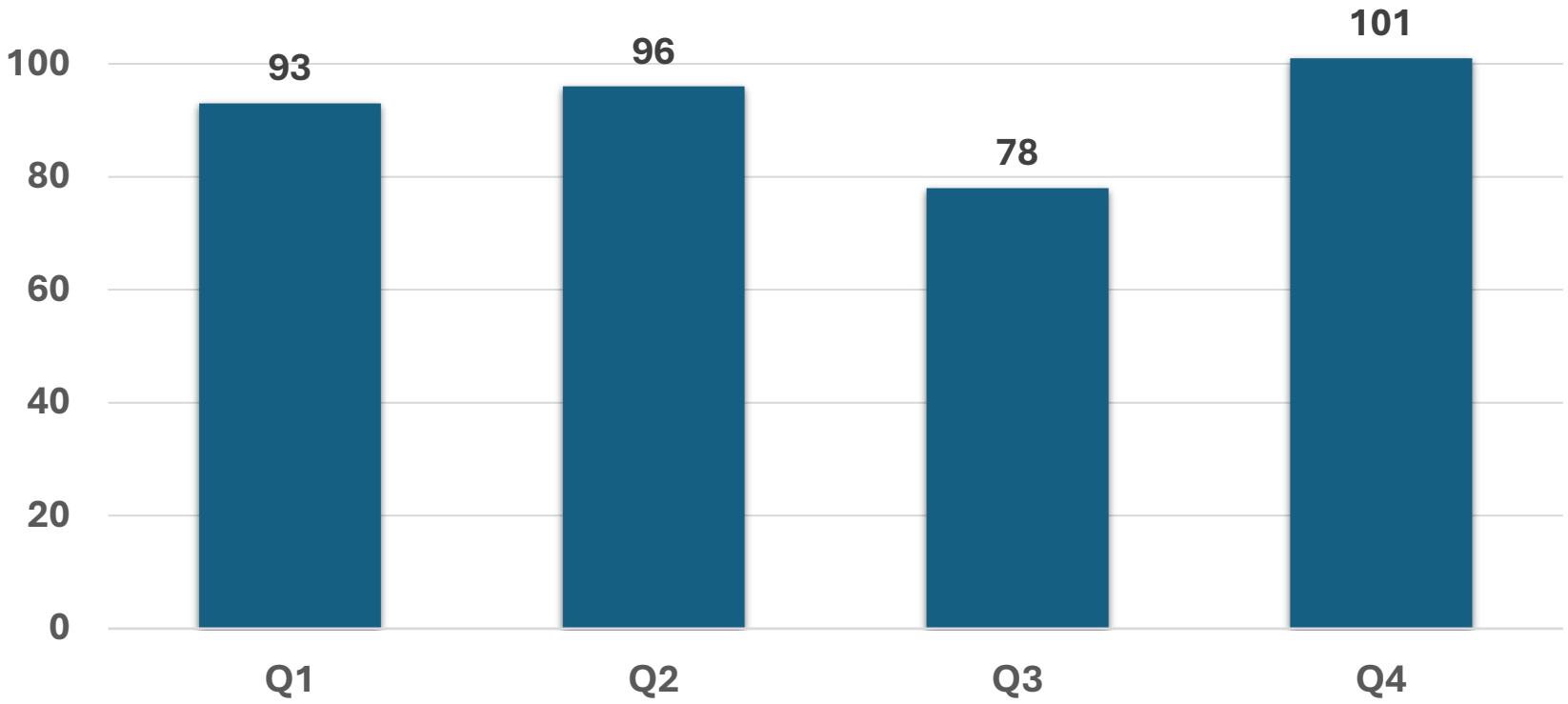


216

Partners reached in 2026

- **46%** increase in partners reached from Q3 to Q4

Outreach Events FY2026



368

Events Attended in 2026

Citrus Connection Social Media Q4

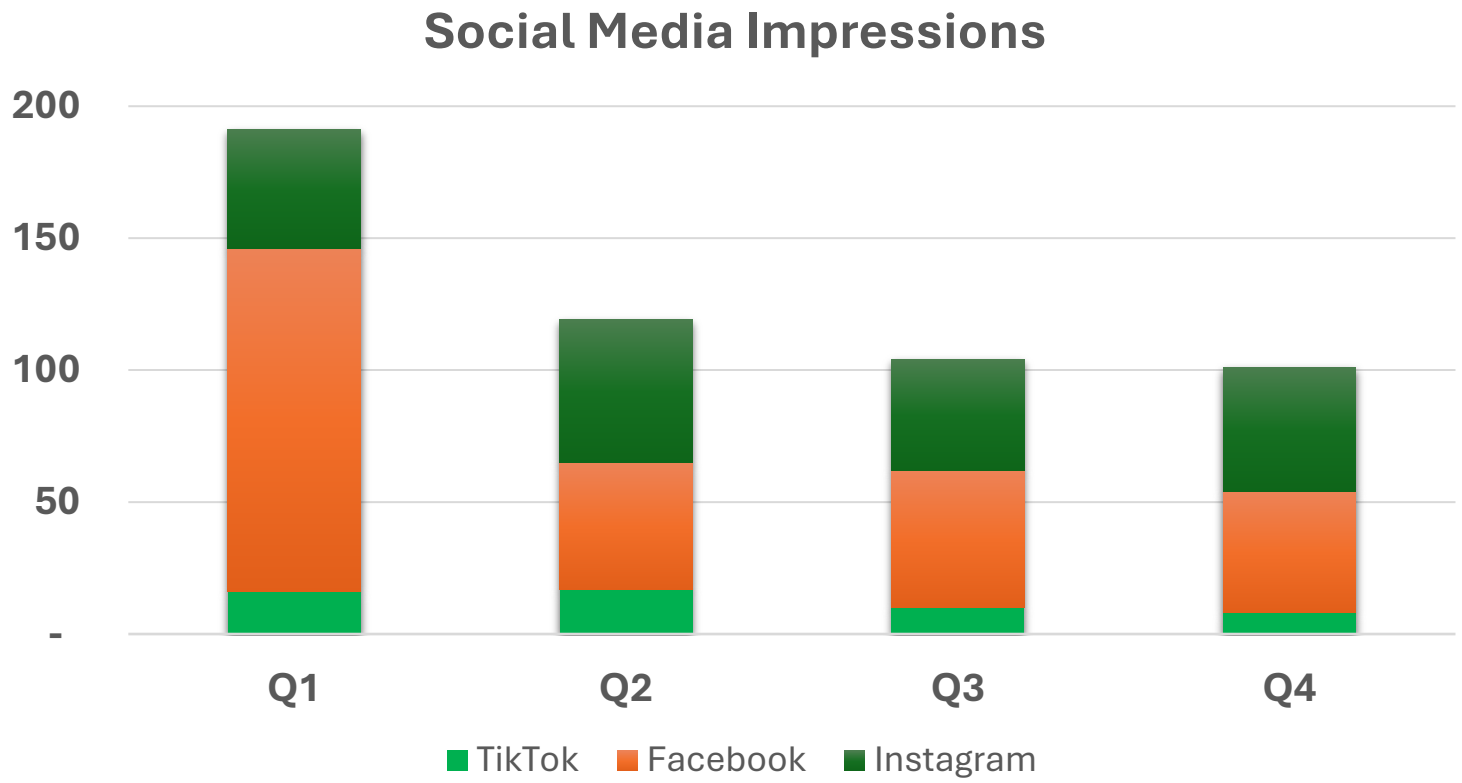
PLATFORM	IMPRESSIONS	VIEWS
	8	122,973
	46	34,106
	47	3,682
TOTAL	**101**	**160,761**

