



**HERNANDO/CITRUS METROPOLITAN PLANNING ORGANIZATION (MPO)  
CITRUS COUNTY TRANSPORTATION DISADVANTAGED LOCAL COORDINATING  
BOARD (LCB) AGENDA**

**Thursday, February 9, 2023 at 10:30 a.m.**

**MEETING LOCATION: Lecanto Government Building, 3600 W Sovereign Path,  
Room 166, Lecanto, FL**

**AGENDA**

**A. CALL TO ORDER**

1. Moment of Silence
2. Pledge of Allegiance
3. Introduction of Committee Members and Staff
4. Declaration of Quorum

**B. ELECTION OF VICE-CHAIR AND GRIEVANCE COMMITTEE FOR 2023**

**C. APPROVAL/MODIFICATION OF AGENDA (Limited to Board and Staff comment only)**

**D. REVIEW/APPROVAL OF MINUTES DECEMBER 8, 2022**

**E. INFORMATION/DISCUSSION ITEMS**

1. Commission for the Transportation Disadvantaged Update
2. Legislative Day – March 16, 2023
3. Innovative Service Development Grant
4. Community Transportation Coordinator (CTC) Quarterly Report
5. MPO Resolution – State Agency Attendance/Quorums
6. Transportation Disadvantaged Eligibility Criteria
7. LCB Issue List

**F. ACTION ITEMS**

1. Citrus County Comprehensive Operational Report
2. LCB Annual Bylaws Update

**G. CITIZEN COMMENTS**

**H. COMMITTEE MEMBER COMMENTS**

**I. MPO STAFF COMMENTS**

**J. ADJOURNMENT AND NEXT MEETING – The Annual Public Workshop of the Citrus County Transportation Disadvantaged Local Coordinating Board (LCB) will be held on Thursday, May 11, 2023, beginning at 10:30 a.m. followed by their Regular Meeting to begin no earlier than 10:45 a.m. Meetings will be held at Lecanto Government Building, 3600 W Sovereign Path, Room 166, Lecanto, Florida.**

The meeting agenda and back-up materials are available online at:

[www.hernandocounty.us/hernandocitrusmpo](http://www.hernandocounty.us/hernandocitrusmpo).

**B. ELECTION OF VICE-CHAIR AND GRIEVANCE COMMITTEE MEMBERS FOR 2023**

Pursuant to the LCB Bylaws, a Vice-Chair is elected at the first meeting of the calendar year. Mr. David Douglas currently serves as the Vice-Chair.

Members of the Grievance Committee are elected at the first meeting of the calendar year. There are to be five members with one serving as alternate.

There are five members on the Grievance Committee; however, two of the members no longer serve on the Board.

1. David Douglas - Citizen Advocate/System User for Citrus County, Chair
2. Jeffrey Aboumrad – Representative of the Florida Division of Vocational Services
3. Deirdre Barrett-LaBelle - Agency Representative for children at risk services
4. William Burda - Citizen Board Member, Vice-Chair
5. Stephen Brown - Citizen Board Member, Alternate

Staff Recommendations: It is recommended that LCB elect a Vice Chair for 2023 and appoint two (2) members to serve on the Grievance Committee.

---

Attachment: None

---

**D. REVIEW OF MINUTES**

The minutes from the Thursday, December 8, 2022 meeting are attached for review and approval.

---

Attachment: Meeting Minutes from Thursday, December 8, 2022

---

# Citrus County Transportation Disadvantaged Local Coordinating Board (LCB) Regular Meeting

Thursday, December 8, 2022, at 10:30 a.m.

## MINUTES

The Citrus County Transportation Disadvantaged Local Coordinating Board (LCB) held a public meeting on December 8, 2022, at the Lecanto Government Building 3600 W. Sovereign Path, Room 166, Lecanto, Florida 34461. The meeting was advertised in the Citrus Chronicle and the agenda was available on the MPO Website.

### MEMBERS PRESENT:

Ruthie Davis Schlabach, Citrus County Commissioner, Chair  
Debbie Letterman, Career Source, Regional Workforce Development Board  
Tracy Noyes, Florida Department of Transportation  
David Douglas, Citrus County, Public Transit User  
Elizabeth Watson, Persons with Disabilities Agency  
Deirdre Barrett-LaBelle, Representative Children at Risk  
Glorybee Perez, Florida Agency for Healthcare Administration  
Cara Brunk, Florida Department of Elder Affairs  
Walter "Bud" Osborn, Citrus County Veterans Services  
Katie Lucas, Local Representative Medical Community  
Stephen Brown, Citrus County Resident, Disabled

### OTHERS PRESENT:

Bob Esposito, Executive Director Hernando/Citrus MPO  
Carlene Riecsc, Transportation Planner III  
Joanne Granger, Citrus County Transit Director  
Theresa Flick, Key Center

### MEETING CALLED TO ORDER

- Chair Davis Schlabach called the meeting to order at 10:30 a.m.
- The pledge of allegiance was recited.
- Notice of Meeting publication was read into the record.
- A quorum was declared.

### APPROVAL/MODIFICATION OF AGENDA

**Motion:** A Motion to approve the agenda was made by Ms. Katie Lucas and seconded by Mr. David Douglas. The motion passed unanimously.

### APPROVAL/MODIFICATION OF MINUTES OF AUGUST 8, 2022

**Motion:** A Motion to approve the minutes from the August 8, 2022, meeting was made by Ms. Katie Lucas and seconded by Mr. Bud Osborne. The motion passed 10-0.

### CORRESPONDENCE/INFORMATIONAL ITEMS

#### **Membership Changes**

Ms. Riecsc advised the Board that Ms. Debbie Letterman replaced Ms. Christine Mestrovich on the LCB Board as she recently retired. Ms. Riecsc also stated Mr. William Burda resigned his citizen position on the Board. Chair Schlabach asked about recruitment for new members and indicated the need to advertise for new members.

