CitrusConnection
PROGRESS IN MOTION

BOARD OF DIRECTORS' MEETING

Wednesday, September 9, 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 August 19, 2026, Citrus Connection Meeting Minutes	Approval
b. Approval of September 3, 2026, Interlocal Agreement Meeting Minutes	Approval
c. Approval of September 3, 2026, TRIM Public Hearing Minutes	Approval
2. Public Comments	None
3. Finance / Rhonda Carter, Chief Financial Officer	
a. LAMTD Financials	None
b. PCTS Financials	None
c. TD Financials	None
d. Purchase of (1) 20' Ford Forest River Transit Van for City of Bartow	Approval
e. SR37 Corridor, Resolution 26-26	Approval
f. South Florida Avenue Corridor, Resolution 26-29	Approval
4. Legal / Ben Darby, Esq.	
a. City of Auburndale Service Agreement	Approval
b. LEGOLAND UAP Agreement	Approval
5. Strategic Planning/Operations/HR – Directors Nicole McCleary, Paul Simms, and Tony Kirk	
a. Strategic Plan Quarterly Performance Scorecard and Strategic Plan Initiatives for FY 2027	Approval
6. Chief Executive Officer Report / Tom Phillips	
a. Agency Update(s)	None
b. August Calendar	None
c. July Ridership Update	None
7. Other Business	TBD
Adjournment	

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #1a

Agenda Item:	Board approval of the Citrus Connection Meeting Minutes for August 19, 2026
Presenter:	Christine Lee
Recommended Action:	Board approval of the Citrus Connection Meeting Minutes for August 19, 2026
Attachment:	August 19, 2026, Citrus Connection Meeting Minutes

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Meeting Minutes
Hollingsworth Board Room
1212 George Jenkins Blvd., Lakeland, FL 33815
Wednesday, August 19, 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
Polk County Commissioner Michael Scott

Board Members Absent
None

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

Call to Order
8:30 a.m. by Mayor Roberts McCarley

Agenda Item #1 – Approval of the Minutes
a. **Board approval of July 22, 2026, Citrus Connection Meeting Minutes**

Chair Roberts McCarley recommended that since the July 22, 2026, Board meeting was rescheduled from its original date of July 15, 2026, we should retroactively ratify the meeting minutes and all actions that took place during the July 22 Board meeting.

Approval and ratification of July 22, 2026, Citrus Connection Board Meeting minutes and all actions that took place.

Approved: 1st Martha Santiago / 2nd Terry Coney

Motion Carried Unanimously

Agenda Item #2 – Public Comment
None

Agenda Item #3 "She Knows Where She's Going" Presentation / Tom Phillips, CEO
CEO Phillips recognized Travel Trainer Delisia Drayton on her nomination for the girls inc. "She Knows Where She's Going" award.

Agenda Item #4 – Finance / Rhonda Carter, Chief Financial Officer

a. LAMTD Financials

Year-to-Date Summary					
Description	**Percent of FY Complete**	**Annual Budget**	**Actual**	**Actual % of FY Annual Budget**	
Revenue YTD	75%	$16,597,735	$14,597,013	88%	
Expenses YTD	75%	$16,597,735	$12,410,046	75%	

REVENUES:

The total revenues realized through June 30, 2026, totaled $14.6M or 88% of the annual budget.

- Farebox revenues reflect $248K or 73% of the annual budgeted revenues.
- Interest Income on Investment income totals $462K. This represents interest income from the SBA reserve account.
- FDOT operating grants are $1.4M or 56% of the annual budget
- FTA operating grants are $3.5M or 82% of the annual budget.
- Advertising income is $130K, or 72% 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 June 2026, $8M was collected, which is 100% of the annual budget.
- The PCTS support cost reimbursement revenue is $462K or 75% of annual budget.
- All the other revenues are within the annual budget.

EXPENSES:

The total expenses year-to-date through June 30, 2026, totaled $12.4M or 75% of the annual budget.

- Salaries and benefits cost are $9M, or 75% of the annual budget.
- Fuel and lubricants expenses totaled $439K, or 58% of the annual budget.
- Materials and supplies totaled $467K, or 53% of the annual budget.
- Insurance expenses are $527K, 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 June 30, 2026, the financials favorable variance of $2.2M with 75% of the fiscal year completed.

b. PCTS Financials

YTD Summary	Annual Budget	YTD Actual	Percent Expended
Revenues YTD	$11,320,500	9,256,839	82%
Expenses YTD	$11,320,500	8,707,967	77%

Revenue Highlights:

Operating revenues realized are $9.3M or 82% 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 44K or 70% of the annual budget.
FDOT grants received to date are $862K or 42% of the annual budget.
FTA grants received to date are $3.2M or 83% 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 $8.7M or 77% of the annual budget.

- Salaries and wages totaled $4.3M or 67% of the annual budget.
- Operating expenses totaled $2.3M or 85% of the annual budget.
- The purchase contract for Transitions Commute Solutions which provides transit services for the district totaled $2.1M or 95% of the annual budget.

Operating Results
Actual Revenues exceeded Expenses by $548,872

c. TD Financials
Revenues

The revenues totaled $1.4M or 94% of the annual budget
The TD Trust Fund Grant reflects $1.4M or 94% of the grant.
Contract Revenues and other revenues totaled $0.
The County funding 10% match totaled $137K or 94% annual budget.

Expenses

Operating expenses consist of labor costs, operating, and contract expenses.
Total expenses for the period totaled $1.3 or 90% of the annual budget.

Salaries, wages, and benefits totaled $990K or 93% of the annual Budget.

Operating expenses totaled $332K or 84% of the annual Budget.

Operating Results

Actual revenue exceeded expenses by $46,938

d. FY26-27 Operating and Capital Budget for LAMTD

CEO Tom Phillips and CFO Rhonda Carter presented the FY 2026-2027 LAMTD Budget for the Board's review and approval.

Overview:
- FY 2026-27 proposed budget = $18,200,300 (10% over FY 25-26 budget)
- Millage Rate of .5000 results in $8,690,510 of Ad Valorem Tax Revenue
- Ad Valorem Taxes increased $404,050 (4.8% or over prior year)
- CIP Budget/ Asset Replacement Funding $680,000
- TWU employee salary increases are 3% in accordance with year three of the 3-year contract (5%, 4%, 3%)
- Budget is balanced

Fiscal Challenges:
- Sustainability in funding transit services in the District
- Reliance on Ad Valorem Taxes (45% of total revenue) – the November ballot issue is being monitored very closely and the total impact to the LAMTD side of the house is $1.3 million.
- High dependency on FTA and FDOT Grants (43% of total revenue). CEO Phillips commended Planning Director McCleary and her team for actively seeking out other grant sources.
- 84% of operating costs are People/Parts/Petroleum.
- Ongoing capital funding needs for periodic asset replacement.
- Operational funding for service expansion and infrastructure needs.

Next Steps:
- August 4, 2026 - Deadline for LAMTD to digitally certify the DR-420 via the e-TRIM website
- September 3, 2026 – 5:01pm - First Public Hearing at Lakeland City Hall
- September 17, 2026 – 5:01pm - Second Public Hearing at Lakeland City Hall
- October 1, 2026 - New Fiscal Year starts

***Action Item:* CEO Phillips offered for the next budget presentation, to put together operating costs as a combined system as compared to the pre-merger.**

***Action Item:* If Florida Amendment 3 passes, CEO Phillips would like to develop a budget strategy for the Chair to review and share with the rest of the Board in January, so we can start planning for what the next 2-3 years look like.**

<u>Action Item:</u> Develop an (Attorney Ben Darby-approved) story/history about what we experienced in 2015 and what that looked like from an education not advocacy standpoint.

<u>Action Item:</u> Commissioner Scott requested an analysis of what assets we had in place in both people and equipment in 2018 to accommodate that level of ridership and revenues and take normal inflation and forecast it out to 2026-27.

<u>Action Item:</u> Mayor Roberts McCarley requested confirmation on whether the ridership numbers included microtransit or not. CEO Phillips added that he would include revenue hours to this analysis as well.

Approval of proposed budget for FY26-27.

Approved: 1st Guy LaLonde / 2nd Michael Scott

Motion Carried Unanimously

e. Bus Shelter Fabricator (Presenter, Ady Mala, Procurement Specialist)

Approval to utilize $108, 374.76 in funds via FTA 5339 Vehicle Replacement Grant Approval of Schedule 2021-050 and to utilize $101,934.24 in CIP funding for the remaining overage in funds required for the purchase of (1) 35' LF diesel vehicle.

Approved: 1st Terry Coney / 2nd Michael Scott

Motion Carried Unanimously

<u>Agenda Item #5 – Legal/Ben Darby, Esq.</u>

a. Schedule of Meetings for FY 26-27, Resolution 26-24

Continue the meeting schedule from the previous year, with meetings held on the 2nd Wednesday of each month, except for in July and August, which will be held on the 3rd Wednesday. The November 12 meeting occurs on a Thursday to avoid conflict with Veteran's Day on November 11.

Approval of Schedule of Meetings for FY 26-27, Resolution 26-24.

Approved: 1st Guy LaLonde / 2nd Martha Santiago

Motion Carried Unanimously

b. Chief Executive Officer Performance Evaluation

Board Attorney Ben Darby requested consideration of the process and timeline for the annual performance evaluation to set the Chief Executive Officer's salary. He distributed hard copies of the evaluation instrument to the Board members and confirmed that he would send it electronically after today's meeting where he would reiterate the completion deadline. Mr. Darby requested that the Board return completed evaluation forms to him by September 1 with a goal to present a summary of the results for Board consideration during its next meeting on September 9.

c. City of Lake Wales Service Agreement

Consider approval of the Municipal Agreement between the City of Lake Wales and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the City limits of Lake Wales for a period of two (2) years. Commissioner Scott pointed to the 30-day termination clause and the potential ad valorem impacts in November.

Approval of City of Lake Wales Service Agreement for Transit Services.

Approved: 1st Terry Coney / 2nd Martha Santiago

Motion Carried Unanimously

d. City of Lake Alfred Service Agreement

Consider approval of the Municipal Agreement between the City of Lake Alfred and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the City limits of Lake Alfred for a period of two (2) years.

Approval of City of Lake Alfred Service Agreement for Transit Services.

Approved: 1st Michael Scott / 2nd Terry Coney

Motion Carried Unanimously

e. Town of Lake Hamilton Service Agreement

Consider approval of the Municipal Agreement between the Town of Lake Hamilton and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the Town limits of Lake Hamilton for a period of two (2) years.

Approval of Town of Lake Hamilton Service Agreement for Transit Services.

Approved: 1st Guy LaLonde / 2nd Martha Santiago

Motion Carried Unanimously

f. Peace River Center UAP Agreement
Consider approval of the Universal Access Program agreement with Peace River Center for the period of two years.

<u>Action Item:</u> Commissioner Scott suggested an inflationary review of the Peace River Center rate. CEO Phillips confirmed that the team would discuss inflationary rates moving forward.

Approval of Peace River Center UAP Agreement.

Approved: 1st Guy LaLonde / 2nd Michael Scott

Motion Carried Unanimously

g. PCPS UAP Agreement
Consider approval of a one-year agreement with Polk County Public Schools to provide transportation services for high school students through the Universal Access Program. The one-year term will allow the parties to begin discussions in March regarding the potential expansion of the Universal Access Agreement to include middle school students.

<u>Action Item:</u> Mayor Roberts McCarley requested for the next meeting that we provide a breakdown of cost vs. benefit ratio for each of the UAP's. CEO Phillips noted we also would include a review of the escalator clause that is part of the PCPS UAP Agreement. Commissioner Scott requested that an inflationary review also be included in the analysis.

Approval of PCPS UAP Agreement.

Approved: 1st Terry Coney / 2nd Michael Scott

Motion Carried Unanimously

h. Lake Wales CRA Squeeze Agreement
Consider approval of the Municipal Agreement between the City of Lake Wales and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the City limits of Lake Wales for a period of two (2) years.

Approval of Lake Wales CRA Squeeze Agreement.

Approved: 1st Guy LaLonde / 2nd Terry Coney

Motion Carried Unanimously

<u>Agenda Item #6 – Regional Mobility Services/Marcia Roberson, Director</u>

a. Title VI Plan Update

Consider approval of the Title VI Plan. Citrus Connection submits a Title VI Plan in compliance with the Civil Rights Act of 1964, 49 CFR Part 21, and the guidelines of FTA Circular 4702.1B published October 1, 2012.

<u>Requirements:</u>

- Must update plan every three years; update last submitted in 2023. An amendment to the 2023 submission was requested in 2025. The 2025 amendment has not been reviewed by the USDOT yet, so Director Roberson may need to come back with changes to this 2026 update at a later date. It was emphasized that the last approved plan will remain on the website until the 2026 plan is approved by USDOT.
- Must work to ensure nondiscriminatory transportation in providing public transportation for all Polk County area citizens
- Must have a Standard Operating Procedure
- Must have a tracking report to include a Procedure for how to file a complaint
- Must keep records
- Must promote public participation

<u>Updates:</u>

- There were no reporting complaints during the last Reporting period. No need for Equity analysis of new building structures.
- LEP Census data table and maps
- Public Outreach continues to be the focus of our Marketing and Outreach department.
- We are conscious in assuring we translate documents to Spanish, so they are available when needed. Upon request any language translation can be done.

<u>Updates from USDOT:</u>

- March 1, 2025, Executive14224 order designed English the official language. It did not itself require agencies to discontinue translations or language services, and it preserved obligations arising under applicable law.

- June 11, 2026, USDOT amended 49 CFR Part 21 USDOT now states it will enforce Title VI against intentional discrimination not a facial neutral action solely because it produces unequal outcomes.

<u>What has not changed:</u>

- FTA has not yet issued a replacement for TIT VI Circular 4702.1B. FTA current circular list still applies.

<u>Action Item:</u> Commissioner Scott requested that several formatting issues with the plan will be corrected prior to submission as follows: Page 17 of the plan, fix formatting on 2. Vehicle Headway and page 21 of the plan, fix formatting issue on Table 5. Shelter Stops.

<u>Action Item:</u> Confirm that "complaint form" link is not broken.

<u>Action Item:</u> Page 18 of the plan, update OTP table data from 2020-2022 to 2023-2025 dates.

Approval of Title VI Plan with recommended minor edits to formatting and dates per above "action items."

Approved: 1st Michael Scott / 2nd Terry Coney

Motion Carried Unanimously

<u>Agenda Item #7 – Chief Executive Officer/Tom Phillips</u>

a. Agency Update(s)

- CEO Phillips recently presented to the Auburndale Rotary and had the opportunity to meet the new Auburndale City Manager Jeffrey Brown and to speak with former City Manager Bobby Green about Amendment 3 and education vs. advocacy. The City of Auburndale was interested in learning more about our fuel consortium and he gave them the contact information.
- Recognized the Polk Arts Alliance and the "Art in Transit" Little Free Libraries at Citrus Connection's Winter Haven and Lakeland terminals. Received some good press from Lkld Now and Univision.
- The one-year agreement with PCPS that was approved today is for high schools only, while work is done this next year to add middle schools to the contract. Intern Isaac Wardyn is currently completing customized one-pagers for each of the high schools that contain specific route information and general information for each of the middle schools with the goal to disseminate them to parents in September/October after the start of school rush settles down. Supt. Heid has agreed to allow us bring hard copies to be distributed to the families.

- Thank you for Interlocal Agreement with Polk County Board of County Commissioners. It is going forward to their next meeting to be approved. It includes an increase from $4.2 to $4.3 million, and it will be presented for LAMTD Board approval and signature during its September 9 Board meeting.
- Complaint regarding service to the northside YMCA was received and responded to.
- STEEL Program for adult learners approved by the Florida Center for Students with Unique Abilities had transit questions regarding getting to the program on TD vs ADA. We will meet with them to provide guidance on the State's mandated criteria and what we can and cannot do.