ENGAGEMENT	NUMBER
LIKES	1,375
COMMENTS	115
SHARES	255
SAVES	24

Total Engagement: 1,769

CitrusConnection
PROGRESS IN MOTION

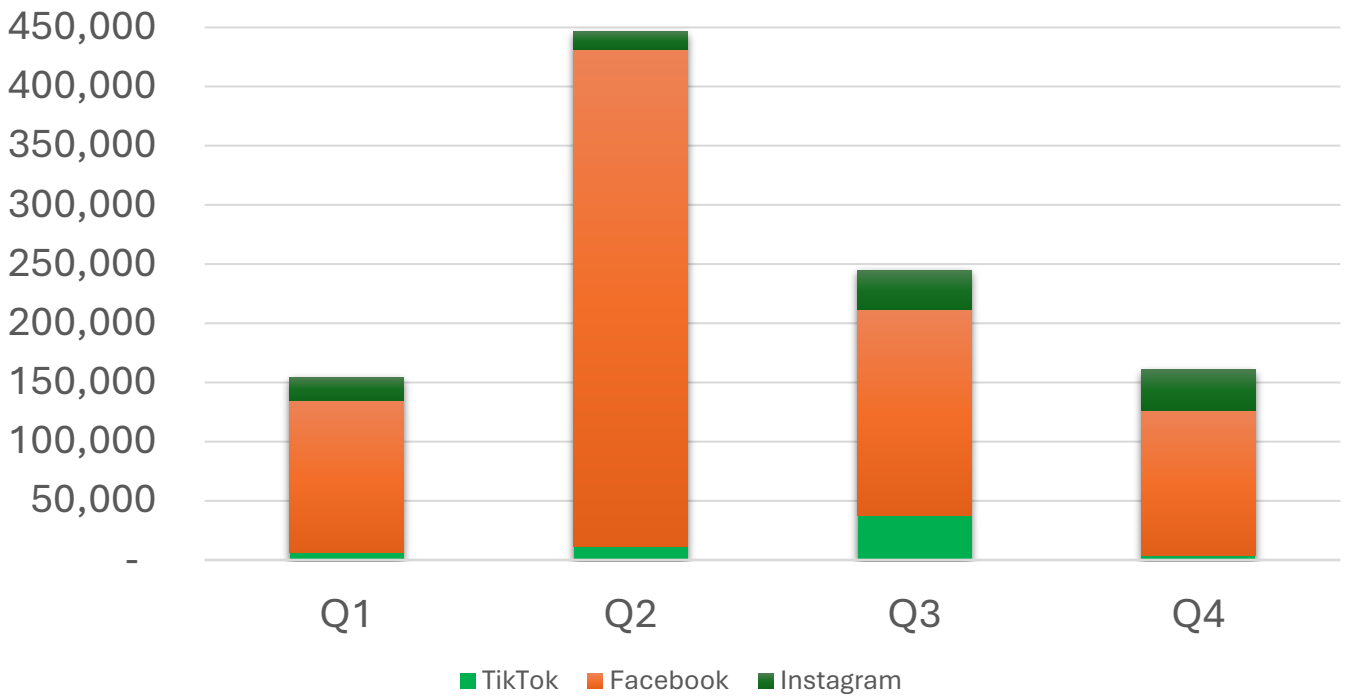
Social Media Summary Fiscal Year 2026

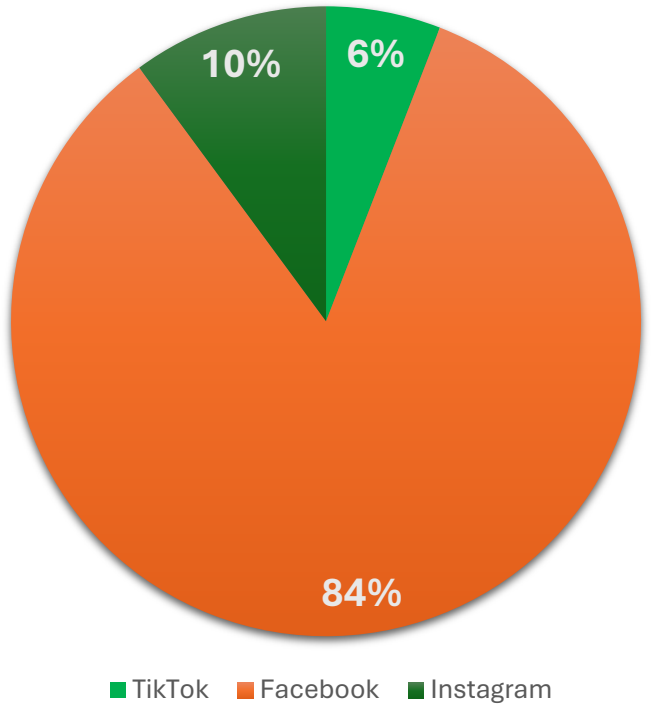


Impressions are the total number of times a piece of content (a post, image, video, or ad)is displayed on a user's screen, regardless of whether they click or interact with it.