### **Discuss Bylaws – Quorum**

Ms. Riecsc discussed the LCB Bylaws. She indicated that the Bylaws are required to be reviewed and updated on an annual basis. Staff is contemplating changing the quorum to a majority of the filled membership positions and will prepare a modification to present to the Board at the next meeting.

### **Quarterly Progress Report**

Joanne Granger reviewed the quarterly report.

### **Proposed Calendar 2023**

Ms. Riecsc advised the LCB that the MPO Board approved the calendar dates for 2023. All meetings of the LCB will continue to be held at the Lecanto Government Building 3600 W. Sovereign Path, Room 166, Lecanto, Florida 34461, beginning at 10:30 a.m.

### **LCB Issue List**

Ms. Riecsc updated the LCB Board on the current status of issues for the LCB.

### **Key Training Center Update**

Updates on the Key Training Center were provided to the Board.

### **ACTION ITEMS**

#### **Certificates of Appreciation**

**Motion:** A motion to approve Certificates of Appreciation for Christine Mestrovich and William Burda was made by Ms. Katie Lucas and seconded by Mr. Stephen Brown. The motion passed 10-0.

#### **Approval of the Annual Operating Report**

**Motion:** A motion to approve the Annual Operating Report was made by Ms. Deirdre Barrett-LaBelle and seconded by Mr. David Douglas. The motion passed 10-0.

### **CITIZEN COMMENTS**

Eva Petrovsky, a resident of Beverly Hills, approached the Board in support of having bus transportation in Homosassa and stated previous transportation was cancelled prematurely before citizens had an opportunity to realize bus transportation was available. Ms. Petrovsky also stated that by having smaller buses route through residential areas; similar to Beverly Hills, versus only running on the main highway, would increase ridership.

### **BOARD COMMENTS/MPO STAFF COMMENTS**

Ms. Riecsc provided the Board with an informational reference guide for TD101 summarizing the rules and responsibilities of the Board.

Ms. Noyes, from the FDOT, indicated it is difficult at this time to purchase new vehicles due to manufacturer delays.

### **ADJOURNMENT AND NEXT MEETING**

The next regular meeting of the Citrus County LCB will be held on Thursday, February 9, 2023, at 10:30 a.m. in the Lecanto Government Building, 3600 W Sovereign Path, Room 166, Lecanto, Florida.

**E. INFORMATION/DISCUSSION ITEMS**

1. Commission for the Transportation Disadvantaged Update

As an informational item, attached is the Annual Performance Report prepared by the Commission for the Transportation Disadvantaged. This report is for the entire State of Florida.

This is an informational item; no action is required.

---

Attachments: CTD Annual Report

---

Florida Commission for the



**Transportation  
Disadvantaged**

**DRAFT**

# **2022 Annual Performance**

# **Report**

January 1, 2023



Prepared by:  
Florida Commission for the Transportation Disadvantaged  
605 Suwannee Street, MS-49  
Tallahassee, Florida 32399-0450

[www.fdot.gov/ctd/](http://www.fdot.gov/ctd/)

Phone - (850) 410-5700

Toll Free - (800) 983-2435

FAX - (850) 410-5751





## **OUR MISSION**

To ensure the coordination of transportation service that enhances access to employment, health care, education, and other life-sustaining activities for older adults, persons with disabilities, people with low incomes and at-risk children who are dependent on others for transportation.

---

# TABLE OF CONTENTS

---

EXECUTIVE SUMMARY .....	1
INTRODUCTION.....	2
OVERVIEW OF THE COORDINATED SYSTEM.....	4
CTD GRANT PROGRAMS .....	6
2021-2022 ACCOMPLISHMENTS .....	9
2021-22 PERFORMANCE REPORT.....	12
FUTURE OF THE COORDINATED SYSTEM.....	19

## EXECUTIVE SUMMARY

Transportation plays a critical role in supporting an individual's ability to be independent and contribute to the community. For many Floridians who are transportation disadvantaged due to age, disability, or income, transportation is a significant barrier to access critical activities in their community, including employment, health care, education, and other quality of life activities.

The Florida Commission for the Transportation Disadvantaged (CTD) ensures the availability of transportation services for these individuals across the state. This is accomplished through "coordinated transportation," where CTD works with state and local partners to deliver transportation services to the Transportation Disadvantaged (TD) population. These services are collectively provided through the Coordinated Transportation System.

Each year, CTD presents a report to the Governor and Legislature on the Coordinated System's performance in serving the TD population during the previous state fiscal year. The 2022 Annual Performance Report provides an overview of the system and performance of TD services between July 1, 2021, and June 30, 2022. Highlights from the report include:

- The Coordinated Transportation System provided approximately 10.6 million trips.
- Vehicles within the coordinated system traveled over 65.2 million miles.
- Over 190,000 individuals were provided transportation through the coordinated system.

As Florida continues to grow and become more mobile, CTD and its partners are committed to promoting service innovations that adapt to the economic changes within the transportation industry and respond effectively to the unique needs of the TD population in the 2020s. This report highlights major accomplishments toward achieving this goal in Fiscal Year (FY) 2021-2022.



## **INTRODUCTION**

---

In 1979, the Florida Legislature created the Transportation Disadvantaged (TD) program to address the “critical transportation needs” of persons with disabilities, elderly, and transit-dependent Floridians (Chapter 79-108, L.O.F.). The Legislature recognized those individuals who lived in rural and small communities had no access to public transportation and that many required financial assistance to utilize private, public and paratransit services. Although there were state agencies addressing some of these transportation problems, there was no statewide coordination of funding to deliver services “fully responsive to the needs” of this population.

Thus, the TD program was created to address more effectively these transportation needs on a statewide level. Florida’s “Transportation Disadvantaged” (TD) population is defined in s. 427.011(1), F.S., as those persons who because of physical or mental disability, income status, or age, are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities, or children who are high-risk as defined in s. 411.202, F.S.