<u>Action Item:</u> A presentation of all service improvements coming up for FY 26-27 will be provided, including fixed route, paratransit, transportation disadvantaged, Squeeze/MOD, and Uber agreement vouchers.

b. July Calendar

c. Ridership Update for June 2026

<u>Action Item:</u> During the July 22, 2026, Board meeting, Commissioner Scott requested we add average monthly temperature to the monthly Squeeze Total Ridership reports to see how temperature might impact year over year ridership. During today's meeting, it was agreed that rain impacts Squeeze ridership more than temperatures. Since the operators already track when it rains, Planning will include this information on future Squeeze ridership reports.

<u>Agenda Item #8 – Other Business</u>
None

Adjournment

Chair Roberts McCarley requested a motion to adjourn the August 19, 2026, Board meeting.

Approved: 1st Martha Santiago / 2nd Terry Coney

Motion Carried Unanimously

Adjournment at 9:54 a.m.

____
Chair – City of Lakeland Mayor Sara Roberts McCarley

____
Minutes Recorder – Christine Lee

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #1b

Agenda Item:	Board approval of the Citrus Connection Special Meeting Minutes to approve Interlocal Agreement for September 3, 2026
Presenter:	Christine Lee
Recommended Action:	Board approval of the Citrus Connection Special Meeting Minutes to approve the Interlocal Agreement for September 3, 2026
Attachment:	September 3, 2026, Citrus Connection Special Meeting Minutes to approve the Interlocal Agreement

CITRUS CONNECTION
SPECIAL BOARD OF DIRECTORS' MEETING
Meeting Minutes
Lakeland City Commission Conference Room
228 S. Massachusetts Ave. Lakeland, FL 33801
Thursday, September 3rd, 2026, at 5:00 p.m.

Board Members
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
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
5:00 p.m. by Chair Roberts McCarley

Roll Call

Present	Absent
Mayor Roberts McCarley	Commissioner Santiago
Commissioner LaLonde	Commissioner Scott
Commissioner Coney	

Agenda Item #1 – Public Comments
None

Agenda Item #2 – Interlocal Agreement with Polk County FY 2026-2027
Attorney Ben Darby emphasized that the minutes and all actions taken during this meeting will need to be ratified at the next Board meeting, on September 9, 2026. He confirmed that he reviewed the agreement with Polk County Attorney Randy Mink and several minor edits are needed. Chair Roberts McCarley will sign the agreement, once the edits are made as follows.

Approval of Interlocal Agreement with Polk County FY 2026-2027, with recommended minor edits being made as follows:

1. ***Check the wording in Section 6.a.v. (Section 6.a.v. will be removed)***
2. ***Section 20 - "insure" should be "inure"***
3. ***Request that there be a reciprocal provision in Section 21 on Limitation of Liability.***

Motion to Approve: 1st Terry Coney / 2nd Guy LaLonde

Motion Carried Unanimously

Adjournment

Chair Roberts McCarley requested a motion to adjourn the September 3, 2026, Board meeting.

Motion to Approve: 1st Terry Coney / 2nd Guy LaLonde

Motion Carried Unanimously

Adjournment at 5:04 p.m.

____
Chair – City of Lakeland Mayor Sara Roberts McCarley

____
Minutes Recorder – Christine Lee

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #1c

Agenda Item:	Board approval of the Citrus Connection TRIM Public Hearing Minutes for September 3, 2026
Presenter:	Christine Lee
Recommended Action:	Board approval of the Citrus Connection TRIM Public Hearing Minutes for September 3, 2026
Attachment:	September 3, 2026, Citrus Connection TRIM Public Hearing Minutes

CITRUS CONNECTION
TRIM PUBLIC HEARING
Meeting Minutes
Lakeland City Commission Conference Room
228 S. Massachusetts Ave. Lakeland, FL 33801
Thursday, September 3rd, 2026, at 5:01 p.m.

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

5:04 p.m. by Chair Roberts McCarley

Roll Call

Present	Absent
Mayor Roberts McCarley	Commissioner Santiago
Commissioner LaLonde	Commissioner Scott
Commissioner Coney	

Agenda Item #1 – Proposed FY 2026-27 Millage Rate Summary

- **Required Public Hearings**- The Lakeland Area Mass Transit District (LAMTD) is required to conduct two public hearings on the 2026-2027 millage levy and the Fiscal Year 2026-2027 budget before the millage and the budget can be finally adopted. This is the first of two hearings.
- **Truth In Millage (TRIM) Notice**- On July 22nd, 2026, the LAMTD Board tentatively certified a .5000 proposed millage levy by a majority vote as authorized by the Florida Statue and appropriately submitted the form to the Polk County Property Appraiser's office before the required August 4, 2026, deadline.
- **Millage Rate**- Staff is presenting the tentative millage resolution for adoption with the .5000 millage levy.
- **Percentage over Rolled-Back Rate**- As required by the Florida Statues, LAMTD will need to publicly announce and advertise the percentage increase that the proposed tax rate of .5000 is above the Rolled-Back rate which is .4829. This percentage increase is 3.54%.
- **Fiscal Year 2026-2027 Annual Budget**- The proposed budget for Fiscal Year 2026-2027 was presented to the LAMTD Board on August 19, 2026.
- **Maximum Millage Calculation Preliminary Disclosure**- The minimum vote required to approve the proposed tentative millage rate of .5000 mills is the majority vote of the governing body.
- The final public hearing will be held on Thursday, September 17, 2026, at 5:01PM at the same location.

Agenda Item #2 – Public Comments on FY 2026/2027 Millage Rate
None

Agenda Item #3 – Proposed FY 2026/2027 Millage Rate Resolution 26-27

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

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

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

The District millage levy for FY 2026/2027 is .5000 mills and **the staff must publicly read at this meeting before the adoption of the millage levy resolution the following:**

"The Lakeland Area Mass Transit District FY 2026-2027 millage levy is .5000 mills.

- The Rolled-back rate is .4829
- The percentage of increase over the rolled-back rate is 3.54%
- The millage rate to be levied for 2026/2027 fiscal year is .5000 mills."

Approval of the FY 2026/2027 Tentative Millage Rate of .5000 mills - Resolution #26-27.

Motion to approve: 1st Terry Coney/ 2nd Guy LaLonde

Motion Carried Unanimously

Agenda Item #4 – Tentative FY 2026/2027 Budget Summary
LAMTD is presenting the FY 2026/2027 Tentative Budget which reflects a millage levy of .5000 mills. The FY 2026/2027 budget is balanced as reflected in the budget summary. The Budget was presented to the LAMTD board on August 19, 2026.

Agenda Item #5 – Public Comments on Tentative FY 2026/2027 Budget
None

Agenda Item #6 – Approval of the FY 2026/2027 Tentative Budget Resolution #26-28
LAMTD is recommending approval of FY 2026/27 Tentative Budget.

The Sources and uses of funds are reflected in the total budget of $18,200,300 The Budget is balanced with revenues equal to expenses.

Tentative FY 2026/27 Budget Resolution
Tentative FY 2026/27 Budget Summary

Approval of the FY 2026/2027 Tentative Budget Resolution #26-28.

Motion to approve: 1st Guy LaLonde / 2nd Terry Coney

Motion Carried Unanimously

Agenda Item #8 – DR-420 Certification of Taxable Value 2026

Agenda Item #9 – DR-420 Maximum Millage Levy 2026

Adjournment

Chair Roberts McCarley requested a motion to adjourn the September 3, 2026, TRIM Budget Hearing

Motion to Approve: 1st Guy LaLonde / 2nd Terry Coney

Motion Carried Unanimously

Adjournment at 5:15 p.m.

Approved this 9th day of September 2026.

____
Chair – City of Lakeland Mayor Sara Roberts McCarley

____
Minutes Taker – Christine Lee

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #2

Agenda Item: Public Comments

Presenter: TBD

Recommended Action: TBD

Attachments: TBD

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

Presenter: Rhonda Carter, Chief Financial Officer

Recommended Action: None

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

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

Attachments: See Attachments

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

Year-to-Date Summary					
Description	**Percent of FY Complete**	**Annual Budget**	**Actual**	**Actual % of FY Annual Budget**	
Revenue YTD	83%	$16,597,735	$15,342,079	92%	
Expenses YTD	83%	$16,597,735	$14,425,380	87%	

REVENUES:

The total revenues realized through July 31, 2026, totaled $15.3M or 92% of the annual budget.

- Farebox revenues reflect $279K or 82% of the annual budgeted revenues.
- Interest Income on Investment income totals $514K. This represents interest income from the SBA reserve account.
- FDOT operating grants are $2M or 79% of the annual budget
- FTA operating grants are $3.5M or 82% of the annual budget.
- Advertising income is $144K, or 80% 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 July 2026, $8M was collected, which is 100% of the annual budget.
- The PCTS support cost reimbursement revenue is $513K or 83% of annual budget.
- All the other revenues are within the annual budget.

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

EXPENSES:

The total expenses year-to-date through July 31, 2026, totaled $14.4M or 87% of the annual budget.

- Salaries and benefits cost are $10M, or 86% of the annual budget.
- Fuel expenses totaled $696K, or 85% of the annual budget.
- Materials and supplies totaled $604K, or 74% of the annual budget.
- Insurance expenses are $586K, 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 July 31, 2026, the financials favorable variance of $917K with 87% 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 July 2026

Revenue

	Annual Budget	YTD Actual	Percent Expended
PCTS - Support Cost Reimb.	615,472	512,890	83%
Other Contract Revenue	147,780	147,779	100%
Farebox/Pass Sales	341,500	279,151	82%
Miscellaneous Income	20,500	128,496	100%
Contract Income (UAP)	134,400	114,458	85%
Advertising Revenue	180,000	144,213	80%
Investment Income	475,000	513,808	100%
Operating Grant - FDOT	2,484,604	1,961,753	79%
Operating Grant - Federal	4,234,916	3,478,143	82%
Squeeze	91,426	50,910	56%
Ad Valorum Income, net	7,872,137	8,010,479	100%
Total	**$ 16,597,735**	**$ 15,342,079**	**92%**

Expenses

	Annual Budget	YTD Actual	Percent Expended
Salaries	7,966,112	6,818,288	86%
Employee Benefits	3,940,312	3,427,181	87%
Advertising Fees	12,800	9,599	75%
Professional & Technical Ser	685,679	719,047	100%
Contract Maintenance Services	104,590	145,126	100%
Other Services	102,390	134,274	100%
Fuel	829,470	695,524	84%
Freight	11,550	11,366	98%
Repairs & Maintenance	124,250	67,291	54%
Materials & Supplies/SQUEEZE	813,946	603,928	74%
Utilities/Telephone	222,000	183,535	83%
Insurance Expense	423,608	585,622	100%
Dues & Subscriptions	66,552	46,538	70%
Education/Training/Meeting/Travel	207,132	140,446	68%
Service Charges	17,300	14,433	83%
Office Expense	364,519	238,920	66%
Advertising & Promotions	50,400	50,109	99%
Miscellaneous Expenses	285,925	176,933	62%
Property Appraiser/Tax Collector Comm	237,000	247,076	100%
Debt Services	132,200	110,145	83%
Total	**$ 16,597,735**	**$ 14,425,380**	**87%**

Change in Financial Position	-	**$ 916,699**

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #3b

Agenda Item:	FY2025-26 Polk County Transit Services Monthly Financial Statement For the period ending July 31, 2026
Presenter:	Rhonda Carter, Chief Financial Officer
Recommended Action:	None
Summary:	The Interim Financial Statement covers a period of less than one year. The report is used to convey the performance of the district's financial position and budget comparisons – budget to actual on a year-to-date basis. Unlike annual financial statements, Interim Statements do not have to be audited. Interim financial statements increase communication between the District Board of Directors, management, and the public to provide up-to-date financial information and compliance with the budget.
Attachments:	See Attachments

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

YTD Summary	Annual Budget	YTD Actual	Percent Expended
Revenues YTD	$11,320,500	9,815,926	87%
Expenses YTD	$11,320,500	9,706,033	86%

Revenue Highlights:

Operating revenues realized are $9.8M or 87% 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 48K or 76% of the annual budget.

FDOT grants received to date are $1.3M or 65% of the annual budget.

FTA grants received to date are $3.3M or 84% 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 $9.7M or 86% of the annual budget.

- Salaries and wages totaled $5M or 80% of the annual budget.
- Operating expenses totaled $2.4M or 86% of the annual budget.
- The purchase contract for Transitions Commute Solutions which provides transit services for the district totaled $2.4M or 102% of the annual budget.

Operating Results

Actual Expenses exceeded Revenues by $109,893

Polk County Contract

Financial Statement

FY25-26

October 1, 2025 - September 30, 2026

For the Period Ended JULY 2026

10.0 Months
83% 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	$ 157,492	100%
Other Contracts	$ 265,000	$ -	0%
Fares	$ 63,100	$ 48,167	76%
Squeeze	$ -	$ 63,960	0%
FDOT Grants:			
Block	$ 922,653	$ 856,162	93%
RURAL	$ 841,579	$ 380,299	45%
SUNRAIL	$ 240,740	$ 102,771	43%
Travel Trainer- Mobility Mgmt	$ 62,550	$ 3,090	5%
FTA			
FTA 5307 Grant	$ 3,878,358	$ 3,262,742	84%
Total	**$ 11,320,500**	**$ 9,815,926**	**87%**

Expenses

	Annual Budget	YTD Actual	Percent Expended
Labor	$ 6,243,850	$ 4,967,314	80%
Contract (Transitions)	$ 2,300,000	$ 2,356,476	102%
Operating	$ 2,776,650	$ 2,382,243	86%
Total	**$ 11,320,500**	**$ 9,706,033**	**86%**

Change in Financial Position **$ -** **$ 109,893**

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #3c

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

Presenter: Rhonda Carter, Chief Financial Officer

Recommended Action: None

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

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

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

Attachment: See Attachments

Transportation Disadvantaged Program
Monthly Financial Report
July 31, 2026
8% FY Reported

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

Revenues

The revenues totaled $124K or 8% of the annual budget

The TD Trust Fund Grant reflects $124K or 8% of the grant.
Contract Revenues and other revenues totaled $0.
The County funding 10% match totaled $12K or 8% annual budget.

Expenses

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

Total expenses for the period totaled $156K or 10% of the annual budget.

Salaries, wages, and benefits totaled $119K or 11% of the annual Budget.
Operating expenses totaled $36K or 9% of the annual Budget.

Operating Results

Actual expenses exceeded revenues by $-31,834

Lakeland Area Mass Transit District
Financial Statement
Transportation Disadvantaged Program
Period Ending - July 2026- June 2027

Fiscal year month	1.0
% fiscal year	8%

Revenue

	Annual Budget	YTD Actual	Percent Expended
Revenues			
County Match 10%	$ 154,533	$ 12,417	8%
Contract Revenue	$ 50	$ -	0%
FDOT Grants:			
CTD Grant -Operating	$ 1,390,800	$ 111,750	8%
Total	**$ 1,545,383**	**$ 124,166**	**8%**

Expenses

	Annual Budget	YTD Actual	Percent Expended
Labor	$ 1,128,627	$119,357	11%
Operating	$ 416,756	$ 36,643	9%
Total	**$ 1,545,383**	**$156,000**	**10%**

$ (31,834)

Revenues exceed Expenses by
$ (31,834)

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #3d

Agenda Item: Purchase of (1) 20' Ford Forest River Transit Van for the City of Bartow

Presenter: Rhonda Carter, Chief Financial Officer

Recommended Action: Board Approve the Purchase of (1) Transit Vehicle

Funding Source: Provided by City of Bartow and FTA ARPA 5307 FL-2022-016-00.

Summary: At the 7/22/2026 BOD Meeting, the District received approval to enter into a microtransit service agreement with the City of Bartow (CRA). As part of the negotiated terms, the CRA is to provide consideration in the form of contribution of funds towards the purchase of one (1) ADA compliant Transit Vehicle.

The City of Bartow (CRA) is to provide $13,895.20 for LAMTD to procure a vehicle. LAMTD will need to provide the remaining funds for the delta. We seek BOD approval to utilize Grant funding for the $118,246.80 in funds required to procure the vehicle.