- Facebook makes up **55%** of the agency's social media impressions

Social Media Views Fiscal Year 2026



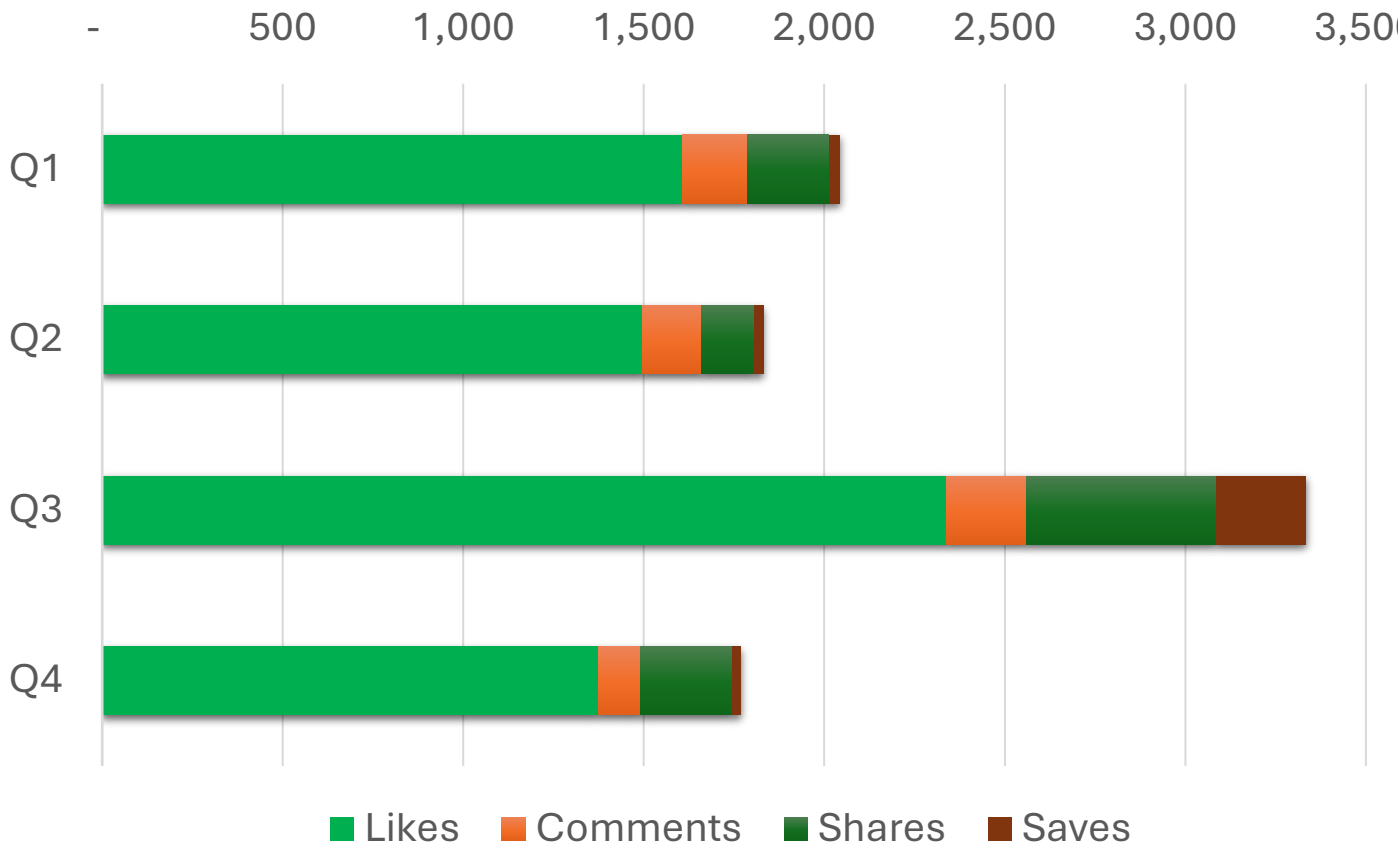


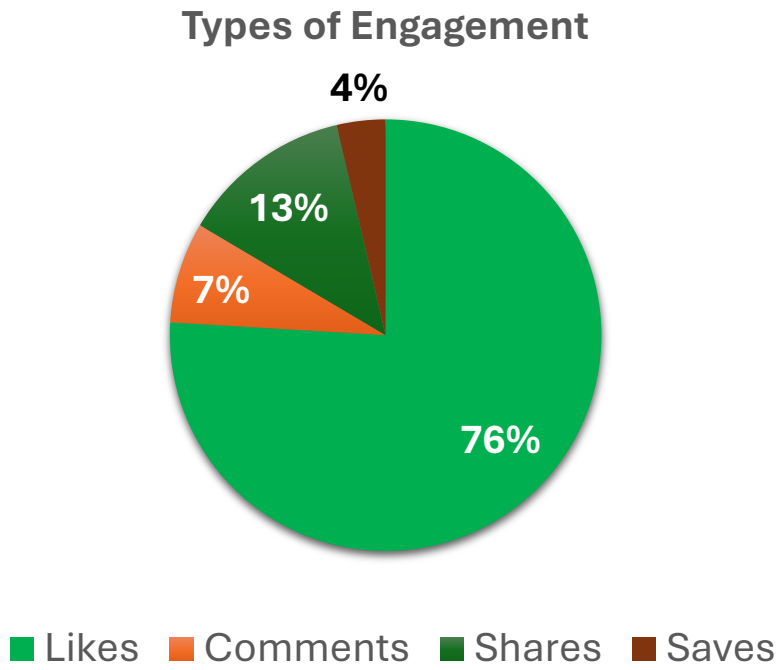
- **44%** of total yearly views occurred in Q2
- **84%** of Social media views were from Facebook