In 1989, the Legislature established the Commission for the Transportation Disadvantaged (CTD) to serve as the primary state agency responsible for the coordination of TD services across the state. “Coordination” is defined as the arrangement

of transportation “in a manner that is cost-effective, efficient, and reduces fragmentation or duplication of services” (s. 427.011(11), F.S.). CTD accomplishes this mission through a transportation provider network of Community Transportation Coordinators.

CTD works with state and local partner agencies to purchase (i.e., “sponsor”) transportation services for their TD eligible constituents through the Coordinated System. CTD also administers the Transportation Disadvantaged Trust Fund, where the majority of its funds are used by CTD to purchase trips for TD eligible individuals to access activities “not sponsored” by another purchasing agency.

The authority of CTD is derived from Chapter 427, Florida Statutes (F.S.), and Rule 41-2, Florida Administrative Code (F.A.C.). It is an independent state agency located within the Florida Department of Transportation (FDOT) that reports directly to the Governor. CTD functions independently from the supervision and direction of FDOT, with its own rule making and budget authority. CTD employs staff in Tallahassee to administer and monitor the statutory requirements for the program.

## **COMMISSION MEMBERSHIP**

The Commission consists of seven (7) voting board members that are all appointed by the Governor, including five (5) business community members and two (2) members who

have a disability and have been served by the Coordinated System. One of these members must be over 65 years of age. In addition, the Secretaries or Executive Directors of the Department of Transportation, Department of Children and Families, Department of Elder Affairs, Agency for Health Care Administration, the Department of Economic Opportunity, Department of Veterans' Affairs, Agency for Persons with Disabilities, and a county manager or administrator who is appointed by the Governor, or a senior management level of each, serve as ex officio non-voting advisors to the Commission.

In March 2022, Governor Ron DeSantis appointed two new members to the Commission. Lillian Barrios, of Tallahassee, is the Director of Operations for SOAR Technology and Consultants. She has a background in public health and represents individuals with visual disabilities served by the TD program. Donald Elwell, of Sebring, is the Director of Marketing and Communications for Alan Jay Automotive Network. He previously served as the Chair of the TD Local Coordinating Board of Desoto, Hardee, Highlands, and Okeechobee Counties.

This year, one of the Commission's most dedicated agency advisors, Elizabeth Stutts, retired from the Florida Department of Transportation. The Commission honored Ms. Stutts with the William G. & Budd Bell Lifetime Achievement Award for over 30 years of service to the Coordinated System. She spearheaded FDOT's efforts to

increase and coordinate funding from federal and state programs and worked directly with nearly every transit agency and Community Transportation Coordinator to support services to Florida's communities.



Elizabeth Stutts (left) being presented with the Lifetime Achievement Award by Commissioner Renee Knight (right)

## OVERVIEW OF THE COORDINATED SYSTEM

The Coordinated System is guided by a philosophy of centralized (statewide) policy development and decentralized (local) implementation. The chart on page \_\_\_ provides a visual representation of the various roles and responsibilities in the Coordinated System described below.

The **Commission for the Transportation Disadvantaged** is the state-level board that develops policies and procedures for the coordination of services to the TD population. CTD contracts with Community Transportation Coordinators, typically for up to 5 years, to ensure the provision of TD services occur at the local level. While CTD establishes guidelines for TD eligibility within the parameters laid out in Florida Statutes, specific eligibility policies are determined at the local level within such guidelines.

The **Community Transportation Coordinator (CTC)** is responsible for providing and/or contracting for transportation services within a county or multi-county service area. These services may include paratransit trips (which are usually pre-scheduled), door-to-door services provided on a multi-passenger vehicle, on-demand trips (where the CTC may subcontract with a Taxicab or Transportation Network Company to deliver one-on-one trips), and/or bus pass programs, if individuals have and are able to access the fixed route system in their local area.

<b>Commission Membership</b>	
<b>Commissioners Voting Members</b>	<b>Representing</b>
Dr. Phillip Stevens, Chair	The Business Community
Christinne Gray, Vice-Chair	User with a Disability
Lillian Barrios	User with a Disability
Don Elwell	The Business Community
Renee Knight	The Business Community
Dr. Robin Tellez	The Business Community
<b>Vacant</b>	The Business Community
<b>Ex Officio Members</b>	<b>Representing</b>
Jared Purdue, Secretary Elizabeth Stutts, Designee	Department of Transportation
Dane Eagle, Director Vacant, Designee	Department of Economic Opportunity
Shevaun Harris, Secretary Diane Harris, Designee	Department of Children and Families
Simone Marstiller, Secretary Vacant, Designee	Agency for Health Care Administration
Barbara Palmer, Director Kent Carroll, Designee	Agency for Persons with Disabilities
Michelle Branham, Secretary Krysta Carter, Designee	Department of Elder Affairs
“Hammer” Hartsell, Executive Director Dennis Latta, Designee	Department of Veterans' Affairs
<b>Vacant</b>	County Manager or Administrator

A CTC can be a public transportation organization (such as a transit authority), a private for-profit transportation company, a not-for-profit human services agency, or a local government entity (see page \_\_ for the list of all CTCs). Through a competitive procurement process, the CTC may also contract (i.e., broker) with local **Transportation Operators** to provide TD services in its designated service area.



As mentioned in the “Introduction,” CTD works with **Purchasing Agencies** to “sponsor” transportation for their TD clients through the Coordinated System. Some examples of purchasing agencies include the Agency for Health Care Administration and Agency for Persons with Disabilities. Local government is the largest purchaser of TD services

through the Coordinated System (see pie chart on page \_\_ for a systemwide breakdown of total revenues reported).