(1) Ford Forest River Van	$132,142.00
The City of Bartow	$13,895.20
FTA 5307 FL-2022-016-00	$118,246.80

Attachments: Model 1 – JTA State of Florida Contract – Quote Sheet

Microtransit Service Agreement-Bartow Community Redevelopment Agency and LAMTD.

Revised 01.23.2026

EXHIBIT 8

ORDER FORM

CONTRACT #TRIPS-22-CA-MB-LF-Model1

Standard Cutaway and Minibus Chassis Type Transit Vehicles

Model 1 Commercial Vehicles, Inc.

Contact Information		For Grant Funded Vehicles Only	
Agency Name:	LAMT Citrus Connection	FFY:	
Date:	7/28/2026	Project:	Select One
PO Number:		UZA:	
Name:	Jay Steinbauer		
Telephone Number:	863-255-0531		
Email Address:	jsteinbauer@ridecitrus.com		
Form Effective Date:			

Chassis Make		Ford U4X ICE (Gas)			
Chassis Model Year		2026			
Model		Forest River			
Vehicle Style		Transit Minibus			
GVWR		10,360			
Length in feet		21.9'			
Useful Life		5 Years/200,000 Miles			
Description		Quantity	UOM	Unit Cost	Extended Cost
Ford Transit Van, Forest River, 20'		1	EA	$ 106,560.00	$ 106,560.00
Standard Seats		5	Per Person	$ 911.00	$ 4,555.00
Item No	Description	Quantity	UOM	Unit Cost	Extended Cost
3.3.1	Aluminum wheels		Per Vehicle	$ 604.00	$ -
3.3.2	Stainless steel wheel liners / inserts, front and rear wheels		Per Vehicle	$ 604.00	$ -
3.4.2	Freedman seat upholstery material provided by CMI Enterprises, or approved equal. Fabric to be CMI DIMENSIONS LATE EVENING, style VP-DIMEN-LEVEN or CMI DIMENSIONS CHARCOAL, style VP-DIMEN-CHAR or approved equal		Per Person	$ 64.00	$ -
3.4.3	Freedman Featherweight with Dimensions vinyl line of coated transit bus seating fabric with antimicrobial Nanocide, by CMI Enterprises, or approved equal. Fabric to be CMI DIMENSIONS LATE EVENING, style VP- DIMEN-LEVEN or CMI DIMENSIONS CHARCOAL, style VP-DIMEN-CHAR or approved equal		Per Person	$ 64.00	$ -
3.4.7	Extend the length of the standard seat belts provided		EA	$ 51.00	$ -
3.7.1	Alternate slip resistant sheet vinyl flooring "UPGRADE FROM STANDARD GERFLOR TO ALTRO"		Per Vehicle	$ 396.00	$ -
3.8.1	Driver Safety Partition		Per Vehicle	$ 223.00	$ -
3.9.1	Powder-Coated handrails and stanchions, includes entry, driver stanchion and ceiling grab rails (provide color options)		EA	$ 133.00	$ -
3.10.1	Remote controlled exterior mirrors		Per Vehicle	Standard	
3.11.3	Reverse camera and monitor backing system		Per Vehicle	Standard	
3.11.4	Blind spot detection system		Per Vehicle	$ 894.00	$ -
3.11.5	Collision avoidance system		Per Vehicle	$ -	$ -
3.14.2	Q'straint QRT Max restraint system	1	Per Person	$ 1,160.00	$ 1,160.00

Item No	Description	Quantity	UOM	Unit Cost	Extended Cost
3.16.1	Hand-held and hands-free public address (PA) system (HAND-HELD ONLY)		Per Vehicle	$ 318.00	$ -
3.17.2	Fully automatic programable destination sign (add rows if necessary)	1	Per Vehicle	$ 6,379.00	$ 6,379.00
3.23.10	Extra Set of Ignition Keys		EA	$ 86.00	$ -
3.23.60	TSI (2) Camera System with DVR		EA	$ 6,420.00	$ -
3.23.61	TSI (4) Camera System with DVR		EA	$ 8,230.00	$ -
3.23.62	TSI (6) Camera System with DVR		EA	$ 9,049.00	$ -
3.23.63	TSI (8) Camera System with DVR		EA	$ 10,087.00	$ -
3.23.71	Angel Trax (2) Camera System with DVR		EA	$ 2,461.00	$ -
3.23.73	Angel Trax (6) Camera System with DVR		EA	$ 4,417.00	$ -
3.23.75	Angel Trax (10) Camera System with DVR		EA	$ 6,045.00	$ -
3.23.90	Additional 1080P Camera		EA	$ 507.00	$ -
3.23.91	Seon 2 Camera System		EA	$ 3,006.00	$ -
3.23.92	Additional Seon Camera		EA	$ 696.00	$ -
3.23.93	REI 2 Camera System		EA	$ 2,416.00	$ -
3.23.94	Additional REI Camera		EA	$ 578.00	$ -
3.23.99	Gamechanger body style- lift located aft of rear axle on curbside, available high roof only	1	EA	$ 8,037.00	$ 8,037.00
3.23.100	Mid roof high roof X2C in lieu of high roof		EA	$ (1,210.00)	$ -
3.23.101	Shift and Step, includes side running board and step		EA	$ 8,442.00	$ -
3.23.102	Upgrade engine to 3.5L ECO Boost)	1	EA	$ 2,476.00	$ 2,476.00
3.23.103	BYK Rack, 2 position front bike rack		EA	$ 2,312.00	$ -
3.23.104	Extra set of ignition keys		EA	$ 86.00	$ -
3.23.105	TSI (2) camera system with DVR		EA	$ 6,420.00	$ -
3.23.106	TSI (4) camera system with DVR		EA	$ 8,230.00	$ -
3.23.107	TSI (6) camera system with DVR		EA	$ 9,049.00	$ -
3.23.108	TSI (8) camera system with DVR		EA	$ 10,087.00	$ -
3.23.109	Angel Trax (2) camera system with DVR		EA	$ 2,461.00	$ -
3.23.110	Angel Trax (6) camera system with DVR		EA	$ 4,417.00	$ -
3.23.111	Angle Trax (10) camera system with DVR		EA	$ 6,045.00	$ -
3.23.112	Additional Angel Trax Camera		EA	$ 507.00	$ -
3.23.113	Seon (2) camera system		EA	$ 3,006.00	$ -
3.23.114	Additional Seon camera		EA	$ 696.00	$ -
3.23.115	REI 2 Camera System		EA	$ 2,416.00	$ -
3.23.116	Additional REI Camera		EA	$ 578.00	$ -
3.23.116	Foldaway Seat Base		Per Base	$ 1,189.00	$ -
3.23.117	Go2 Oxygen Holder		Per Vehicle	$ 378.00	$ -
3.23.118	Medium Roof 20' to 22' High Roof Extended Length	1	Per Vehicle	$ 2,975.00	$ 2,975.00
2.23.119	Stryker Cot Mount		EA	$ 2,903.00	$ -
2.23.120	SDG-AIR MAX Split System		EA	$ 454.00	$ -
				TOTAL	$ 132,142.00
				DEDUCTION TOTAL	$ -
				GRAND TOTAL	$ 132,142.00

Microtransit Service Agreement -
Bartow Community Redevelopment Agency and
Lakeland Area Mass Transit District

This Microtransit Service Agreement (hereinafter the "Agreement") is entered into as of the October 5, 2026, by and between the **Bartow Community Redevelopment Agency**, a Florida community redevelopment agency and dependent special district of the City of Bartow, Florida (hereinafter referred to as the "CRA"), and the **Lakeland Area Mass Transit District**, a Florida independent special district (hereinafter referred to as the "District").

WHEREAS, the CRA is empowered by the *Community Redevelopment Act of 1969*, as amended, Part III of Chapter 163, Florida Statutes, to engage in redevelopment activities within the community redevelopment area of the City of Bartow, Florida, which includes the greater Downtown Bartow area; and

WHEREAS, the CRA is authorized by Section 163.387 (6)(c)9 of the Florida Statutes to pay expenses necessary to exercise traditional redevelopment powers; and

WHEREAS, a major design objective of the CRA's 2022 *Bartow Community Redevelopment Plan Update* is to find new opportunities to improve the pedestrian experience for downtown residents, employees, businesses, and business owners, as well as create new places for people to gather for food, civic activities, and everyday life; and

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

WHEREAS, the District was established as a Florida independent special district on June 3, 1980, by Polk County Board of County Commissioners Ordinance 80-13, and the District is the independent legal entity responsible for the operation and management of the public transportation system in Polk County; and

WHEREAS, demand-responsive microtransit services will reduce parking and traffic congestion issues, improve the pedestrian experience, enhance livability and workability for the citizens and residents of Bartow, and support businesses in Bartow; and

WHEREAS, the CRA has agreed to fund, and the District has agreed to provide, certain microtransit services within the area depicted on the map attached hereto as Exhibit "A" for the term of this Agreement, which services will be called "Bartow CRA Mobility on Demand"; and

WHEREAS, the CRA and the District represent and agree that good and valuable consideration has been received by the parties for entering into this Agreement, the sufficiency of which is both acknowledged and received; and

WHEREAS, the parties mutually find this Agreement to be in the best interests of the public health, safety and general welfare of the citizens, residents and general transportation system users in Downtown Bartow and the greater City of Bartow area,

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.

§2. The term of this Agreement shall be for a period of three (3) years, commencing on April 1, 2026, through and including March 31, 2029.

§3. The Bartow CRA Mobility on Demand microtransit services will include the provision of demand responsive rides on one (1) Americans with Disabilities Act accessible vehicle on routes and schedules agreed upon from time to time by the CRA and the District.

§4. As payment for microtransit services provided during the term of this Agreement, the District will charge, and the CRA will pay, $72,087.33 for the first year, payable upon the execution of this Agreement; $70,432.12 for the second year, payable on or before April 1, 2027; and $72,543.93 for the third year, payable on or before April 1, 2028.

§5. Additionally, upon the execution of this Agreement, the CRA shall pay $13,895.20 to the District for the purchase of one (1) Americans with Disabilities Act (hereinafter referred to as the "ADA") accessible vehicle by the District. The vehicle shall be selected by the District and shall be in compliance with the ADA. Upon termination of the services in this Agreement, said vehicle shall remain the property of the District, and the District shall pay the CRA the fair market value of the ADA accessible vehicle, up to $13,895.20. Maintenance, repairs, and replacement, if necessary, of said vehicle during the term of this Agreement will be the exclusive responsibility of the District.§6. Subject to the District's rights of sovereign immunity, and only to the extent and limits provided by law as set forth in Section 768.28 of the Florida Statutes, the District shall indemnify and hold the CRA and all of its officers, agents, and employees harmless from any and all loss, damage, liability, expense, penalty, fine, suit, action, claim (including attorney's fees and appellate attorney's fees) and any expense whatsoever arising out of any incident related to the District's operation of Bartow CRA Mobility on Demand.

§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; *provided, however,* that by entering into this Agreement, the CRA is not agreeing to be bound by or in any manner 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. The District affirms nothing in such agreements prohibits or limits the ability of the District to deliver the various benefits specifically described herein.

§8. This Agreement is subject to all federal, state, and local laws, rules, and regulations with which the District is obligated to comply. The District affirms that nothing in such laws, rules or regulations prohibits or limits the ability of the District to deliver the various benefits specifically described herein.

§9. 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:

CRA:

Bartow Community Redevelopment Agency
ATTN: Executive Director
450 North Wilson Avenue
Bartow, Florida 33830

with a copy to, which shall not constitute notice:

Savannah Young Cerullo
Boswell & Dunlap LLP
245 South Central Avenue
Bartow, Florida 33830

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

with a copy to, which shall not constitute notice:

Ben H. Darby, Jr.
Darby Law Group, P.A.
P.O. Box 2971
Lakeland, Florida 33806-2971

§10. 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.

§11. 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 the CRA. 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.

§12. 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 the CRA. 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 the CRA.

§13. 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 the 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 their own attorney's fees, court costs, and expenses.

§14. Nothing contained herein shall operate or be construed as a waiver of the District's or the CRA's limits of liability as set forth in Section 768.28, 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 the CRA 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.

§15. This Agreement is subject to Chapter 119 of the Florida Statutes. To the extent that District is deemed a "contractor" of the CRA under general Florida law, the District shall:

(a) Keep and maintain public records required to perform the service.

(b) Upon request from the CRA's custodian of public records, provide the CRA with a copy of the requested public records or allow the public 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 term and following completion of the contract if the District does not transfer the records to the CRA.

(d) Upon completion of the contract, transfer, at no cost, to the CRA all public records in possession of District or keep and maintain public records required to perform the service. If the District transfers all public records to the CRA 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 the CRA, upon request from the CRA's custodian of public records, in a format that is compatible with the CRA's information technology systems.

(e) The following notice is required by Section 119.0701, Florida Statutes:

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 AT 863-534-0100, JPOOLE.CLERKS@CITYOFBARTOW.NET; 450 NORTH WILSON AVENUE, BARTOW, FLORIDA 33830.

If the District does not comply with a public records request, the CRA shall enforce the foregoing contract provisions, which may include immediate termination of the contract.

§16. 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.

§17. 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, cooperate and act in good faith in complying with all of the terms, covenants and conditions contained herein.

§18. **LIMITATION OF LIABILITY. IN NO EVENT, SHALL THE DISTRICT BE LIABLE TO THE CRA 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. LIKEWISE, IN NO EVENT, SHALL THE CRA 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 THE CRA WHETHER BASED IN CONTRACT, COMMON LAW, WARRANTY, TORT, STRICT LIABILITY, CONTRIBUTION, INDEMNITY OR OTHERWISE.

§19. E-Verify. By entering into this Agreement, the District becomes obligated to comply with the provisions of Section 448.095(5) (a), Florida Statutes, to register with and use the E-Verify system to verify the work authorization status of all new employees of the District and any subcontractor hired by the District. If the District enters into a contract with a subcontractor, the subcontractor must provide the District with an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. Failure to comply will lead to termination of this Agreement, or if a subcontractor knowingly violates the statute, the subcontractor must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court no later than twenty (20) calendar days after the date of termination.

§20. No Consideration of Social, Political, and Ideological Interests. The parties jointly acknowledge receipt of notice of the provisions of Section 287.05701 of the Florida Statutes which prohibits local governments and special districts from giving preference to a prospective contractor based on the prospective contractor's social, political, or ideological interests or requesting documentation from, or considering, a prospective contractor's social, political, or ideological interests when determining if the prospective contractor is a responsible vendor. The CRA and the District jointly affirmand agree that neither party requested any documentation about, or gave any consideration to, social, political, or ideological interests in the formation of this Agreement.

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.