With Facebook being in the lead, it indicates that most users engaging in content are between the ages of 30-49*

**Pew Research Center – Americans' Use of Social Media in 2026*

Social Media - Types of Engagement –FY2026





- **37%** of total yearly engagement occurred in **Q3**

CitrusConnection
PROGRESS IN MOTION

Objective 4 – Community Perception Score Q4 2026

90.8/100	91%	A
Score	Percentage	Grade



Low — Average — High

Scorecard Performance: Good

The FY2026 Strategic Plan Q4

- **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.

CitrusConnection
PROGRESS IN MOTION

QUARTER 4 - JULY 2026 - SEPTEMBER 2026				
OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE				
Measure	Target	Current	Value	Score
Systemwide OTP	≥ 85%	76.67%	25	19.17
Routes Performing above 85% OTP	≥ 85%	23.53%	25	5.9
Missed Trips	< 1%	1%	25	25.00
Road Calls / Quarter	Decreasing Overtime	35	25	16.5
Customer OTP Satisfaction	≥ 80%	N/A	N/A	N/A
Total			100	66.5
OBJECTIVE 2 - OPERATOR RETENTION				
Measure	Target	Current	Value	Score
Implement 4-day Workweek	Implementation	Implemented	18	18
Driver Retention Rate	≥ 90%	92.32%	18	18.0
Voluntary Turnover	Decreasing	2.15%	14	14.0
New Hire Retention at 90 Days	≥ 85%	91.67%	14	14.0
New Hire Retention at 1 Year	≥ 80%	45.45%	14	8.0
Employee Engagement Score	≥ 80%	66%	5	3.3
Development of Retention Program	Revision Stage			
Developing Employee Retention Task Force	Revision Stage			
Developing Employee Recognition Plan	Revision Stage	50%	9	4.5
Recognition Activities: Increasing Quarterly	Revision Stage	Incomplete (4 > 4 from Q3 > Q4)	8	4
Total			100.0	83.8
OBJECTIVE 3 - COMMUNITY PERCEPTION				
Measure	Target	Current	Value	Score
Survey Response Goal	95% confidence level	95% confidence level	18	18
Awareness Benchmark	60%	75%	13	13
Perception Benchmark	60%	44%	13	5.72
Overall Impact Benchmark	75%	87%	18	18
Service Reliability (positive rating)	70%	96%	9	9
Safety Perception (positive rating)	75%	97%	9	9
Outreach Events	Increasing Trend	101.00	5	5
Partners Reached	Increasing Trend	67.00	5	5
Social Media Impressions	Increasing Trend	101.00	5	4.86
Social Media Engagement	Increasing Trend	162,530.00	5	3.27
Total			100	90.8
Overall Total Score			300	241.2
Letter Grade			80%	B

Total Score for Quarter 4 2026

241.2/300	80%	B
Score	Percentage	Grade



Low — Average — High

Scorecard Performance: Average



FY 2026 STRATEGIC PLAN REPORT CARD

- Objective 1 (Customer Experience): 66.5% - Grade D (Performance: Low)
- Objective 2 (Operator Retention): 82.0% - Grade B (Performance: Good)
- Objective 3 (Community Perception): 91.0% - Grade A (Performance: Good)
- **Overall Q4 Performance Score: 80.0% - Grade B (Performance: Average)**
- **Full Year Total Scorecard: 78.8% - Grade C (Overall Performance: Average)**



QUESTIONS?

CitrusConnection
PROGRESS IN MOTION

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 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
Thursday, November 12, 2026
AGENDA ITEM #7b

Agenda Item:	October Calendar
Presenter:	Tom Phillips, CEO
Recommended Action:	None
Summary:	Review and summary of events taking place in October
Attachments:	October Calendar

October 2026

October 2026

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

November 2026

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

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 27	28	29	30	Oct 1 10:00am 1:1 w/Rhonda - Tom Phillips	2	3
4	5 Copy: Board of Directors, Performance Indicator Data, due 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips	6 9:30am Senior Staff meeting (LOCATION 10:00am 1-on-1 w/Marcia (Tom's	7 10:30am 1:1 w/Rhonda - Tom Phillips	8 10:00am ARRIVE early by 10am in case TPO ends by 10am 11:00am Polk Transit Authority (PTA) Board	9 9:30am 1:1 Nicole - Tom Phillips	10
11	12 Columbus Day 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips	13 8:30am Email Ridership 10:00am 1-on-1 10:30am 1:1 w/Rhonda - 3:00pm Canceled: 6:00pm Bill & Pam /	14 7:30am Disney Institute Creativity in Business 5:00pm 8:30am CITRUS CONNECTION October Board Meeting	15	16	17
18	19 10:00am 1-on-1 w/HR - Tom Phillips 11:00am Radio recording with 11:00am 1-on-1 w/Ana -	20 8:00am Haircut 9:30am Senior Staff meeting 10:00am 1-on-1 w/Marcia (Tom's	21 10:30am 1:1 with Nicole - Tom Phillips 3:00pm Radio recording with Melony Bell	22 7:00am PRESENTATION: Kiwanis Citrus Center 9:30am East County ADA Service 10:00am 1:1 w/Rhonda -	23 8:30am Updated invitation: Infrastructure Team Meeting @ Monthly from 8:30am to 10am	24
25	26 10:00am BayNews 9 interview (Lakeland Terminal) - Erin 11:00am 1-on-1 w/Ana - Tom Phillips	27 9:30am Senior Staff 10:00am 1-on-1 w/HR - 10:30am 1-on-1 3:30pm LEDC October 6:00pm SPEAK FSC MPA	28 10:30am 1:1 with Nicole - Tom Phillips	29 9:30am East County ADA Service Expansion – Needs 10:30am 1:1 w/Rhonda - Tom Phillips	30 11:15am Tony and Tom (meet prior to Board member meeting) 12:00pm Commissioner Michael Scott	31 Halloween (United States)