A CTC may provide “sponsored” transportation for TD eligible individuals on behalf of a purchasing agency, such as trips to medical appointments covered under Florida’s Medicaid Managed Medical Assistance (MMA) program. CTCs that operate fixed bus route services may also serve certain groups within the TD population, such as individuals with disabilities who qualify for complementary paratransit services required by the U.S. Americans with Disabilities Act (ADA). All these services, which fall under the “Coordinated System,” are captured within each county’s Annual Operating Report (AOR), which is compiled by the CTC and submitted to CTD for publication of this report (discussed further in the “2021-22 Performance Report” beginning on page 12).

CTD also contracts with **Designated Official Planning Agencies (Planners)** to conduct and coordinate planning activities for the local TD program. This includes development of the local Transportation Disadvantaged Service Plan and review of the AOR submitted by the CTC. The Planner is also responsible for staffing and appointing members of the Local Coordinating Board. The Planner oversees the procurement of the CTC for its designated service area, which it then recommends its designation for CTD approval.

The **Local Coordinating Board (LCB)** serves as a local advisory body to CTD and assists the CTC in identifying the local service needs and providing information, advice and direction on the coordination of TD services. LCBs are chaired by a local elected official and its membership represents local and state stakeholders, including state agencies, riders of the Coordinated System, the public education system, military veterans, the workforce development system, the medical community, and the transportation industry. LCBs meet at least quarterly and assist CTCs and Planners in a variety of activities, including establishing eligibility guidelines and setting trip priorities funded by the TD program, developing the Transportation Disadvantaged Service Plan, and evaluating the performance of the CTC on an annual basis.

In summary, the Coordinated Transportation System is a manifestation of the hard work and support of elected and appointed officials, transportation professionals, and local partners who dedicate themselves to serve those who are unable to serve themselves.



## CTD GRANT PROGRAMS

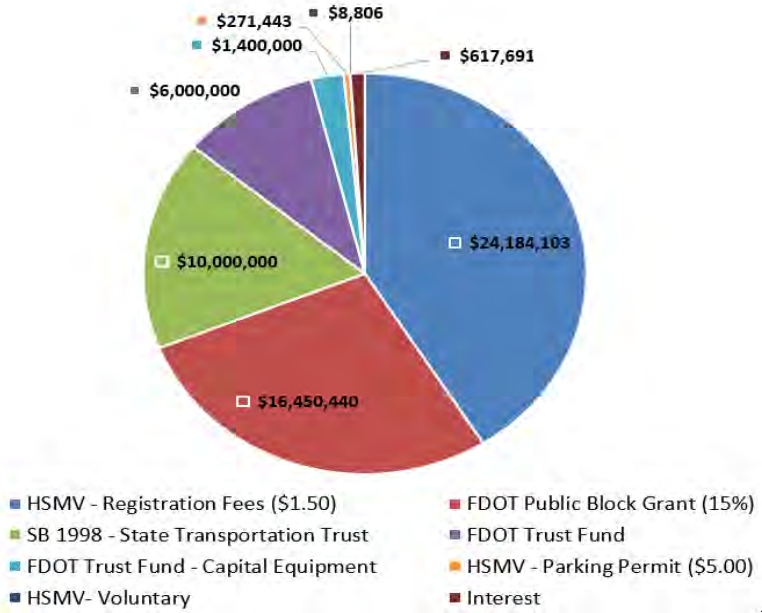
---

CTD administers several grant programs that are funded through the Transportation Disadvantaged Trust Fund (TDTF). TDTF funds are mostly used to purchase trips for TD eligible individuals to access activities “not sponsored” by other purchasing agencies. In order for an eligible individual to qualify for TDTF non-sponsored services, he or she must, at minimum, demonstrate no availability of any other funding or reimbursement (including self-pay), and no means of any other transportation (including public transit). Using the example discussed in the previous section, an eligible individual may receive “sponsored” trips to medical appointments under the MMA program; however, there may not be a similar funding source for that same individual to access grocery shopping and other life-sustaining activities, where such trips could be reimbursed using TDTF monies.

In FY 2021-22, the Legislature appropriated approximately \$58.9 million to the TDTF. The following pie chart provides a breakdown of the revenues that were deposited within the TDTF (as of June 30, 2022). The largest portion of TDTF revenues come from the vehicle registration fees that are paid by residents when they renew their license tag with the State of Florida.

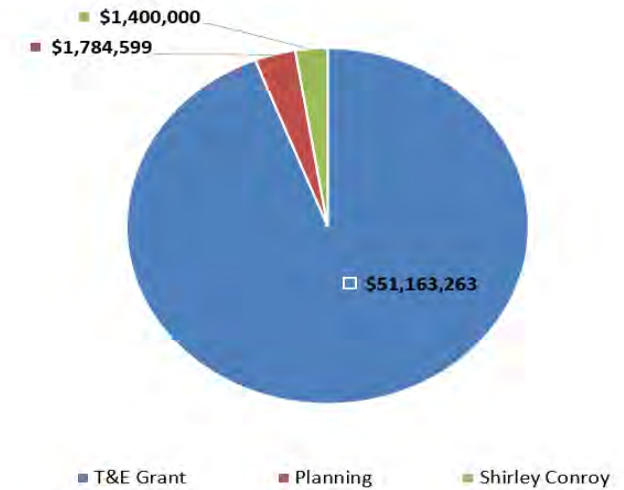


**FY2021-22 TDTF Revenues**  
**\$58,932,483**



The CTD grant programs are administered under Rule 41-2.014, F.A.C.

**FY 2021-22 TDTF Grant Funding Totals**  
**\$54,347,862**



After the Legislature appropriates and Governor approves funding to the TDTF for the fiscal year, CTD awards and disburses the funding through its grant programs. The pie chart on the following page provides a summary of the total funding that was awarded by CTD to each of its grant programs in FY 2021-22. With the exception of the Planning Grant program, CTD requires a ten percent (10%) local match from the grant recipient. This match may include revenues from farebox, proceeds from a local tax, etc.