Countersigned:

C. Howard Smith, Director
Community Redevelopment Agency

Attest:

Jacqueline Poole, City Clerk
City of Bartow, Florida

ATTEST:

Administrative Assistant

BARTOW COMMUNITY
REDEVELOPMENT AGENCY

BY:

Leo Longworth, Chair
Bartow CRA Board of Commissioners

LAKELAND AREA MASS
TRANSIT DISTRICT

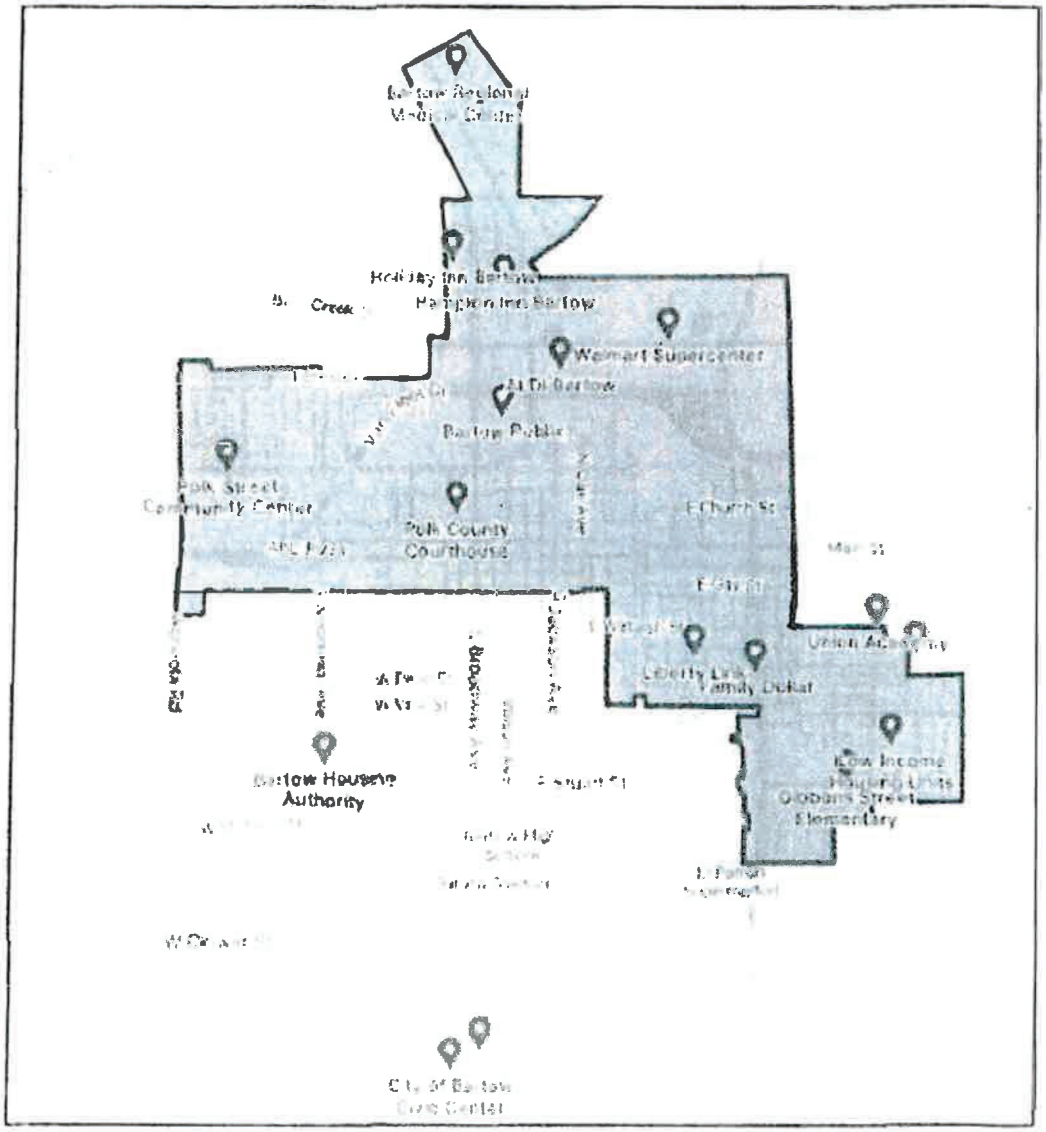
BY:

Chair

8

EXHIBIT “A”

BARTOW CRA MOBILITY ON DEMAND SERVICE AREA



CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #3e

Agenda Item:	Florida Department of Transportation (FDOT) - Public Transportation Grant Agreement (PTGA) for the State Transit Corridor Development Program, State Road 37 Financial Project Number FM# 414063-1-84-13
Presenter:	Rhonda Carter, Chief Financial Officer
Recommended Action:	Staff recommends approval of PTGA grant award FY 2026/2027 FDOT State Road 37 transit corridor development program in support of the South Florida Corridor, Gold and Lime routes.
Summary:	These funds will be utilized to assist the District with administrative and operating expenses in providing public transportation services to the citizens in the Lakeland UZA. FDOT estimated total project cost is $1,010,422 with matching funds provided by the District, as shown below.

State Funding	$505,211
Local Match	$505,211
Total Funding	$1,010,422

Attachments: Resolution # 26-26

1212 GEORGE JENKINS BLVD., LAKELAND, FL 33815 | 855-POLKBUS (765-5287) | WWW.RIDECITRUS.COM

414063-1-84-13

RESOLUTION FOR
PUBLIC TRANSPORTATION GRANT AGREEMENTFOR
TRANSIT PROJECTS

RESOLUTION # 26-26

A RESOLUTION of the **Lakeland Area Mass Transit District Board of Directors** authorizing theexecution of that certain Public Transportation Grant Agreement (PTGA) with the Florida Departmentof Transportation.

WHEREAS, **Lakeland Area Mass Transit District** has the authority to enter into a PTGA with the Florida Department of Transportation to undertake a project as authorized by Chapter 341, Florida Statutes and/or by the Florida Transit Administration Act of 1964, as amended:

NOW, THEREFORE, BE IT RESOLVED BY THE **Lakeland Area Mass Transit District**

FLORIDA:

1. That the PTGA for Item-Segment-Phase-Sequence **414063-1-84-13** is approved.

2. That Tom Phillips, CEO, or their designee is authorized to enter into, modify or terminate the PTGA, as well as other pertinent documents affiliated with the PTGA, with the Florida Department of Transportation, unless specifically rescinded.

DULY PASSED AND ADOPTED THIS September 09, 2026

By: ____

Title *Sara Roberts McCarley, Board Chair*

ATTEST:

____________________________________ (Name and Title or Seal)

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #3f

Agenda Item: Florida Department of Transportation (FDOT) – Public Transportation Grant Agreement (PTGA) for the State Transit Corridor Development Program, South Florida Avenue Financial Project Number FM# 445916-1-84-04

Presenter: Rhonda Carter, Chief Financial Officer

Recommended Action: Staff recommends approval of PTGA grant award FY 2026/2027 FDOT State Road 37 transit corridor development program in support of the South Florida Avenue, Peachline route.

Summary: These funds will be utilized to assist the District with administrative and operating expenses in providing public transportation services to the citizens in the Lakeland UZA.

FDOT estimated total project cost is $401,154 with matching funds provided by the District, as shown below.

State Funding	$200,577
Local Match	$200,577
Total Funding	$401,154

Attachments: Resolution # 26-29

445916-1-84-04

RESOLUTION FOR
PUBLIC TRANSPORTATION GRANT AGREEMENT
FOR TRANSIT PROJECTS

RESOLUTION # 26-29

A RESOLUTION of the **Lakeland Area Mass Transit District Board of Directors** authorizing the execution of that certain Public Transportation Grant Agreement (PTGA) with the Florida Department of Transportation.

WHEREAS, **Lakeland Area Mass Transit District** has the authority to enter into a PTGA with the Florida Department of Transportation to undertake a project as authorized by Chapter 341, Florida Statutes and/or by the Florida Transit Administration Act of 1964, as amended:

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

1. That the PTGA for Item-Segment-Phase-Sequence **445916-1-84-04** is approved.

2. That Tom Phillips, CEO, or their designee is authorized to enter into, modify or terminate the PTGA, as well as other pertinent documents affiliated with the PTGA, with the Florida Department of Transportation, unless specifically rescinded.

DULY PASSED AND ADOPTED THIS September 09, 2026

By: ____

Title *Sara Roberts McCarley, Board Chair*

ATTEST:

________________________________ (Name and Title or Seal)

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #4a

Agenda Item: City of Auburndale Service Agreement

Presenter: Ben Darby, Esq.

Recommended Action: Approval of Municipal Agreement for Transit Services

Summary: Consider approval of the Municipal Agreement between the City of Auburndale and LAMTD for the continued provision of fixed-route and/or demand-response public transit services within the City limits of Auburndale for a period of two (2) years.

Attachments: Service Agreement – City of Auburndale and LAMTD

Service Agreement -
City of Auburndale 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 City of Auburndale, a municipal corporation organized and existing under the laws of the State of Florida (hereinafter referred to as "Auburndale"), and the Lakeland Area Mass Transit District, an independent special district (hereinafter referred to as the "District").

WHEREAS, Auburndale 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, Auburndale 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 Auburndale and the District are not partners or joint venturers; and

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

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

WHEREAS, the City Commission of the City of Auburndale finds this Agreement between Auburndale and the District to be in the best interests of the public health, safety, and general welfare of the citizens and residents of the City of Auburndale, 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 Auburndale 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 Auburndale 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 Auburndale 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 to Auburndale by the District for the transit service for the term of the Agreement will be $84,790.69 for the first year and $88,182.32 for the second year. Auburndale shall remit payment within thirty (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, Auburndale 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:

AUBURNDALE: City of Auburndale
P.O. Box 186
Auburndale, FL 33823
ATTN: City Manager's office

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
FAX: (863) 683-7445
E-Mail: ben@darbylawgroup.com

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 Auburndale. 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 Auburndale. 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 the 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 Auburndale.

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 Auburndale 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 Auburndale to perform the service specified herein.

(b) Upon request from Auburndale's custodian of public records, provide Auburndale 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 Auburndale.

(d) Upon completion of the contract, transfer, at no cost, to Auburndale all public records in possession of the District or keep and maintain public records required by Auburndale to perform the service. If the District transfers all public records to Auburndale 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 Auburndale, upon request from Auburndale's custodian of public records, in a format that is compatible with Auburndale'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, P.O. Box 186, AUBURNDALE, FL 33823.

16. Nothing contained herein shall operate or be construed as a waiver of the District's or Auburndale'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 Auburndale 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 any such time period(s) shall be in calendar days. In the event any time period or deadline identified in 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 Auburndale are open for business to the public.

19. 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 AUBURNDALE 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 AUBURNDALE 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 AUBURNDALE 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]

CITY OF AUBURNDALE

ATTEST: ______________________

Brandan Henry

City Clerk

BY: ______________________

Mayor

LAKELAND AREA MASS TRANSIT DISTRICT

____

BY: ______________________

Chairman

____

Witnesses

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #4b

Agenda Item: LEGOLAND 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 LEGOLAND for a period of three (3) years.

Attachments: Agreement – LEGOLAND and LAMTD

Service Agreement -
Merlin Entertainments Group Florida LLC, d/b/a LEGOLAND® Florida Resort,
and d/b/a LEGOLAND® Beach Retreat, and
Lakeland Area Mass Transit District

This Service Agreement is entered into as of October 1, 2026, by and between Merlin Entertainments Group Florida, LLC, d/b/a LEGOLAND® Florida Resort, and d/b/a LEGOLAND® Beach Retreat (hereinafter collectively referred to as "LEGOLAND®"), and the LAKELAND AREA MASS TRANSIT DISTRICT, an independent special district (hereinafter referred to as the "District").

WHEREAS, LEGOLAND® desires to provide its employees, guests staying at LEGOLAND® Florida Resort hotels and resort accommodations (including the LEGOLAND® Beach Retreat) and LEGOLAND® Florida Resort guests staying at LEGOLAND® preferred hotels, the benefit of unlimited access to public transit as a means of commuting to LEGOLAND® and other activities; and,

WHEREAS, the District operates a consolidated public transit system which currently provides fixed route bus service to and around LEGOLAND® Florida Resort; and

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 three (3) years commencing on October 1, 2026, through and including September 30, 2029 ("Term").
Either party may terminate with or without cause at any time upon giving ninety (90) days written notice to the other party.
2. This Agreement may be amended only by an instrument in writing signed by the parties hereto.
3. The District will provide current active LEGOLAND® employees unlimited use for each fixed route transit trip at no additional consideration beyond that contained in this Agreement in accordance with the terms of this Agreement when the employees show the appropriate LEGOLAND® employee identification card.
4. 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 where the particular bus is based. Bus service will not be provided on United States public

holidays..

5. The District will provide current registered guests staying at any LEGOLAND® Florida Resort hotel facility (including LEGOLAND® Beach Retreat) with unlimited use for each fixed route transit trip at no additional consideration beyond that contained in this Agreement during their stay at the LEGOLAND® Florida Resort hotel facility.

6. The District will provide current registered guests staying at any LEGOLAND® Florida Resort Preferred Hotel with unlimited use for each fixed route transit trip at no additional consideration beyond that contained in this Agreement during their stay at the LEGOLAND® Florida Resort Preferred Hotel. LEGOLAND® Florida Resort Preferred Hotels include: Camp Margaritaville RV Resort and Cabana Cabins, 361 Denton Avenue, Auburndale, Florida, 33823, Holiday Inn Express Lake Wales – Winter Haven, 2953 Ridge Way, Lake Wales, Florida, 33859, and Staybridge Suites Winter Haven – Auburndale, 305 5th St NW, Winter Haven, FL 33881. LEGOLAND®, by written notice to the District, may increase, change or otherwise modify the list of LEGOLAND® Florida Resort Preferred Hotels from time to time during the term of this Agreement.

7. The base monthly rate to be charged to LEGOLAND® by the District for the transit service during the term of the Agreement will be $1,500.00. LEGOLAND® shall remit payment within forty-five (45) days from receipt of invoice.

8. The District will provide a copy of any ridership utilization data related to this Agreement to LEGOLAND® upon request.

9. LEGOLAND® agrees to provide all current employees with a photo identification card.

10. LEGOLAND® shall have the right to have one bus, and, in the event the District has space available on non-revenue generating buses, two buses, wrapped with a premium vinyl bus wrap. LEGOLAND® agrees to fund or obtain funding for the design, purchase and installation of the wrap(s) with LEGOLAND® artwork. The design of the wrap(s) will be provided by LEGOLAND® and must be approved by the District. The District agrees to waive the monthly advertising fee for the bus(es) for the term of this Agreement. If the District reasonably determines that a wrap must be replaced at any time during the term of this Agreement due to damage or normal wear and tear, LEGOLAND® agrees to fund the purchase and installation of the replacement wrap(s). If LEGOLAND® does not fund the purchase and installation of the replacement wrap(s) within forty-five (45) days of the District's determination, LEGOLAND® agrees that the District may strip the wrap(s) and place other

advertising on the bus at the District's discretion. It is understood that the wrapped bus(es) will operate on all routes in the entire territory of the District, and not just on the fixed routes described in this Agreement, as required by Title VI regulations.

11. The District agrees to continue to title "Route 30" as the "LEGOLAND® Route 30" during the term of this Agreement. The District agrees that "LEGOLAND®" is a registered trademark and its permitted uses by them under this Agreement are governed by LEGOLAND®'s standard terms and conditions and trademark guidelines, as are all other intellectual property belonging or licensed to LEGOLAND® (such as images appearing on the vinyl bus wrap described in paragraph 10 above).

12. 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. 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.

13. The District shall comply with Merlin's Ethical Dealing Principles attached hereto as Exhibit A.

14. 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.

15. During the Term, the District will have in force, (i) public liability insurance, professional indemnity insurance and product liability insurance covering as a minimum all matters which are the subject of this Agreement in the sum of not less than $5,000,000 for any one incident, and (ii) employer's liability insurance in accordance with any legal requirements for the time being in force. The policy or policies of insurance referred to in this Section shall be purchased from a reputable insurer reasonably satisfactory to LEGOLAND®, shall be on an occurrence basis, shall not be reduced, invalidated, modified, or cancelled unless thirty (30) days' unrestricted written notice is provided to LEGOLAND®, and shall be shown to LEGOLAND® on request together with satisfactory evidence of payment of the premium or premiums. LEGOLAND®, its parent, and affiliated, subsidiary, and related companies shall be named as additional insureds. If the District fails or is unable to maintain insurance in accordance this provision, or fails to provide evidence that it has paid the current year's premiums, LEGOLAND® may

purchase such alternative insurance coverage as it deems to be reasonably necessary and shall be entitled to recover all reasonable costs and expenses it incurs in doing so from the District.

16. 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 said default is not cured within the fifteen (15) day period, this Agreement may be terminated immediately 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.

17. 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:

LEGOLAND®:	Merlin Entertainments Group Florida, LLC One LEGOLAND® Way Winter Haven, FL 33884 ATTN: Kim Jensen
With a copy to:	Merlin Entertainments 8529 South Park Circle, Suite 200 Orlando, FL 32819 ATTN: Legal
DISTRICT:	Lakeland Area Mass Transit District 1212 George Jenkins Boulevard Lakeland, FL 33815 ATTN: Tom Phillips

18. 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.