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #7c

Agenda Item: September 2026 Ridership Reports

Presenter: Tom Phillips, CEO

Recommended Action: None

Summary: September 2026 ridership information

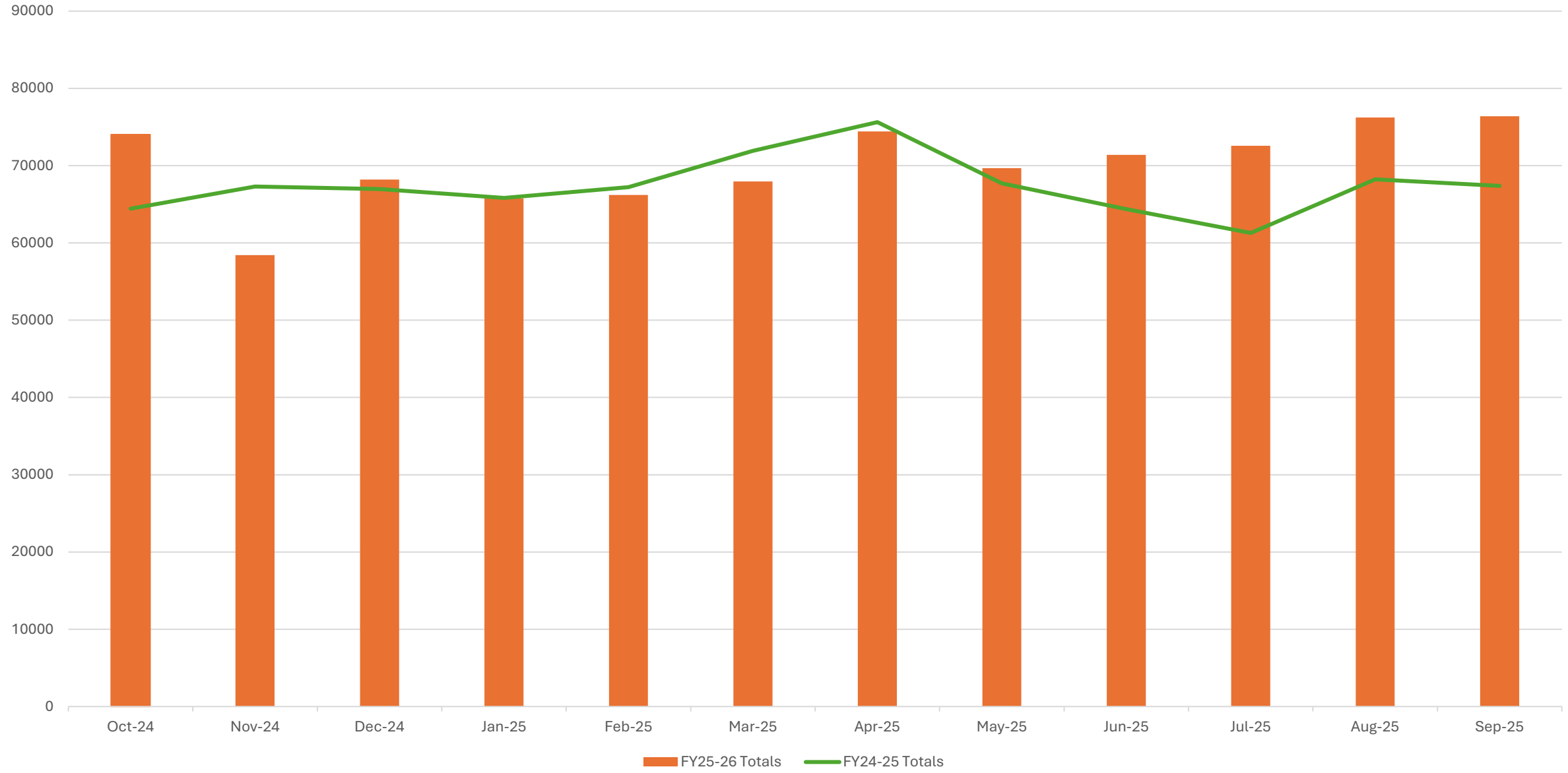
Attachments: Citrus Connection Ridership Report September 2026