**TRIP & EQUIPMENT GRANT PROGRAM**

Majority of TD non-sponsored transportation services are funded through the Trip & Equipment (T&E) Grant program. Each year, CTD allocates funding to each CTC to support the delivery of TD services for its designated service area (county or counties). On July 1, 2021, the Commission implemented

a new allocation methodology that distributes funding to each county based on the following variables:

1. **Estimated TD Population** – Five percent (5%) of a county’s allocation is based on the number of individuals within the county’s TD population (persons with disabilities, individuals living below poverty, and adults 65 years or older), as reported by the most recent U.S. Census Bureau’s American Community Survey.
2. **Centerline Miles** – Five percent (5%) of a county’s allocation is based on the county’s total miles of public roads, as reported by the Federal Highway Administration;
3. **T&E Grant Funded Services** – Thirty percent (30%) of a county’s allocation is based on the county’s TD services that were provided under the T&E Grant program during a previous year, as reported on the CTC’s monthly invoice.
4. **Base Funding** – Sixty percent (60%) of a county’s allocation is based on a percentage of its previous year’s allocation.

The CTC is reimbursed with the allocated funds after TD services are rendered for the month and certain documentation is submitted to CTD through invoices. CTCs may also use up to 25% of its grant funding to purchase capital equipment in support of TD non-sponsored services.

In FY 2021-22, CTD awarded \$51.1 million to fifty-six (56) CTCs for the provision of nearly 1.1 million TD non-sponsored services. A detailed analysis of T&E Grant services is provided in the “2021-22 Performance Report.”

## **INNOVATIVE SERVICE DEVELOPMENT GRANT PROGRAM**

CTD administers the Innovative Service Development (ISD) Grant program to test new and innovative transportation service projects within the Coordinated System. The funding is awarded to CTCs on a competitive basis and the project must support at least one of the following objectives:

1. Increase a TD person’s access to and departure from job training, employment, health care, and other life-sustaining services;
2. Enhance regional connectivity and cross-county mobility; or
3. Reduce the difficulty in connecting TD persons to a transportation hub and from the hub to their final destination.

In 2021, the Florida Legislature repealed the Multi-Use Corridors of Regional Economic Significance (M-CORES) Program, which included funding for the ISD Grant program. As a result, CTD did not award ISD funding for projects in FY 2021-22. However, CTD received legislative budget

authority to award \$4 million for eight (8) ISD Grant projects in FY 2022-23 (discussed further in the Accomplishments section).

## **PLANNING GRANT PROGRAM**

The Planning Grant program was established to provide funding to Designated Official Planning Agencies (Planners) to assist in planning activities for the TD program at the local level. The grant supports the Planners in carrying out their responsibilities (discussed in the “Overview of the Coordinated System”), including preparing and coordinating the Local Coordinating Board (LCB) meetings.

In FY 2021-22, CTD awarded \$1.7 million to twenty-eight (28) Planners, which included supporting the activities of fifty-eight (58) LCBs.

## **“SHIRLEY CONROY” RURAL AREA CAPITAL ASSISTANCE GRANT PROGRAM**

The Florida Department of Transportation (FDOT) transfers \$1.4 million to the TDTF each year to implement a competitive grant program that provides financial assistance to CTCs for the purchase of capital equipment. The primary focus is to support the purchase of capital in rural areas.

In FY 2021-22, CTD awarded over \$1.1 million for ten projects. Capital equipment purchases included vehicles,

scheduling software, computer equipment and vehicle maintenance equipment. It should be noted that many of the grant recipients experienced delays in acquiring capital equipment due to the national supply shortages. CTD and the Florida Department of Transportation are working to provide flexibility in the use of these funds to accommodate for these circumstances.

## **2021-2022 ACCOMPLISHMENTS**

---

As Florida continues to grow and become more mobile, CTD and its partners have committed to promoting service innovations that adapt to the economic changes within the transportation industry and respond effectively to the unique needs of the TD population in the 2020s. This section highlights the efforts made toward fulfilling this goal in FY 2021-22.

### **“COVID-19” RESCUE PLAN**

Beginning in April 2020, the Commission implemented a rescue plan within the T&E Grant program in response to the sudden decline in services due to COVID-19. The “rescue” funding was based on a percentage of loss in TD revenue reported on a CTC’s monthly invoice. Despite the impacts of COVID-19, the Coordinated System continued providing essential TD services throughout the duration of the pandemic, which was largely due to the Commission’s swift response in executing the rescue plan.



In April 2021, the Commission began phasing down rescue funding in response to the rollout of the COVID-19 vaccine and gradual increase of TD services. The rescue plan remained in effect until December 31, 2021. The “2021-22 Performance Report” includes an analysis of rescue funds provided to CTCs. In total (April 2020 through December 2021), CTD reimbursed over \$14.6 million in rescue funds (match-free) as part of the reimbursement of TD services invoiced by CTCs.

## **FUNDING INCREASES TO TD SERVICES**

During the 2022 Legislative Session, the Coordinated System secured additional funding for two CTD grant programs. The Legislature appropriated and Governor approved an increase of \$2 million to the Trip & Equipment Grant for FY 2022-23. This funding was distributed to all CTCs and will help expand TD services around the state.

The Legislature and Governor also approved \$4 million to reestablish the funding for the Innovative Service

Development Grant program for FY 2022-23, which was originally funded under the M-CORES program. This funding supports new competitive grant service projects that enhance TD riders’ access to their community, including:

- Increased access to employment and job training opportunities for individuals with developmental and cognitive disabilities living in the Treasure Coast region.
- Increased access to TD dialysis clients for treatment and other destinations in Martin County.
- Expansion of cross-county and after-hours services for TD residents in the Tampa Bay area (Hillsborough, Pinellas, and Pasco Counties).
- Utilized Transportation Network Companies to improve the service delivery in Bay, Leon and Wakulla Counties.
- Increased access to medical centers and other activities in Miami for TD residents living in the Florida Keys.
- Increased access for TD residents in rural communities as well as Veterans services in Hernando County.