19. 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, approved by all entities and attached to this Agreement. 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.

20. In the performance of this Agreement, the District will be acting in the capacity of independent contractor, and not as an agent, employee, partner, joint venturer, or associate of LEGOLAND®. 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 the 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 LEGOLAND®.

21. 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.

22. 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.

23. Subject to the District's rights of sovereign immunity, the District shall defend, indemnify and hold harmless LEGOLAND® and its members, managers, agents, officers, and employees from and against all claims, actions, damages, liabilities and expenses in connection with loss of life, bodily or personal injury or property damage or destruction: (i) arising from or out of any occurrence in, upon, at or from the operation of the public

transit system referenced in this Agreement; (ii) arising from the use by any person of the public transit system; or (iii) caused by any act or omission by the District, its agents, contractors, employees, licensees, concessionaires, guests, invitees or patrons to the extent and limits provided by law as set forth in Section 768.28, Florida Statutes; except the District shall not have to indemnify and hold harmless LEGOLAND® if such claim, damage, loss, and expense is the result of the negligence of LEGOLAND®.

24. LEGOLAND® shall defend, indemnify, and hold harmless the District, and each of its elected or appointed officials, and its managers, agents, officers, and employees from and against all claims, actions, damages, liabilities and expenses in connection with loss of life, bodily or personal injury or property damage or destruction: (i) arising from or out of any occurrence in, upon, at or from the operations of the LEGOLAND® Florida Resort theme park; (ii) arising from the activities of any person at the LEGOLAND® Florida Resort theme park; or (iii) caused by any act or omission by LEGOLAND®, its agents, contractors, employees, licensees, concessionaires, guests, invitees or patrons to the extent and limits provided by law; except LEGOLAND® shall not have to indemnify and hold harmless the District if such claim, damage, loss, and expense is the result of the negligence of the District.

25. Nothing contained herein shall operate or be construed as a waiver of the District's sovereign immunity.

26. This Agreement is subject to Chapter 119 of the Florida Statutes. To the extent that the District is deemed a "contractor" of LEGOLAND® under general Florida law, the District shall:

a. Keep and maintain public records required to perform the service.
b. Upon request from LEGOLAND® 's custodian of public records, provide LEGOLAND® with a copy of the requested public records or allow the public 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 term and following completion of the contract if the District does not transfer the records to LEGOLAND®.
d. Upon completion of the contract, transfer, at no cost, to LEGOLAND® all

public records in possession of the District or keep and maintain the public records required to perform the service. If the District transfers all public records to LEGOLAND® 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 LEGOLAND®, upon request from LEGOLAND®'s custodian of public records, in a format that is compatible with LEGOLAND®'s information technology systems.

e. The following notice is required by Section 119.0701, Florida Statutes:

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 AT _____________________.

f. If the District does not comply with a public records request, LEGOLAND® shall enforce the foregoing contract provisions, which may include immediate termination of the contract.

27. 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 for the uses and purposes therein expressed the day and year set forth above.

MERLIN ENTERTAINMENTS GROUP FLORIDA, LLC

____________________________________ BY: ______________________________

Brian Bacica, Vice President of LEGOLAND Florida Resort

____

Witnesses

LAKELAND AREA MASS TRANSIT DISTRICT

____________________________________ BY: ______________________________

____

Witnesses

EXHIBIT A

MERLIN'S ETHICAL DEALING PRINCIPLES

1. **BACKGROUND**

1.1 At MERLIN, we take great care in selecting the organizations that supply us directly with any products and services, as well as those with which we partner in any other forms of commercial or collaborative venture including, for example, Intellectual Property (IP) partners, trade partners, promotors, sponsors, film producers, landlords and joint venture / franchise partners. Our Ethical Dealing Principles set out how we expect our partners and suppliers to share and uphold our values relating to business integrity, people, children and the environment. We are proud to partner with market-leading owners of IP who likewise expect MERLIN, together with our suppliers and other partners, to share and uphold these values. We aim to be a force for good wherever we operate in the world, going above and beyond what is expected of us as a good corporate citizen. We are committed to working only with partners and suppliers who are aligned to these same values. For the purposes of this Exhibit A, "MERLIN" shall mean "LEGOLAND®", and "Supplier" shall mean the "District".

1.2 Without prejudice to any of the other terms of this Agreement, it is a fundamental term of any contract or relationship between MERLIN and the Supplier that the Supplier at all times complies with MERLIN's Ethical Dealing Principles. Breach of our Ethical Dealing Principles shall constitute a Material Breach of this Agreement.

1.3 The following additional definitions shall apply to this Schedule:

"**Associated Person**" is any person or entity associated with the Supplier in connection with this Agreement, or performing services for or on behalf of the Supplier in connection with this Agreement.

"**Inappropriate Person**" is any person or entity:

(a) where one third or more of its revenue is derived from the manufacture and sale of armaments and/or pornographic material; or

(b) any person or entity currently engaged in:

(i) the exploitation of child labour; or

(ii) the use of forced labour; or

(iii) violations of human rights; or

(iv) breaches of the international conventions listed in paragraph 2.2 of this Exhibit B; or

(v) violation of animal welfare rights or laws; or

(vi) breaches of any environmental laws,

and which, in the case of paragraph (iv) and (v), are, in MERLIN's reasonable opinion, materially adverse to the reputation of any member of the MERLIN Group; or

(c) which MERLIN, acting reasonably, notifies to the Supplier in writing that it considers might bring any member of the MERLIN Group into disrepute or would be inconsistent with the values and principles of any member of the MERLIN Group; or

(d) whose association with MERLIN may, in the reasonable opinion of MERLIN, in any way, depreciate, tarnish, jeopardise or otherwise prejudice the goodwill and reputation associated with any member of the MERLIN Group or otherwise adversely affect the reputation and image of any member of the MERLIN Group or bring them into disrepute or disregard anywhere in the world.

"MERLIN Group" shall mean MERLIN and its subsidiaries, holding companies, affiliates, and parent companies.

2. ETHICAL DEALING PRINCIPLES

2.1 The Supplier represents and warrants that neither it nor its Associated Persons is an Inappropriate Person.

2.2 The Supplier shall, and shall procure that its Associated Persons, comply with the following:

(i) fundamental International Labour Organisation conventions:

(A) Forced labour (C29);

(B) Freedom of Association and Protection of the Right to Organise (C87);

(C) Right to Organise and Collective Bargaining (C98);

(D) Equal Remuneration (C100);

(E) Abolition of Forced Labour (C105);

(F) Discrimination (Employment and Occupation) (C111);

(G) Minimum Age (C138); and

(H) Worst Forms of Child Labour (C182),

each as may be amended by protocol from time to time,

(ii) International and European treaties and internationally recognised human rights standards:

(A) Universal Declaration of Human Rights;

(B) International Covenant on Civil and Political Rights;

(C) International Covenant on Economic, Social and Cultural Rights;

(D) United Nations Convention on the Rights of the Child;

(E) UN Guiding Principles on Business and Human Rights;

(F) (as applicable) OECD Guidelines for Multinational Enterprises on Responsible Business Conduct;

(G) the European Convention on Human Rights and Fundamental Freedoms (CETS 005);

(H) the European Convention on Action Against Trafficking in Human Beings (CETS 197); and

(I) the European Money Laundering Convention on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime and on the Financing of Terrorism (CETS 198),

each as may be amended by protocol from time to time; and

(iii) the following MERLIN codes of conduct and policies:

(A) the MERLIN Retail Merchandise Code of Conduct; and

(B) the MERLIN Human Rights and Modern Slavery Policy,

each as may be amended by MERLIN from time to time.

The conventions referred to in paragraphs (i)(A) to (i)(H) are adopted by the International Labour Organisation and can be viewed at http://ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12000:0::NO.

The UN instruments referred to at paragraphs (ii)(A) to (ii)(D) can be viewed at International Bill of Human Rights | OHCHR and https://www.unicef.org.uk/wp-content/uploads/2016/08/unicef-convention-rights-child-uncrc.pdf; the UN Guiding Principles on Business and Human Rights referred to at paragraph (ii)(E) can be viewed at: guidingprinciplesbusinesshr_en.pdf (ohchr.org); and the OECD Guidelines for Multinational Enterprises referred to at paragraph (ii)(F) can be viewed at OECD Guidelines for Multinational Enterprises on Responsible Business Conduct | OECD iLibrary (oecd-ilibrary.org).

The treaties referred to in paragraphs (ii)(A) to (ii)(I) are adopted by the Council of Europe and can be viewed at http://www.coe.int/en/web/conventions/full-list.

The MERLIN codes of conduct and policies referred to in paragraphs (iii) (A) to (B) can be viewed upon request.

Anti-Bribery and Corruption

2.3 The Supplier represents and warrants that:

(a) neither it nor its Associated Persons is involved in, nor will it become involved in, and will ensure that its Associated Persons not engage in or in any way support or facilitate, any act, omission or other behaviour which could be considered to constitute bribery or other criminal offence under the UK Bribery Act 2010, the US Foreign Corrupt Practices Act 1977 (as amended) or any other Applicable Laws relating to bribery, corruption or fraud (all together "ABC Laws");

(b) it and its Associated Persons shall have in place and enforce throughout the term of this Agreement adequate policies and procedures to ensure proper compliance with ABC Laws;

(c) it shall, and shall procure that its Associated Persons shall, maintain and provide detailed, accurate and up-to-date records showing all payments made to third parties in connection with its activities under this Agreement;

(d) it shall, and shall procure that its Associated Persons shall, report to MERLIN any material request or demand for any undue or unlawful payment or other advantage of any kind received in connection with the performance of this Agreement without delay;

(e) so far as it is aware, neither it nor its Associated Persons:

(i) has been convicted of any offence involving bribery, corruption, fraud or dishonesty;

(ii) has been or is the subject of any investigation, inquiry or enforcement proceedings by any governmental, administrative or regulatory body regarding any offence or alleged offence under ABC Laws; or

(iii) has been or is listed by any government agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or other government contracts.

(f) so far as it is aware, none of its Associated Persons is a public official who has any decision making powers or authority in connection with the products, services or partnership being provided under this Agreement;

(g) so far as it is aware, none of its Associated Persons has a family relationship with any public official in the jurisdictions in which business will be conducted pursuant to this Agreement who has any decision making powers or authority in connection with the products, services and/or partnership being provided under this Agreement, except as disclosed to, and agreed to in writing by MERLIN; and

(h) no public official owns a direct or indirect interest in it or, having made reasonable enquiries, so far as it is aware, none of its Associated Persons or public official has any legal or beneficial interest in any payments made under this Agreement.

Anti-Facilitation of Tax Evasion

2.4 The Supplier represents and warrants that neither it nor its Associated Persons is involved in, nor will it become involved in and will ensure that each of its Associated Persons will not engage in or in any way support or facilitate any act, omission or other behaviour which could be considered to constitute tax evasion or facilitation of tax evasion under the UK Criminal Finances Act 2017 or any other Applicable Laws relating to tax evasion or facilitation of tax evasion.

Trade and Sanctions

2.5 The Supplier represents and warrants that it complies with all Applicable Laws relating to financial sanctions, trade restrictions, export controls and embargoes, applicable to MERLIN and the Supplier, including but not limited to laws and regulations imposed by the governments, agencies and authorities of the United Kingdom and the United Nations, and applicable laws and regulations imposed by the European Union, and the United States, and any wider applicable local law sanctions restrictions. The Supplier further represents and warrants that none of its shareholders, officers or employees or to the best of its knowledge, having made reasonable enquiries, any of its Associated Persons is a designated target of asset freezing or blocking measures under international sanctions laws, or is majority owned, or controlled, directly or indirectly by such a party or parties (alone, in aggregate or acting jointly), including but not limited to laws and regulations imposed by the governments, agencies and authorities of the United Kingdom, the European Union, the United States, the United Nations, and any wider applicable local law sanctions restrictions.

Anti-Money Laundering

2.6 The Supplier represents and warrants that it complies with all Applicable Laws relating to money laundering, including but not limited to the UK Proceeds of Crime Act 2002.

Conflicts of Interest

2.7 The Supplier represents and warrants that neither it nor its Associated Persons has a perceived, potential or actual conflict of interest in connection with the supply of the Services to MERLIN.

Human Rights and Modern Slavery

2.8 The Supplier represents and warrants that it complies with all Applicable Laws relating to the upholding of human rights and the elimination of slavery and human trafficking, including but not limited to those human rights as enshrined in international law and recognised human rights standards referred to in paragraphs 2.2(ii) above, as well as the UK Modern Slavery Act 2015 (as amended), Australian Modern Slavery Act 2018, German Supply Chain Due Diligence Act 2023 and Californian Transparency in Supply Chains Act 2010. In addition, neither it nor its Associated Persons has been convicted of any offence involving or in connection with human rights violations, slavery or human trafficking or has been or is the subject of investigation, inquiry or enforcement proceedings by any governmental, administrative or regulatory body regarding any offence or alleged offence of or in connection with human rights violations, slavery or human trafficking. The Supplier further represents and warrants that it has implemented and will continue to implement adequate due diligence procedures for its own suppliers, subcontractors and other participants in its supply chains. The Supplier shall ensure that MERLIN is provided with access to the Supplier's UK Modern Slavery Act 2015 statement (should it be required to publish one), as amended and updated from year to year.

Environmental Impact

2.9 The Supplier represents and warrants that it and its Associated Persons:

(a) support a precautionary approach to environmental challenges, as described by Principle 7 of the UN Global Compact;

(b) undertake initiatives to promote greater environmental responsibility, as described by Principle 8 of the UN Global Compact; and

(c) encourage the development and diffusion of environmentally friendly technologies, as described Principle 9 of the UN Global Compact.

The Principles referred to in paragraphs 2.9(a) to 2.9(c) can be viewed at https://www.unglobalcompact.org/what-is-gc/mission/principles.

General

2.10 The Supplier shall take such steps as are necessary to ascertain that its Associated Persons comply with MERLIN's Ethical Dealing Principles.

2.11 The Supplier represents and warrants that it has, and shall procure that its Associated Persons have, in place and shall enforce throughout the duration of the Agreement adequate policies and procedures to ensure proper compliance with MERLIN's Ethical Dealing Principles.

The Supplier shall promptly notify MERLIN if, at any time during the Term, its circumstances, knowledge or awareness changes such that it would not be able to repeat the warranties set out in MERLIN's Ethical Dealing Principles at the relevant time

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #5a

Agenda Item: Strategic Plan Quarterly Performance Scorecard and Strategic Plan Initiatives for FY 2027

Presenters: Directors Nicole McCleary, Paul Simms, and Tony Kirk

Recommended Action: Approval

Summary: This agenda item reviews Q3 operational performance and presents the 2027 Strategic Transit Plan to enhance service efficiency, reliability, and regional connectivity.

Review Quarterly Performance Scorecard: Evaluation of transit system reliability, rider satisfaction, and efficiency metrics against the targets set at the start of the fiscal year.

Strategic Planning Board Retreat Outcomes: Synthesis of the vision, long-term priorities, and governance directives established during the recent board workshop.

2027 Strategic Planning Initiatives: Presentation of the roadmap for upcoming infrastructure upgrades, route optimizations, and fleet modernization.

Attachment: Strategic Plan Quarterly Performance Scorecard
Strategic Plan Initiatives for FY 2027

FY26 Strategic Plan - Scorecard

THIRD QUARTER UPDATE (April – June 2026)

September 9, 2026

Citrus Connection 2026

What Does Success Look Like?