Citrus Connection Ridership Report

September 2026

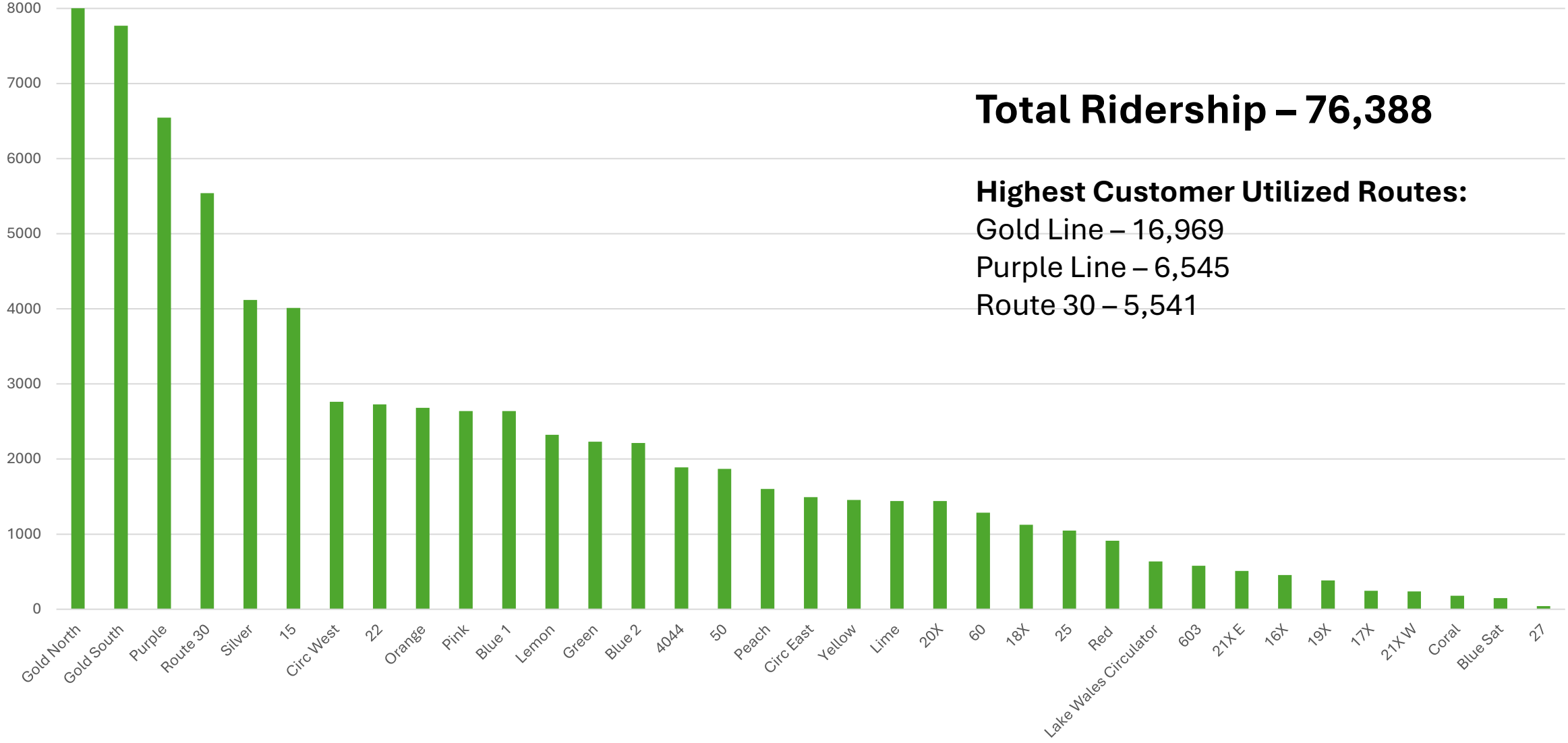
CitrusConnection
PROGRESS IN MOTION

Fixed Route Comparison to FY24-25 – September 2026



CitrusConnection
PROGRESS IN MOTION

Fixed Route Ridership - September 2026
Average Temperature: 83 Degrees



Total Ridership – 76,388

Highest Customer Utilized Routes:

Gold Line – 16,969

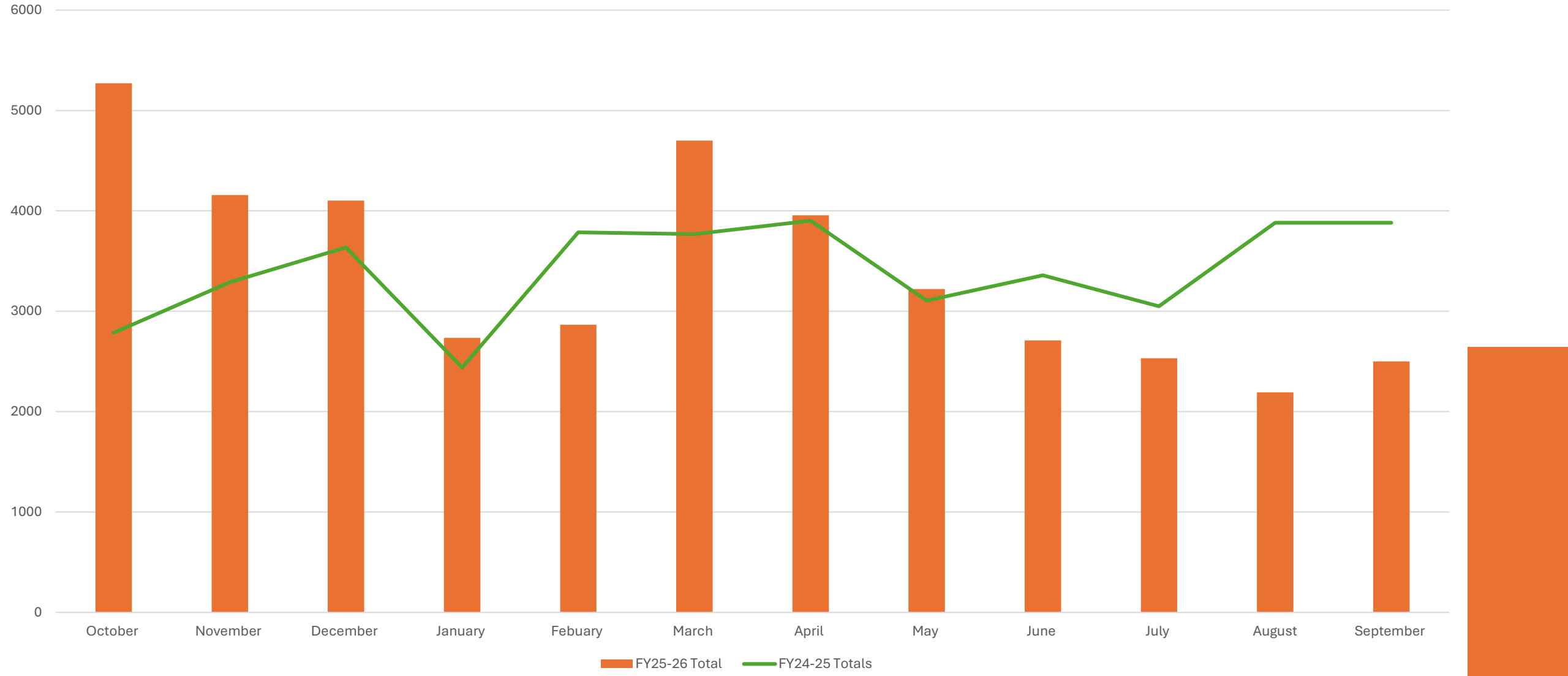
Purple Line – 6,545

Route 30 – 5,541

CitrusConnection
PROGRESS IN MOTION

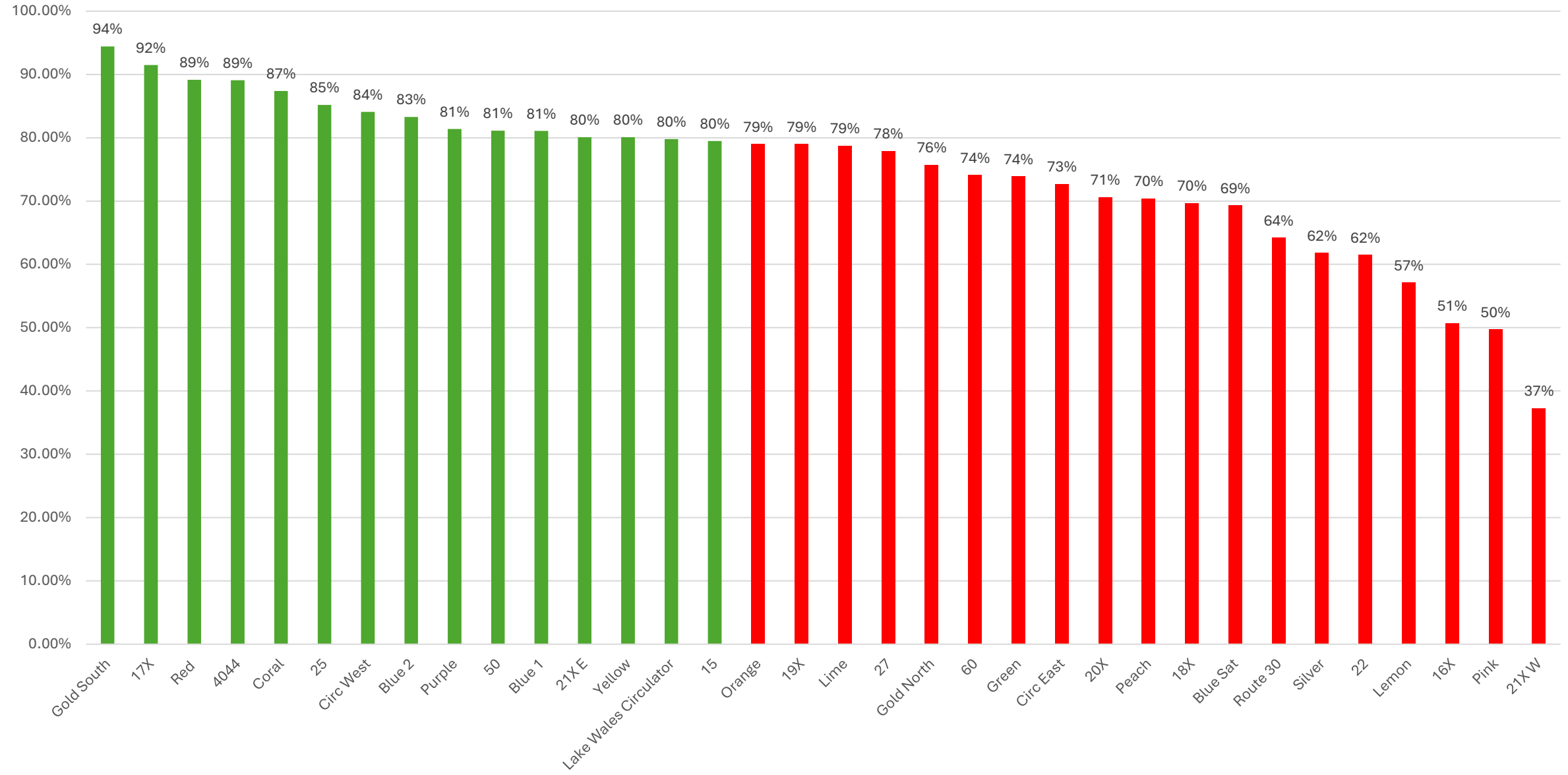
Squeeze Total Ridership - September 2026
Average Temperature: 83 Degrees

Squeeze Weather Closures: 0



CitrusConnection
PROGRESS IN MOTION

On-Time Performance - September 2026



CitrusConnection
PROGRESS IN MOTION

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Thursday, November 12, 2026
AGENDA ITEM #8

Agenda Item: Other Business

Presenter: TBD

Recommended Action: TBD

Summary: TBD

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Meeting Minutes
Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL 33815
Wednesday, October 14, 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. (Secretary)
City of Lakeland Commissioner Terry Coney

Board Members Absent
Polk County Commissioner Michael Scott

Executive Office Staff Present
Chief Executive Officer Tom Phillips
Executive Office Administrator Christine Lee
Ben Darby, Esq.

Call to Order
Board Chair Sara Roberts McCarley called the meeting to order at 8:30 a.m.

Agenda Item #1 – Approval of the Minutes

a. Board approval of September 9, 2026, Citrus Connection Meeting Minutes

Approval of September 9, 2026, Citrus Connection Board Meeting minutes.

Approved: 1st Martha Santiago / 2nd Terry Coney

Motion Carried Unanimously

b. Board approval of September 17, 2026, Program of Projects FY2026-27 Meeting Minutes

Board Attorney Darby requested that since the September 17, 2026, Program of Projects meeting was not a regularly scheduled meeting, we must retroactively ratify the meeting minutes and all actions that took place during the September 17, 2026, Board meeting.