These legislative victories would not have been possible without dedicated advocates of the Coordinated System as well as the leadership of Governor Ron DeSantis, who championed increases to these programs within his budget recommendations for 2022-23.

## ENHANCED PERFORMANCE ANALYSES OF ISD GRANT PROJECTS

In Spring of 2022, the Commission invited CTCs to submit proposals for projects under the Innovative Service Development Grant for FY 2022-23. ISD Grant funds are prohibited from supplementing existing services or operational costs under the Trip & Equipment Grant. Rather, the funds are intended to introduce something “new” compared to what is being or has been offered under the T&E Grant program.

CTD contracted with Thomas Howell Ferguson (THF) to assist in the evaluation of ISD Grant proposals for the FY22-23 grant cycle. THF examined two years of ISD Grant data (previously funded under the M-CORES Program) as well as trips reported under the T&E Grant program. By conducting comparative analyses of these two grants, CTD was able to evaluate the “innovative” attributes of a proposed project more effectively.

For example, Senior Resource Association submitted a proposal to continue the Treasure Coast Developmental Mobility Advantage Ride project (originally awarded in FY20-21) to serve individuals with developmental and cognitive disabilities in St. Lucie, Indian River, Martin and Okeechobee Counties. The proposal claimed: “These individuals were not taking advantage of existing TD or ADA

services because they believed their drivers would not be equipped for working with those with developmental disabilities.” Analysis of the project’s performance data from FY20-21 found:

- Exactly 100 unique riders were served with ISD funding, including 44 new riders not previously served under the T&E Grant.
- A total of 6,092 trips were provided, resulting in approximately 60 trips per person.
- Many of the unique addresses appeared to represent employment and educational centers.

These enhanced analyses helped the Commission award \$4 million for 8 ISD service projects in FY22-23.



## 2022 VISION SUMMIT

On May 23, 2022, the Commission hosted a vision summit in Stuart, Florida. Stakeholders were invited to participate in a roundtable discussion on the present challenges and future growth opportunities facing the Coordinated System. A major topic of interest concerned the challenges of hiring and retaining drivers and other essential workers within the public transportation industry. This phenomenon is largely attributed to the rising cost of living and competitive wages offered by other industries. Stakeholders reported that some agencies are addressing these challenges by increasing wages, offering retention and referral bonuses, and partnering with workforce development and educational programs.

In addition to the workforce challenges, stakeholders provided input on the following issues at the vision summit:

- There was interest in revisiting the model used by CTCs to determine the rate of reimbursement under the T&E Grant. The current model was established when the Commission administered the Medicaid Non-Emergency Transportation contract, prior to 2014.
- There was also interest in updating the planning grant requirements and identifying ways these activities can be streamlined to align with other planning documents, such as the Transit Development Plan.
- Many transit agencies have experienced lower ridership on traditional fixed route (bus) services, while

paratransit services are experiencing a steady increase in demand. Some agencies are implementing micro-transit as an alternative service model.

- There was a discussion over the role of Transportation Network Companies (TNCs) in the Coordinated System and how these services could be better utilized by riders who are more interested in ride-share options instead of traditional paratransit services.

The vision summit created a forum that encouraged stakeholders to speak candidly and helped Commissioners gain a better understanding of the needs of TD riders. The Commission will continue to facilitate such discussions in the future.

## 2021-22 PERFORMANCE REPORT

---

Section 427.013(13), F.S., requires CTD to submit an annual report to the Governor, President of the Florida Senate, and Speaker of the Florida House by January 1<sup>st</sup> of each year. The APR includes a compilation of performance data on services provided by the Coordinated System from the previous state fiscal year (July 1<sup>st</sup> through June 30<sup>th</sup>), which are collected and reported by the CTCs within their county's Annual Operating Report (AOR).

In 2020, the Commission added a new section of data to the Annual Performance Report on the services funded under the

T&E Grant program. This dataset provides a more detailed view of the trips, miles and bus passes directly purchased with TDTF dollars.

The following sections provide an overview of each dataset, including an analysis of performance that was reported at both a systematic level (AOR data) and programmatic level (T&E Grant invoice data) in FY 2021-22.



## AOR VS T&E GRANT DATASETS

Each September, CTCs are required to compile and submit operating data on their respective service areas within the AOR to CTD (s. 427.0155(2), F.S., and Rule 41-2.007(6), F.A.C.). The AOR provides a **macro-level, systemwide** overview of all coordinated transportation services provided

to the TD population, including trips funded by CTD and other purchasing agencies.

Unlike the T&E Grant invoices, which provide detailed data on individual trips, the AOR data only reflects aggregate totals of all trips (sponsored and non-sponsored) provided in the fiscal year, including:

- Total unduplicated passenger head count (UDPHC) served by the Coordinated System;
- Total number of Coordinated System trips and miles provided by service type (e.g., fixed route, paratransit, Transportation Network Company or Taxicab, etc.), revenue source, passenger type (i.e., person with a disability, older adult, etc.), and trip purpose;
- Total number of unmet trip requests, no-shows, complaints, and commendations;
- A summary of revenues from each of the purchasing agencies and expenses categorized by the source (labor, benefits, services, supplies, taxes, etc.); and
- Qualitative data on the CTC, such as network type (not-for-profit, for-profit, governmental), operating environment (rural or urban), whether the CTC provides out-of-county trips, and listings of any transportation operators.

Additionally, a county's AOR may include data on services provided by "coordination contractors," which are agencies

that have a written contract with the CTC to perform some, if not all, of its own transportation services to a segment within the TD population (e.g., a day program serving individuals with developmental disabilities). The contractor provides data on its services (trips and miles) to the CTC, which is compiled within the AOR.