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

Customers

Community

Employees

Reminder: 2026 Success Outcomes

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

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

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

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

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

Scoring Methodology

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

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

The FY2026 Strategic Plan Q3

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

QUARTER 3 - APRIL 2026 - JUNE 2026				
OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE				
Measure	Target	Current	Value	**Score**
Systemwide OTP	≥ 85%	78.33%	25	**19.58**
Routes Performing above 85% OTP	≥ 85%	29.41%	25	**7.4**
Missed Trips	< 1%	0.3%	25	**25**
Road Calls / 1000 Miles	Decreasing Overtime	25	25	**25**
Customer OTP Satisfaction	≥ 80%	N/A	N/A	**N/A**
	Total		**100**	**76.9**
OBJECTIVE 2 - OPERATOR RETENTION				
Measure	Target		Value	**Score**
Implement 4-day Workweek	Implementation	Implemented	18	**18.0**
Driver Retention Rate	≥ 90%	93.10%	18	**16.8**
Voluntary Turnover	Decreasing	5.06%	14.0	**11.4**
New Hire Retention at 90 Days	≥ 85%	61.11%	14	**10.1**
New Hire Retention at 1 Year	≥ 80%	62.50%	14	**10.9**
Employee Engagement Score	≥ 80%	66%	5	**3.3**
Development of Retention Program	Implementation Stage			
Developing Employee Retention Task Force	Implementation Stage			
Developing Employee Recognition Plan	Implementation Stage	50%	9	**4.5**
Recognition Activities: Increasing Quarterly	Implementation Stage	3	8	**0.375**
	Total		**100**	**75.4**
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	78.00	5	**4.06**
Partners Reached	Increasing Trend	46.00	5	**4.11**
Social Media Impressions	Increasing Trend	104.00	5	**4.37**
Social Media Engagement	Increasing Trend	248,205.00	5	**2.77**
	Total		**100**	**88.0**
	Overall Total Score		**300**	**240.4**
	Letter Grade		**80%**	**B**

CitrusConnection
PROGRESS IN MOTION

The FY2026 Strategic Plan Q3 Overview

Overall Total Score remained constant at B-

Improving Customer Experience continued to increase by 14.1 points from 62.8 to 76.9

Missed trips decreased from 1% to 0.3 %

New hire retention at 1 year decreased from 90.91% to 62.50% (28.4 percentage points)

Routes Performing above 85% OTP increased from 9 to 10

Outreach events decreased from 96 to 78 *

**External Affairs was without 3 Staff for a period During Q3*

CitrusConnection
PROGRESS IN MOTION

2026 Success Outcome Champions

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

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

Champion: Paul Simms, Director of Operations

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

Champion: Tony Kirk, Director of Human Resources

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

Champion: Erin Killebrew Kinlaw, Director of External Affairs

Improving Customer Experience

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

QUARTER 3 APRIL - JUNE 2026				
OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE				
Measure	Target	Current	Value	**Score**
Systemwide OTP	≥ 85%	78.33%	25	**19.58**
Routes Performing above 85% OTP	≥ 85%	29.41%	25	**7.4**
Missed Trips	< 1%	0.30%	25	**25.0**
Road Calls / 1000 Miles	Decreasing Overtime	25	25	**25**
Customer OTP Satisfaction	≥ 80%	N/A	N/A	**N/A**
Total			**100**	**76.9**

CitrusConnection
PROGRESS IN MOTION

Improving Customer Experience Q2 to Q3

Measure	Target	Q2	Q3
Systemwide OTP	≥ 85%	78.9%	78.33%
Route-level OTP	≥ 85%	26.5%	29.41%
Missed Trips	< 1%	1%	0.3%
Road Calls / 1000 Miles	Decreasing Overtime	35.0	25.0
Customer OTP Satisfaction	N/A	N/A	N/A

- Percentage change in Systemwide OTP is **0.72% decrease**
- Percentage change in Route Level OTP is **10.98% increase**
- Percentage change in Missed Trips is **70% decrease**

CitrusConnection
PROGRESS IN MOTION

On-Time Performance Q3

Agency Target: 85% Systemwide On-Time Performance

Routes Above 85% On-Time	
Route 17X	93.6%
Orange	89.6%
Route 25	89.3%
Lake Wales Circulator	89.0%
Gold South	88.0%
Red	88.0%
Route 21X East	87.3%
Gold North	86.4%
Purple	85.7%
Yellow	85.5%

Routes Between 80%-84.99%	
Route 40/44	84.5%
Coral	83.1%
Blue 2	82.9%
Circulator West	82.0%
WH 15	81.3%

Routes Between 60%-80%	
Route 16X	79.8%
Lime	79.3%
Blue 1	79.1%
WH 50	78.4%
WH 30	77.8%
Green	77.7%
Route 27X	77.5%
WH 60	75.6%
Silver	75.2%
Route 19X	74.2%
Circulator East	73.9%
Route 20X	73.8%
Blue Sat	70.3%
21X West	66.8%
Route 18X	66.0%

Routes Below 60%	
Pink Line*	58.7%
Peach	58.5%
Lemon	56.8%

**SR33 Construction is likely causing OTP to underperform*

On Time Performance Q2 to Q3

Routes Above 85% On-Time

- Increased from 9 to 10 routes
- 29.4% of routes are performing at 85% OTP or greater
- **11.1% increase from Q2 to Q3**

Routes Between 80%-84.99%

- Decreased from 10 to 5 routes
- 14.7% of routes have an OTP of 80-85%
- **50% decrease from Q2 to Q3**

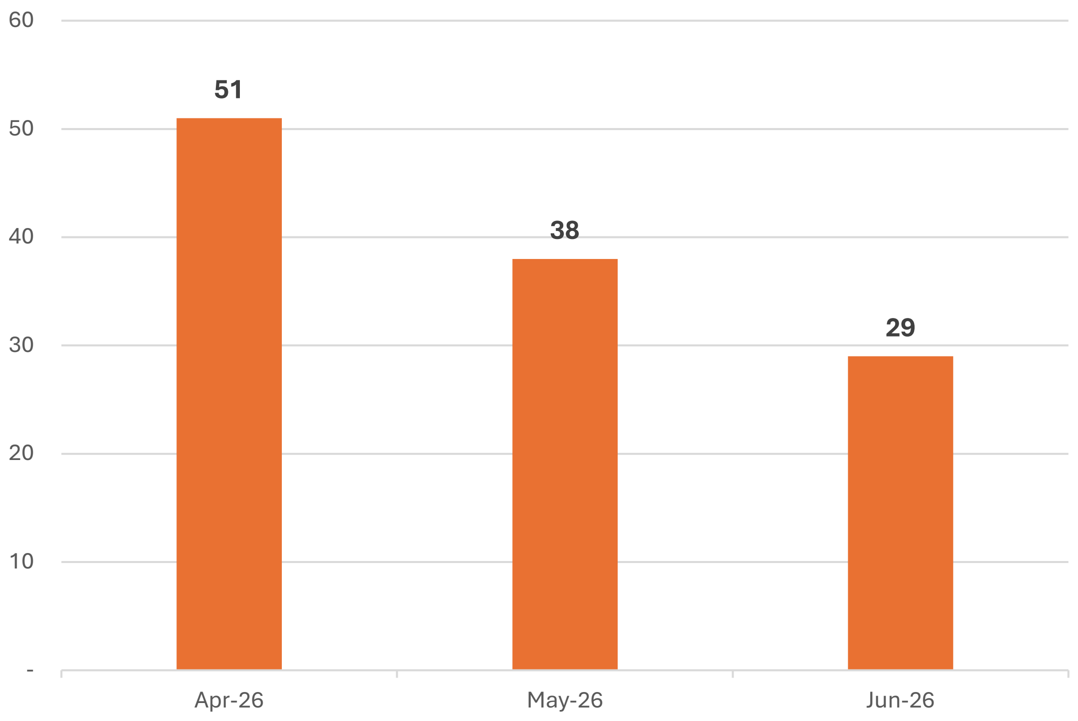
Routes Between 60%-80%

- Increased from 14 to 16 routes
- 47.1% of routes have OTP of 60-80%
- **14.3% increase from Q2 to Q3**

Routes Below 60%

- Increased from 1 to 3 routes
- 8.8% of routes have OTP below 60%
- **200% increase from Q2 to Q3**

Missed Trips – Q3 2026

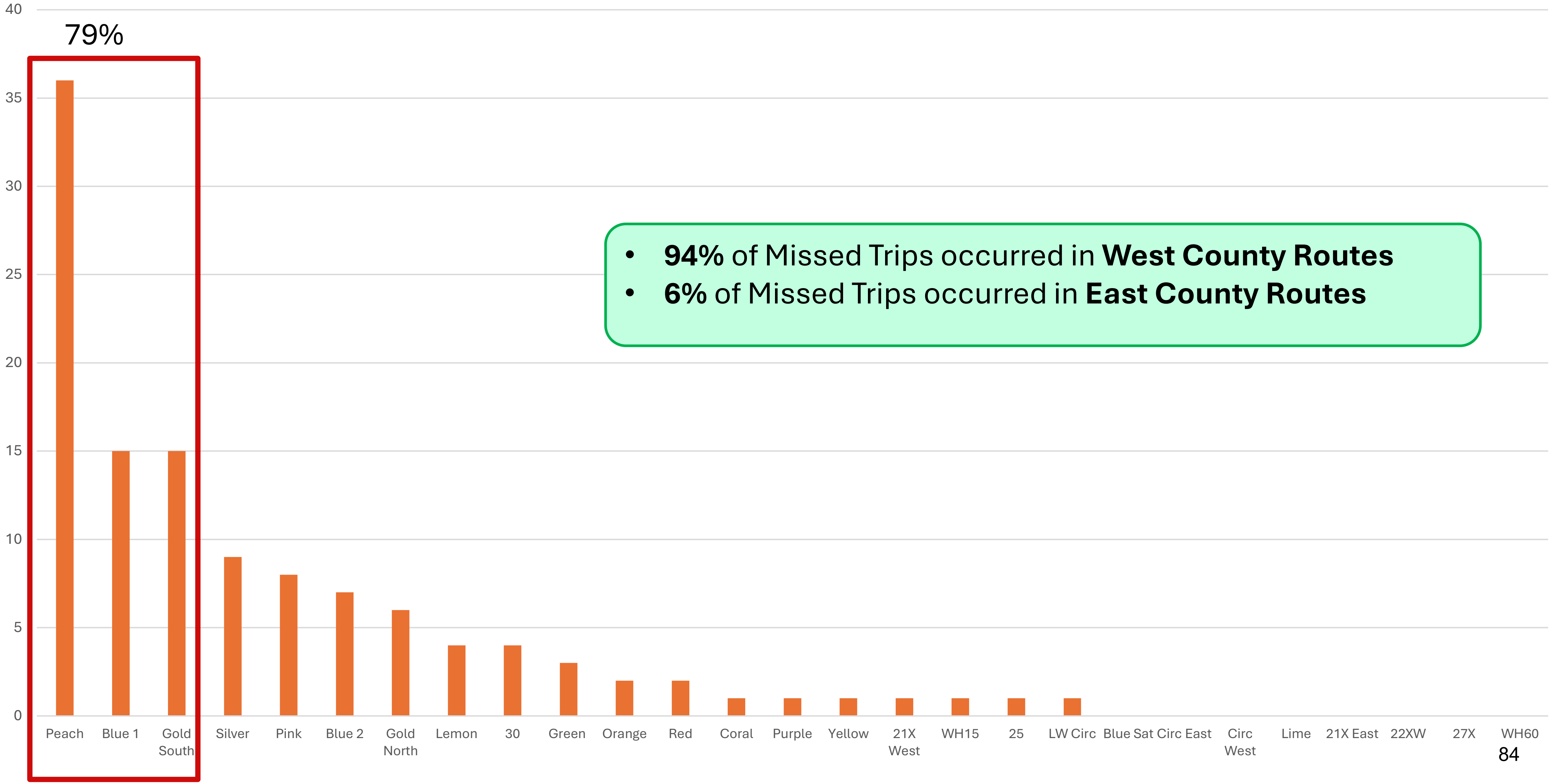


118 Missed Trips

0.3% **of all scheduled trips**

54.3% decrease in Missed Trips from Q2

Missed Trips – Q3 2026



- **94%** of Missed Trips occurred in **West County Routes**
- **6%** of Missed Trips occurred in **East County Routes**

Objective 1 – Improving Customer Experience Q3 Score

76.9/100
Score

77%
Percentage

C
Grade

Low — Average — High

Scorecard Performance: Average

Investing in Employees

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

QUARTER 3 APRIL - JUNE 2026				
OBJECTIVE 2 - OPERATOR RETENTION				
Measure	Target		Value	**Score**
Implement 4-day Workweek	Implementation	Implemented	18	**18.0**
Driver Retention Rate	≥ 90%	93.10%	18	**16.8**
Voluntary Turnover	Decreasing	5.06%	14.0	**11.4**
New Hire Retention at 90 Days	≥ 85%	61.11%	14	**10.1**
New Hire Retention at 1 Year	≥ 80%	62.50%	14	**10.9**
Employee Engagement Score	≥ 80%	66%	5	**3.3**
Development of Retention Program	Implementation Stage	NA	NA	NA
Developing Employee Retention Task Force	Implementation Stage	NA	NA	NA
Developing Employee Recognition Plan	Implementation Stage	50%	9	**4.5**
Recognition Activities: Increasing Quarterly	Implementation Stage	3	8	**0.375**
Total			**100**	**75.4**

Operator Hiring & Retention

NEW OPERATORS HIRED IN Q3 2026

12

NEW OPERATORS RETAINED AFTER 90 DAYS IN Q3 2026

61.1%

CitrusConnection
PROGRESS IN MOTION

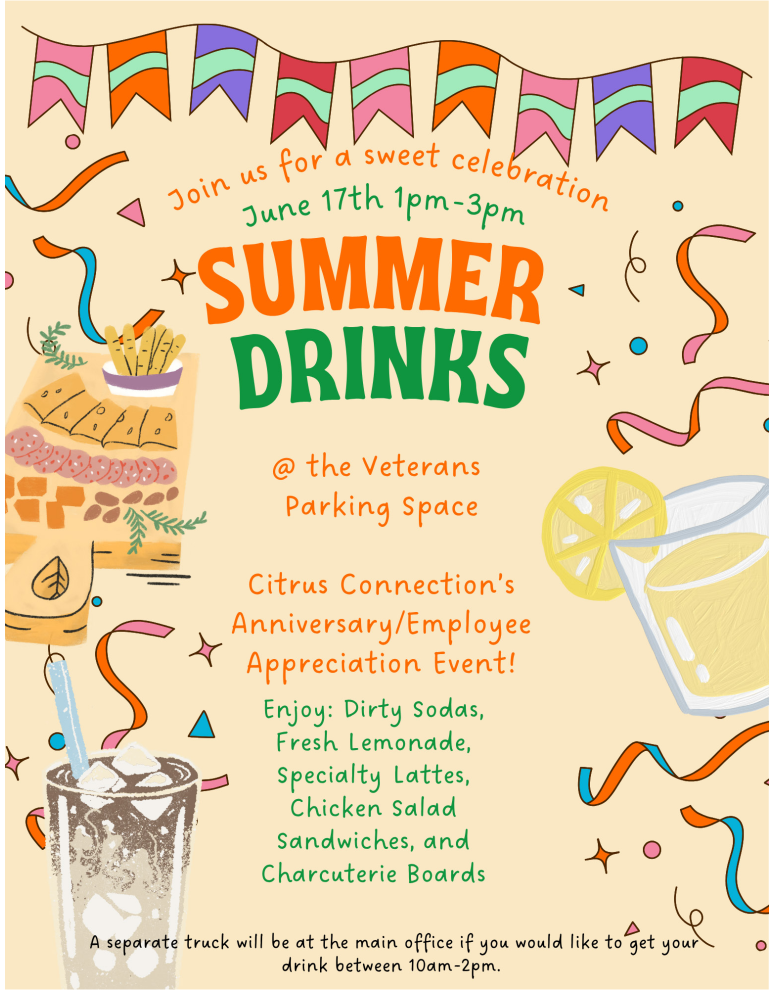
Retention Activities

Company-wide Anniversary Celebration held at all worksites

Employee Newsletter

Day-to-day verbal recognition by leadership and peers

Work anniversary and birthday email and posted recognition



CitrusConnection
PROGRESS IN MOTION

Objective 2 - Operator Retention Score Q3 2026

75.4/100
Score

75.4%
Percentage

C
Grade

Low — Average — High

Scorecard Performance: AVERAGE

Community Value

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

QUARTER 3 APRIL TO JUNE 2026				
OBJECTIVE 3 - COMMUNITY PERCEPTION				
Measure	Target	Current	Value	**Score**
Survey Response Goal	95% confidence level	95% confidence level	18	**18**
Awareness Benchmark	60%	75%	13	**13**
Perception Benchmark	60%	44%	13	**5.72**
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Service Reliability (positive rating)	70%	96%	9	**9**
Safety Perception (positive rating)	75%	97%	9	**9**
Outreach Events	Increasing Trend	78.00	5	**4.06**
Partners Reached	Increasing Trend	46.00	5	**4.11**
Social Media Impressions	Increasing Trend	104.00	5	**4.37**
Social Media Engagement	Increasing Trend	248,205.00	5	**2.77**
Total			**100**	**88.0**