Approval and ratification of September 17, 2026, Program of Projects FY2026-27 Board Meeting minutes and all actions that took place.

Approved: 1st Terry Coney/ 2nd Martha Santiago

Motion Carried Unanimously

c. Board approval of September 17, 2026, TRIM 2nd Public Hearing Minutes

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Meeting Minutes
Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL 33815
Wednesday, October 14, 2026, at 8:30 a.m.

Approval of September 17, 2026, TRIM 2nd Public Hearing Minutes.

Approved: 1st Terry Coney / 2nd Guy LaLonde

Motion Carried Unanimously

Agenda Item #2 – Public Comment

Ms. Deva Simmons, who noted that she is running for election to the U.S. House to represent Florida's 18th Congressional District, requested to address the Board regarding Citrus Connection's free rides to polling locations in Polk County. In particular, she asked if there is a bus stop at the Lake Wales polling site. It was confirmed that there is a bus stop directly in front of the polling site, located at the Lake Wales Family Recreation Center.

Agenda Item #3 – Finance / Todd Morrow, Acting Chief Financial Officer

a. Posner Park-and-Ride Grant FM# 448715-1-84-04, Resolution 27-01

Approval of Posner Park-and-Ride Grant FM# 448715-1-84-04, Resolution 27-01.

Approved: 1st Martha Santiago / 2nd Guy LaLonde

Motion Carried Unanimously

b. Extended Service Hours FM# 457667-1-84-01, Resolution 27-02 (presented by Nicole McCleary, Planning Director)

Approval of Extended Service Hours FM# 457667-1-84-01, Resolution 27-02.

Approved: 1st Guy LaLonde / 2nd Martha Santiago

Motion Carried Unanimously

c. FTA 5311 for Rural Areas FM# 440258-1-84-26, Resolution 27-03

Approval of FTA 5311 for Rural Areas FM# 440258-1-84-26, Resolution 27-03.

Approved: 1st Guy LaLonde / 2nd Martha Santiago

Motion Carried Unanimously

d. FTA 5311 for Rural Areas FM# 458575-1-94-25, Resolution 27-04

Approval of FTA 5311 for Rural Areas FM# 458575-1-94-25, Resolution 27-04.

Approved: 1st Terry Coney / 2nd Guy LaLonde

Motion Carried Unanimously

e. Purchase of (2) Electric Squeeze Carts (Presented by Todd Morrow, Procurement & Contracts Manager)

Approval of Purchase of (2) Electric Squeeze Carts.

Approved: 1st Guy LaLonde / 2nd Terry Coney

Motion Carried Unanimously

f. Disposal of (19) Vehicles (Presented by Todd Morrow, Procurement & Contracts Manager)

Approval of Disposal of (19) Vehicles.

Approved: 1st Guy LaLonde / Terry Coney

Motion Carried Unanimously

Agenda Item #4 – Legal/Ben Darby, Esq.

a. City of Fort Meade Service Agreement

Consider approval of the Municipal Agreement between the City of Fort Meade and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the City limits of Fort Meade for a period of two (2) years commencing on October 1, 2026, through and including September 30, 2028.

Approval of City of Fort Meade Service Agreement for Transit Services.

Approved: 1st Martha Santiago / 2nd Terry Coney

Motion Carried Unanimously

b. City of Bartow Service Agreement

Consider approval of the Municipal Agreement between the City of Bartow and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the City limits of Bartow for a period of two (2) years commencing on October 1, 2026, through and including September 30, 2028.

Approval of City of Bartow Service Agreement for Transit Services.

Approved: 1st Guy LaLonde / 2nd Terry Coney

Motion Carried Unanimously

c. City of Davenport Service Agreement

Consider approval of the Municipal Agreement between the City of Davenport and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the City limits of Davenport for a period of one (1) year commencing on October 1, 2026, through and including September 30, 2027.

Approval of City of Davenport Service Agreement for Transit Services.

Approved: 1st Guy LaLonde / 2nd Terry Coney

Motion Carried Unanimously

d. City of Winter Haven Service Agreement

Consider approval of the Municipal Agreement between the City of Winter Haven and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the City limits of Winter Haven for a period of one (1) year commencing on October 1, 2026, through and including September 30, 2027.

Approval of City of Winter Haven Service Agreement for Transit Services.

Approved: 1st Martha Santiago / 2nd Guy LaLonde

Motion Carried Unanimously

Agenda Item #5 – Chief Executive Officer/Erin Killebrew Kinlaw, Acting CEO

a. Agency Update(s)

- $4.3 million check was received from the County – Director Killebrew Kinlaw thanked the efforts of the Board of County Commissioners and Citrus Connection Board.
- Congratulated Ryan Taylor as next Polk County Manager
- Today is Commissioner Martha Santiago's last official Board meeting, however, she will be recognized for her service during the next Board meeting on Thursday, November 12 at 8 a.m., prior to the start of the 8:30 a.m. Board meeting.
- The new Bartow MOD service has been off to a busy start. On-Demand Lunch Squeeze service in Lakeland and Lake Wales operates Monday through Friday 11 a.m. – 2p.m. The Lakeland Squees also operated On-Demand service on Fridays from 4 p.m. – 2 a.m. and Saturdays from 8 a.m. to 3 p.m. and 4 p.m. to 2 a.m.
- Director McCleary announced the launch of the Uber Lakeland Airport service and the $5 off coupon, called Jet Squeeze.
- Commissioner Coney requested an update on the Public Defender office ridership numbers. It was confirmed that the highest week was below 20 riders.

Action Item: Commissioner Coney requested a "Ride to the Polls" ridership update after the election.

b. September Calendar

c. Ridership Update for August 2026

Agenda Item #6 – Other Business

None

Adjournment

Chair Sara Roberts McCarley adjourned the October 14, 2026, Board meeting at 9:03 a.m.

_____ _____

Chair, City of Lakeland Mayor Sara Roberts McCarley Minutes Recorder, Christine Lee