As the AOR represents a compilation of data derived from the submission of each individual CTC, there are inconsistencies in the way this data is gathered and reported from some 60 different sources. This inconsistency is increased when the CTC includes information from coordination contractors, where the CTC does not have oversight or ability to verify the data submitted by these organizations. Though the AOR may provide a “summary” of services provided in each county, CTD cannot currently authenticate the accuracy of data reported across all performance measures within the AOR. CTD is currently conducting a study to identify strategies that can help improve the accuracy and use of AOR for future Annual Performance Reports.

In contrast, the T&E Grant invoice data provides a **micro-level, programmatic** overview of non-sponsored transportation services. CTCs are required to submit monthly invoices to CTD in to be reimbursed by the grant for the delivery of services to eligible riders. Invoices are submitted using standardized forms and formats prescribed by CTD to ensure consistency. The summary level statistics captured in these forms include:

- The date and time a trip was provided;
- The name of the rider who received a trip.
- The type of trip provided to the eligible rider (e.g., ambulatory, wheelchair, etc.).
- The rate at which that service was reimbursed (i.e., ambulatory, wheelchair, etc.);
- The pick-up and drop-off address of each trip; and
- The total miles of the trip.

Additionally, T&E Grant funds may be used to purchase bus passes to subsidize the fare for TD eligible riders to use the fixed bus route system, if appropriate and available in their community. Bus passes generally are reimbursed based on the number of days to ride on the fixed route (daily, weekly, monthly). The invoice data includes the date each bus pass was issued, the name of the customer it was issued to, and the rate at which the pass was reimbursed under the grant program.

Given the more consistent and detailed information provided on the invoices, CTD can better authenticate the data and conduct a more substantive analysis of performance of the T&E Grant program compared to the systemwide data provided in the AOR.



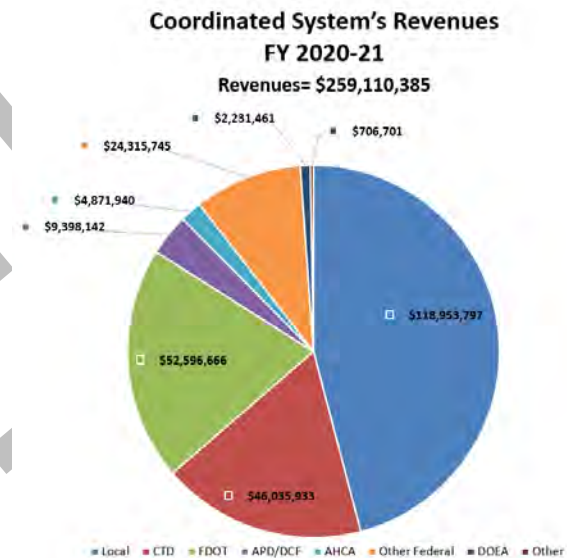
## AOR PERFORMANCE SUMMARY

Understanding the limitations of the reporting methodology of the AOR, the summary statistics and data tables reflect **reported** totals of services provided by the Coordinated System in FY 2021-22. Detailed county summaries and data tables may be accessed on the Commission’s website (<https://ctd.fdot.gov/>).

- ❖ **Ridership** – In FY 2021-22, the Coordinated System reported approximately 10.5 million trips provided to nearly 192,044 riders (UDPHC) within the TD population. This represents an increase in ridership of about 21,156 riders and an increase of 3.5 million trips reported from the previous fiscal year. It can be inferred that ridership is beginning to return to post pandemic levels.
- ❖ **Trips by Purpose** – Approximately 4 million trips, 38% of all reported trips, supported life-sustaining activities, such as trips to conduct personal business, or to participate in social activities. Over 2.3 million trips, 22% of all reported trips, supported medical-related activities, such as trips to dialysis and cancer treatment. This represents a consistent trend from previous reporting years.
- ❖ **Trips by Service Type** – Approximately 6.4 million trips, 60% of all reported trips of the Coordinated System, were provided on fixed route, Complementary ADA, or deviated-fixed route systems. Many fixed route and deviated-fixed route systems use funds from the Coordinated System to subsidize the purchase of bus

passes through various programs offered by transit authorities. The remaining 40% of trips were provided by paratransit services. The Coordinated System also reported providing approximately 84,259 on-demand or other types of trips through Taxicab or Transportation Network Companies (TNCs).

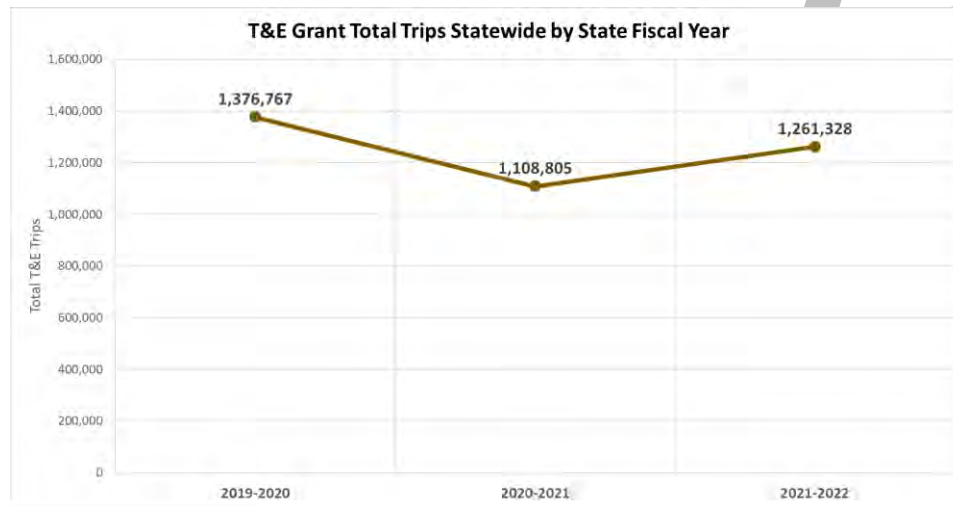
- ❖ **Revenues** – The following pie chart provides a breakdown of revenues that were reported by the Coordinated System. In FY 2021-22, the Coordinated System collectively reported **\$XXX** million in total revenue, with local government being the largest contributor of **\$XXX** million. This represents an increase of approximately **\$XXX** million in total revenue reported from the previous fiscal year. **(Replace Chart Below)**



## T&E GRANT PERFORMANCE SUMMARY

Trip & Equipment Grant data allows for more detailed, micro-level views of CTCs' performance with respect to non-sponsored transportation services provided to TD riders. CTD now has accumulated and organized three full state fiscal years of data on this program (July 1, 2019 through June 30, 2022), facilitating analyses of long-term trends and, especially in the era of COVID-19, anomalous disruptions to services.