Outreach Events

78 Community Outreach Events Attended

4 Travel trainings

11 Government Commission Meetings

CitrusConnection
PROGRESS IN MOTION

CITRUS CONNECTION ON SOCIAL MEDIA

Facebook

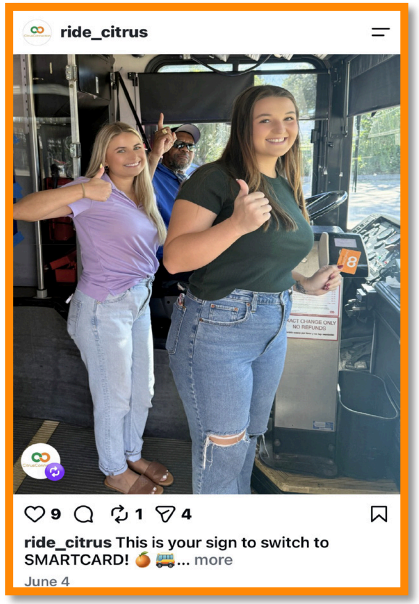
- 174,263 Views
- 3,334 Total Engagement
- 82.1% increase in Total Social Media engagement

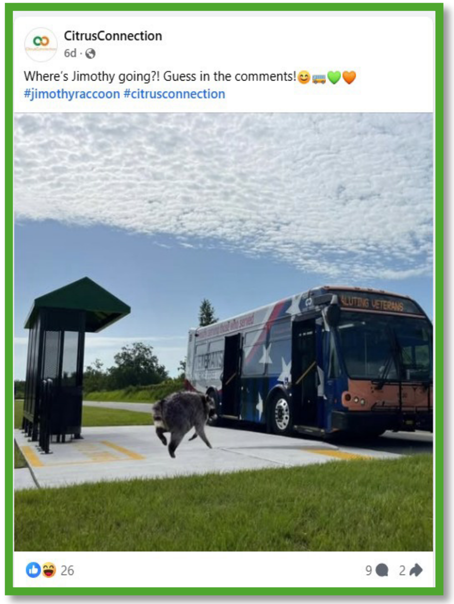
Instagram

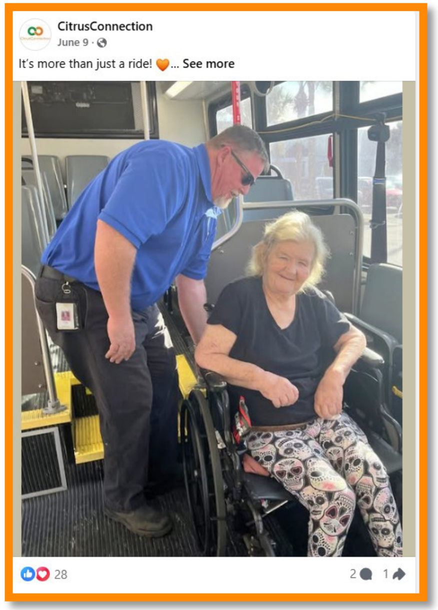
- 749 Followers
- 32,914 Views
- 119% increase in Views from Q2

TIK TOK

- 37,694 Views
- 234% increase in Views from Q2
- 2958 Total Likes







Objective 3 – Community Perception Score Q3 2026

88/100
Score

88%
Percentage

B
Grade

Low — Average — High

Scorecard Performance: Good

The FY2026 Strategic Plan Q3

- **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 3 - APRIL 2026 - JUNE 2026				
OBJECTIVE 1 - IMPROVING CUSTOMER EXPERIENCE				
Measure	Target	Current	Value	**Score**
Systemwide OTP	≥ 85%	78.33%	25	**19.58**
Routes Performing above 85% OTP	≥ 85%	29.41%	25	**7.4**
Missed Trips	< 1%	0.3%	25	**25**
Road Calls / 1000 Miles	Decreasing Overtime	25	25	**25**
Customer OTP Satisfaction	≥ 80%	N/A	N/A	**N/A**
Total			**100**	**76.9**
OBJECTIVE 2 - OPERATOR RETENTION				
Measure	Target		Value	**Score**
Implement 4-day Workweek	Implementation	Implemented	18	**18.0**
Driver Retention Rate	≥ 90%	93.10%	18	**16.8**
Voluntary Turnover	Decreasing	5.06%	14.0	**11.4**
New Hire Retention at 90 Days	≥ 85%	61.11%	14	**10.1**
New Hire Retention at 1 Year	≥ 80%	62.50%	14	**10.9**
Employee Engagement Score	≥ 80%	66%	5	**3.3**
Development of Retention Program	Implementation Stage			
Developing Employee Retention Task Force	Implementation Stage			
Developing Employee Recognition Plan	Implementation Stage	50%	9	**4.5**
Recognition Activities: Increasing Quarterly	Implementation Stage	3	8	**0.375**
Total			**100**	**75.4**
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	78.00	5	**4.06**
Partners Reached	Increasing Trend	46.00	5	**4.11**
Social Media Impressions	Increasing Trend	104.00	5	**4.37**
Social Media Engagement	Increasing Trend	248,205.00	5	**2.77**
Total			**100**	**88.0**
Overall Total Score			**300**	**240.4**
Letter Grade			**80%**	**B**

Total Score for Quarter 3 2026

240.4/300	**80%**	**B-**
Score	Percentage	Grade

Low — Average — High

Scorecard Performance: Good


CitrusConnection
PROGRESS IN MOTION
2024 TIGERTOWN
EXPRESS
VETERANS
RIDE FREE

QUESTIONS?

CitrusConnection

PROGRESS IN MOTION

Strategic Plan FY2027

01
02
03

September 09, 2026

Citrus Connection 2027

What Does Success Look Like?

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

Customers

Community

Employees

The Value of Public Transit

Transit connects communities, boosts economies, and reduces environmental impact.

Economic Growth

- Saves households money on car ownership and fuel.
- Connects workers directly to jobs.
- Supports local business foot traffic.

Environmental Impact

- Lowers greenhouse gas emissions per capita.
- Reduces traffic congestion and idle times.
- Decreases overall urban air pollution.

Equity and Access

- Provides mobility for seniors, youth, and non-drivers.
- Creates affordable travel options for all income levels.
- Builds cohesive, connected neighborhoods.

What Does Success Look Like 3-5 Years From Now?

Longer-Term Priorities

Long-term priorities identified to achieve in the future.

These priorities were acknowledged to take longer than the next 12 months to achieve and are also contingent on available funding to advance:

- Increasing frequency of service of Focus on 5 and core service areas/prioritization that matches infrastructure availability
- Expanding into communities Citrus Connection has not served previously (including full Polk County service)
- Fleet modernization to match customer satisfaction
- Change the narrative around transit infrastructure needs

Organizational Growth Trends

GOOD NEWS

During the July 13, 2026, Retreat we discussed the growth that frequency occurs between year one and year two with organizations that follow the strategy, action, measurement, behavior formula:

YEAR ONE

- ✓ Clearly defined and prioritized Success Outcomes
- ✓ Champions
- ✓ Reporting quarterly results
- ✓ Established baseline (CV)
- ✓ Developing information systems
- ✓ Public-facing scorecard

YEAR TWO

- ✓ Tighter definitions of success
- ✓ Clarity around actions needed to achieve success
- ✓ Greater buy-in from throughout the organization
- ✓ Better alignment with Board & leadership team
- ✓ Budgeting that support success outcomes vs. activities

2027 Success Outcome Prioritization

Considering resources are constrained and time, talent and funding is not unlimited, the room was asked to prioritize the following success outcomes based on which one is most important for Citrus Connection to achieve over the course of the next year. The prioritized results are shown below:

1. **Improving Customer Experience: Citrus Connection will deliver 88% of service on time (as measured by daily pull out)**

2. **Investing in Employees: Citrus Connection will retain 90% of its workforce by Continuing to invest in our workforce to foster a culture of employee growth.**

1. **Community Value: Establish an Economic Impact baseline that can be used to communicate the value of Citrus Connection as a vital public utility.**

Improving Customer Experience

Citrus Connection will deliver 88% of service on time (as measured by daily pull out)

Citrus Connection 2027
Improving Customer Experience

2027 Success Outcomes:

- **Understand the needs of the customer :** Activate a customer engagement strategy that creates a baseline to more strongly communicate the value of transit to our customers.
- **Performance:** Citrus Connection will deliver 88% of service on time (as measured by daily pull out)
- **Safety:** Increase customers perception of safety while using the service by 20%.

Champion: Paul Simms

CitrusConnection
PROGRESS IN MOTION

Citrus Connection 2027
Improving Customer Experience

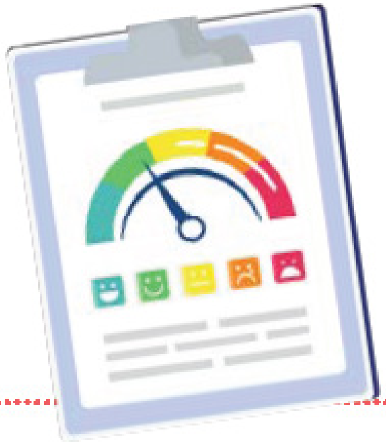
Customers

What actions does the Citrus Connection team need to focus on to achieve our definition of success?

- Increase ridership
    - Hit 88% OTP
    - Marketing (targeted to routes)
    - Specialized services that change the paradigm
    - Increase frequency
    - Leverage the economic state

- Create external & customer validators: Launch an ambassador's strategy & program to build and improve customer experience.

Citrus Connection 2027
Improving Customer Experience



Customers

What actions does the Citrus Connection team need to focus on to achieve our definition of success?

- Streamline service: Leverage October service changes
- Focus on 5: Prioritize customer experience improvements on Citrus Connection's five most impactful routes
- Safety focus: Launch strategy to move the needle on safety focusing on:
  - Onboard, at stops
  - Feel vs Are Safe

Investing in Employees

Citrus Connection will retain 90% of its workforce by continuing to invest in our workforce to foster a culture of employee growth.

Citrus Connection 2027
Investing in Employees

“2027 isn't about having more employees. It's about having the right employees, keeping them, developing them, and giving them a reason to build their careers at Citrus Connection”.

We will build a workforce strategy that attracts, develops, recognizes and retains talented employees while creating meaningful opportunities for employees to grow within Citrus Connection.

Champion: Tony Kirk, Sr.

Citrus Connection 2027
Investing in Employees

Employees

It will be a successful year if Citrus Connection does what for its workforce?

2027 Success Outcome:

Citrus Connection will retain 90% of its workforce by continuing to invest in our workforce to foster a culture of employee growth.

CitrusConnection
PROGRESS IN MOTION

Citrus Connection 2027
Investing in Employees

What actions does the Citrus Connection team need to focus on to achieve our definition of success?

Employees

- Develop Strategic Recruitment Partnerships
- Retain: What is the retention rate of new hires 6 months from hire?
  What is the retention rate of new hires 1 year from hire?
- Professional Development: Providing all employees with at least one development opportunity annually
- Recognition Programs: Formal Recognition Program
- Listen and Act: Annual employee engagement survey

Community Value

Citrus Connection will establish an Economic Impact baseline that can be used to communicate the value of Citrus Connection as a vital public utility.

Citrus Connection 2027 Community Value

It will be a successful year if Citrus Connection does what for its community?

2027 Success Outcome:

Community Value: Establish an Economic Impact baseline that can be used to communicate the value of Citrus Connection as a vital public utility.

Champion: Erin Killebrew Kinlaw

CitrusConnection
PROGRESS IN MOTION

Citrus Connection 2027
Community Value

Community

What actions does the Citrus Connection team need to focus on to achieve our definition of success?

- Economic impact study to communicate value
- Focus on developing impact story on “Focus on 5” corridors
- Thread CC story/value through every external partner – Define the Value
- Pride of owning a public utility mindset
- Create personal “I recommend” statements

  Example: a restaurant owner might create a personal value statement around the impact that the Squeeze has on bringing more customers through their doors on a Thursday night.

Citrus Connection 2027
Community Value

Community

What actions does the Citrus Connection team need to focus on to achieve our definition of success?

- Impact statements: Develop partner impact statements

- Leverage the school redistricting opportunity: Seek impact statements around the value that Citrus Connection provides

- Communicate what good partnership looks like:
  Example: City of Lakeland
  - Leverage that approach and scale
  - Scale across the county – EDC, other agencies

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 2027	Oct 1	Dec 31	Jan 11	Jan 27	Feb. Board Mtg.
Q2 2027	Jan 1	Mar 31	Apr 12	Apr 21	May Board Mtg.
Q3 2027	Apr 1	Jun 30	Jul 12	Jul 21	Aug. Board Mtg.
Q4 2027	July 1	Sept 30	Oct 11	Oct 21	Nov. Board Mtg.

Define Success Outcomes for FY2028 →

CitrusConnection
PROGRESS IN MOTION

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #6a

Agenda Item:	Agency Updates
Presenter:	Tom Phillips, CEO
Recommended Action:	None
Summary:	Items and information from the CEO
Attachments:	None

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #6b

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

August 2026

August 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					

September 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
Jul 26	27	28	29	30	31	Aug 1
2	3 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips	4 6:45am Presentation to Auburndale Rotary 9:00am McKeel 10:00am "Art in Transit"	5 Copy: Board of Directors, Performance Indicator Data, due 9:00am 1-on-1 w/Marcia 9:30am 1-on-1 w/ 10:00am 1:1 w/ Christine	6 9:30am Senior Staff meeting 10:00am 1:1 w/Rhonda -	7	8
9	10 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips	11 8:30am Email Ridership Update to LAMTD 9:30am Senior Staff 10:00am 1-on-1	12 9:30am 1-on-1 w/ Nicole - Tom Phillips 10:00am 1:1 w/ Christine 6:00pm Politics in the	13 10:00am 1:1 w/Rhonda - Tom Phillips	14	15
16	17 10:00am 1-on-1 w/HR - 10:30am 1-on-1 11:00am 1-on-1 w/Ana - 3:00pm Agenda Study	18 9:15am FTA Roundtable Discussion with 10:00am Future Grant Funding discussion	19 8:30am CITRUS CONNECTION 10:30am 1-on-1 w/ 11:00am 1:1 w/ Christine	20 7:30am CareerSource Polk Best Place to 10:00am 1:1 w/Rhonda - 1:30pm Polk TPO Vision	21	22
23	24 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips	25 9:30am Senior Staff 10:00am 1-on-1 11:00am FPTA Govt 3:30pm LEDC August	26 9:00am Bonnet Springs - Service (Microsoft 11:00am 1:1 w/ Christine - Tom Phillips	27 10:00am 1:1 w/Rhonda - 10:00am Paratransit 10:30am 1-on-1 w/ 2:00pm Citrus	28 8:30am Updated invitation: 11:45am FSC Masters in Public Admin Lunch	29
30	31 10:00am 1-on-1 w/HR - Tom Phillips 11:00am 1-on-1 w/Ana - Tom Phillips	Sep 1	2	3	4	5

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #6c

Agenda Item: July 2026 Ridership Reports

Presenter: Tom Phillips, CEO

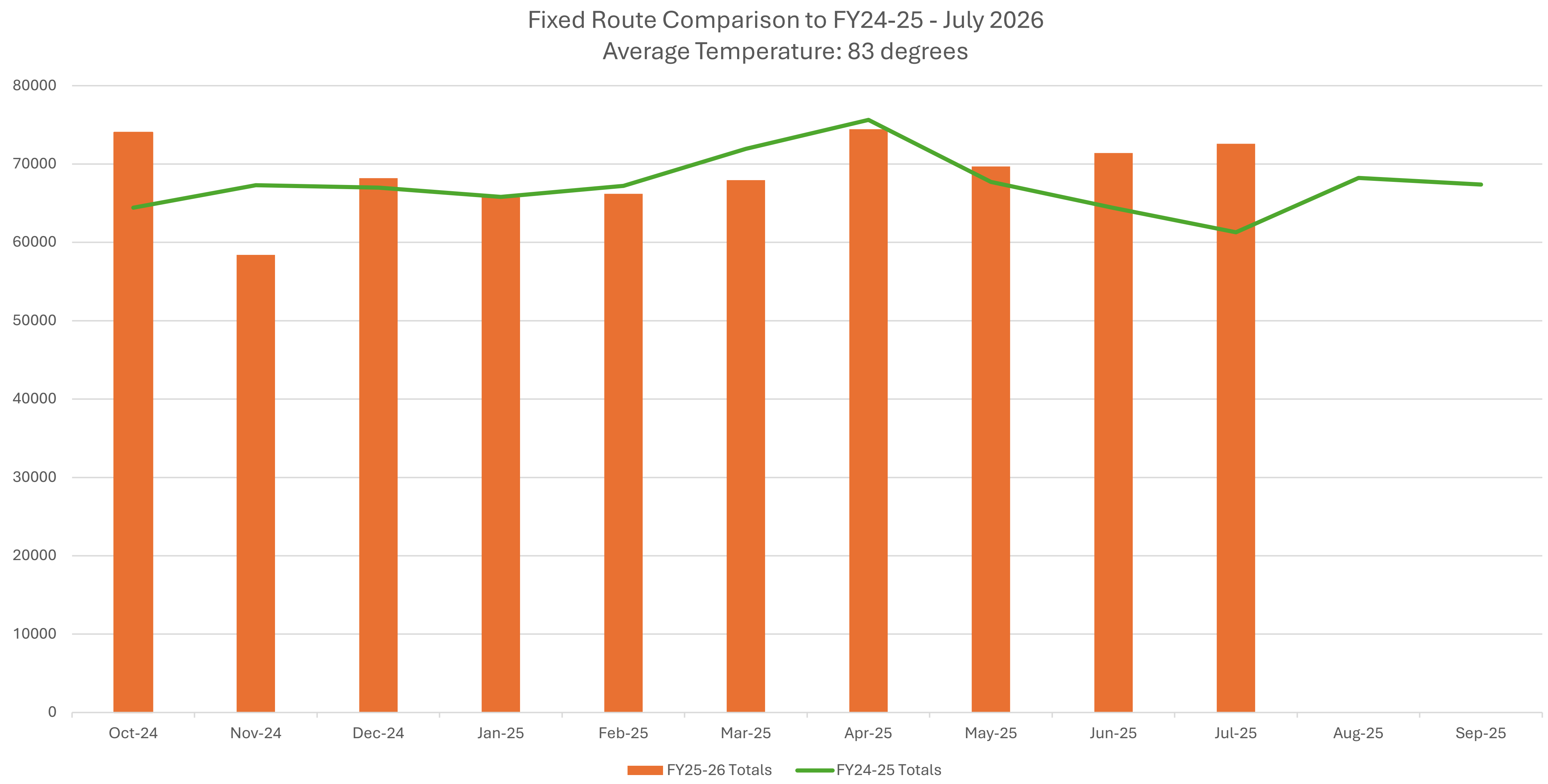
Recommended Action: None

Summary: July 2026 ridership information

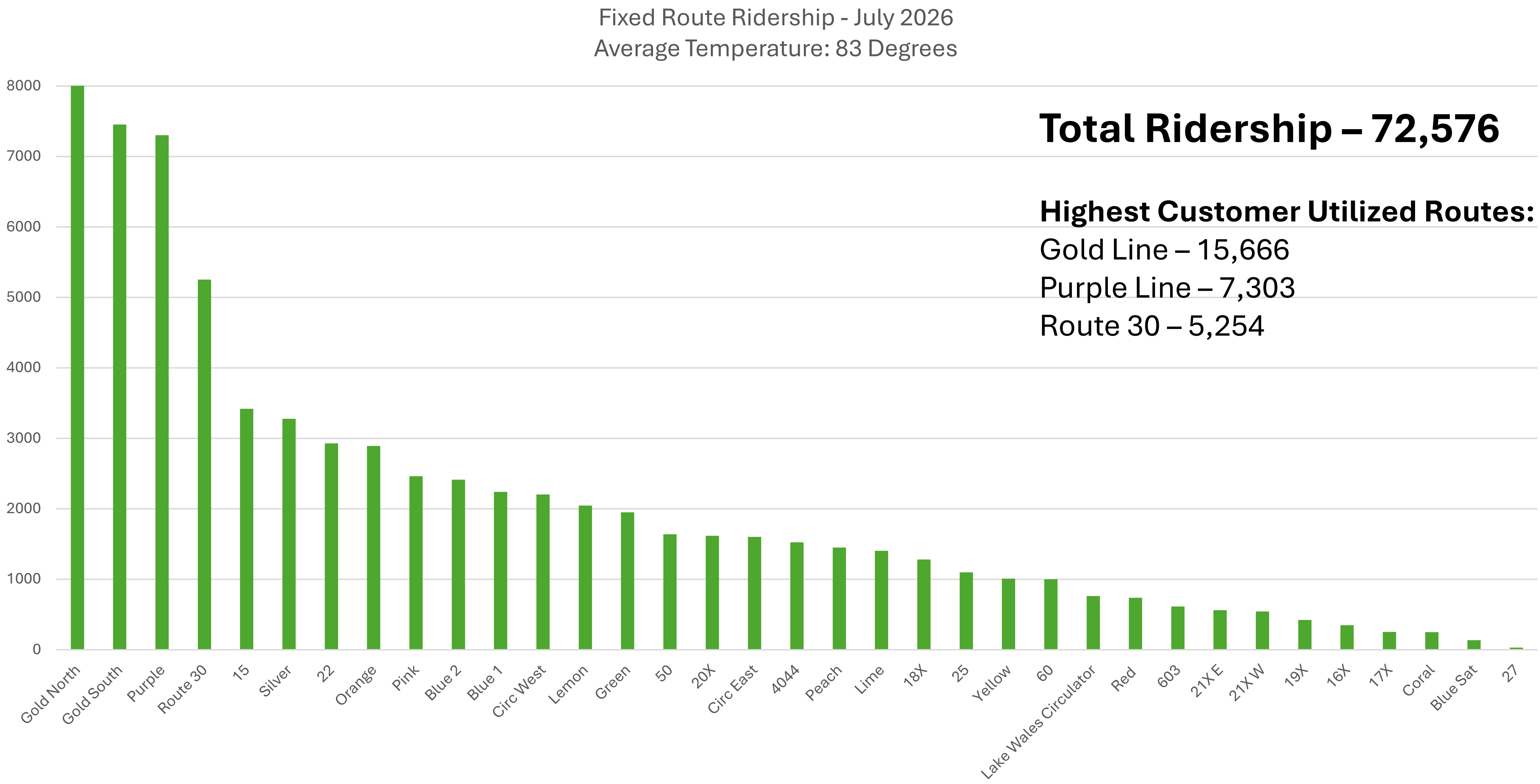
Attachments: Citrus Connection Ridership Report July 2026

Citrus Connection Ridership Report

July 2026



CitrusConnection
PROGRESS IN MOTION



Total Ridership – 72,576

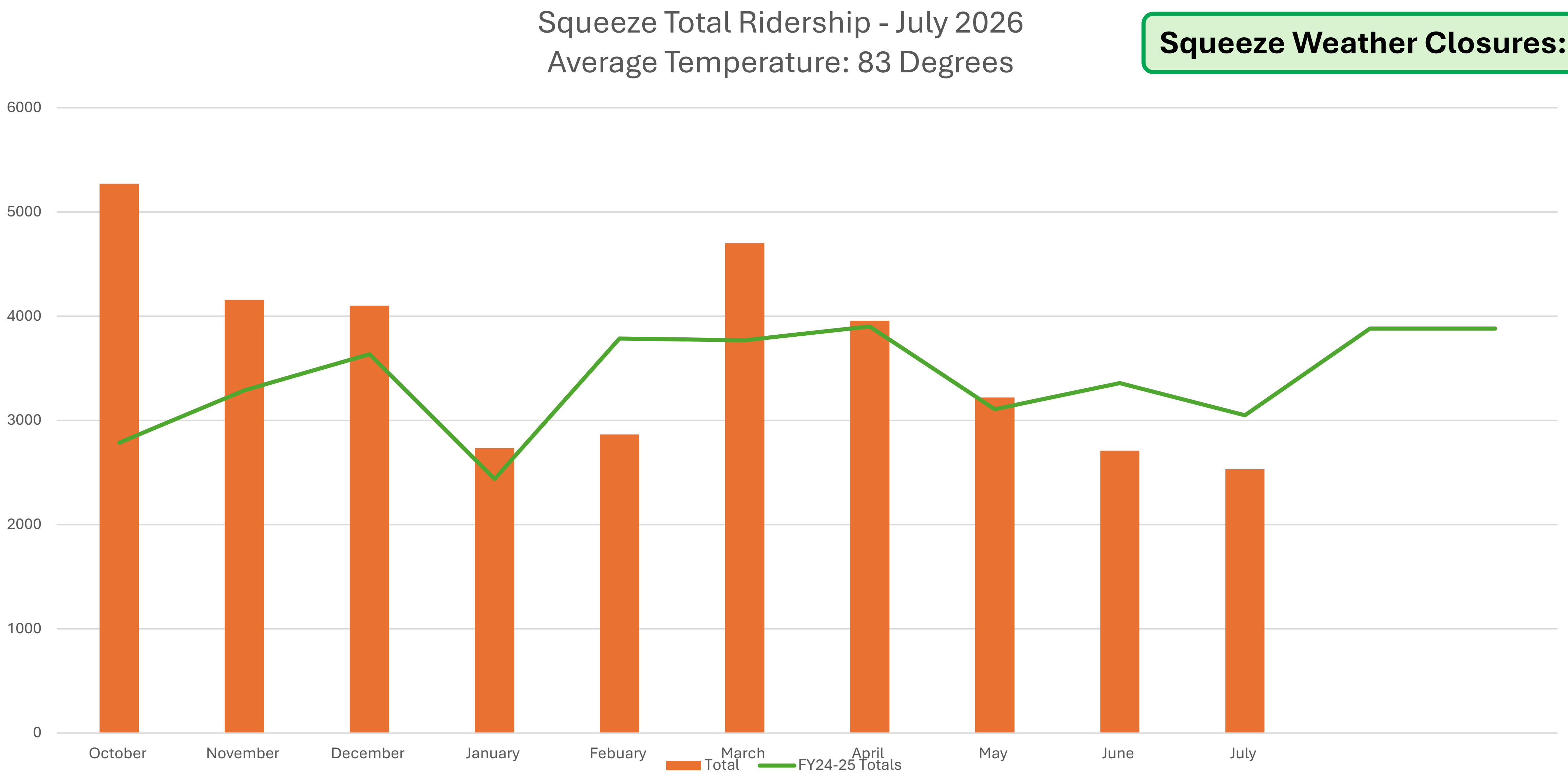
Highest Customer Utilized Routes:

Gold Line – 15,666

Purple Line – 7,303

Route 30 – 5,254

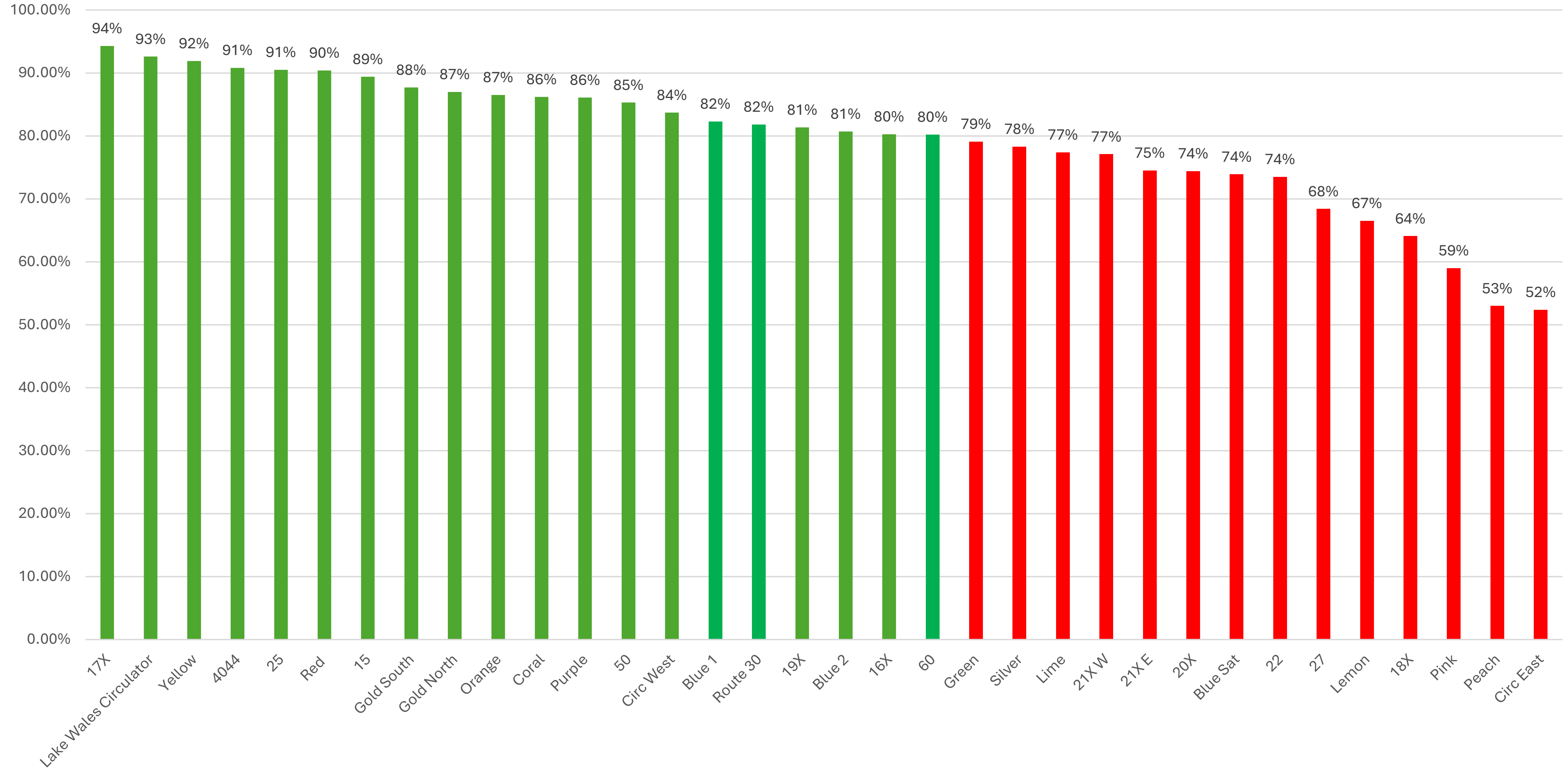
CitrusConnection
PROGRESS IN MOTION



Squeeze Weather Closures: 4

CitrusConnection
PROGRESS IN MOTION

On-Time Performance - July 2026



CitrusConnection
PROGRESS IN MOTION

CITRUS CONNECTION
BOARD OF DIRECTORS' MEETING
Wednesday, September 9, 2026
AGENDA ITEM #7

Agenda Item: Other Business

Presenter: TBD

Recommended Action: TBD

Summary: TBD