Of the three years, 2019-2020 saw the highest total number of trips statewide. Total trips rebounded in 2021-2022 compared to a year earlier in 2020-2021, but still did not reach 2019-2020 levels.



The impact of COVID-19 on Trip & Equipment Grant services is apparent across all three state fiscal years. The

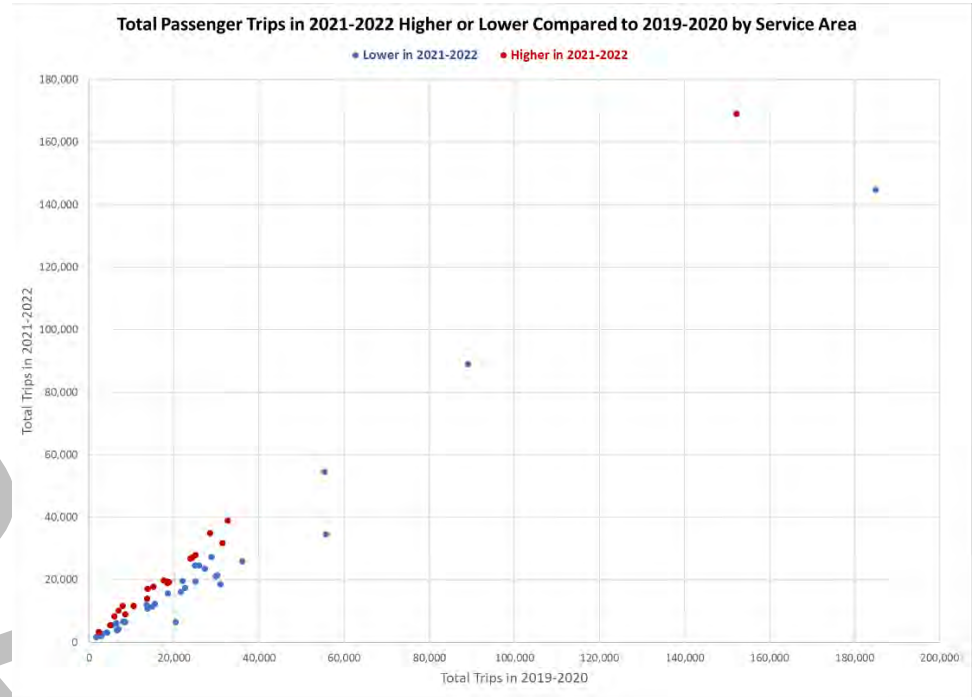
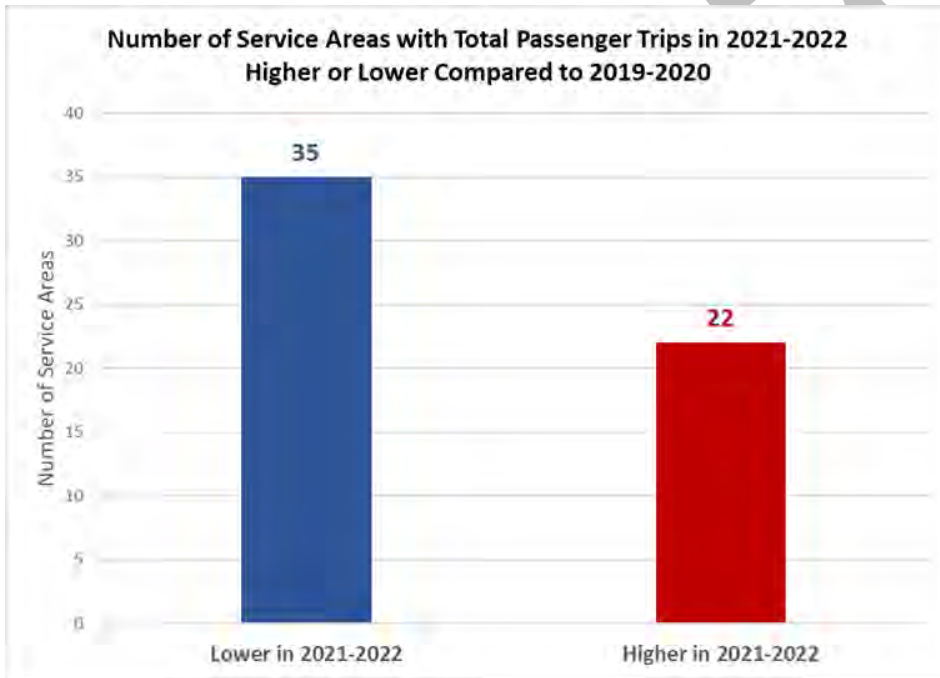
highest number of trips occurring in 2019-2020 happened despite the greatest disruption of services occurring over the final three months of that year in April, May, and June. The onset of the pandemic in March 2020 saw the total number of trips invoiced statewide dip from a previously consistent level of about 130,000 trips per month to just barely over 100,000 trips, before immediately cratering to just over 60,000 trips the next month in April 2020. While April 2020 marked the low point over these two years for total trips provided, the total number of trips in each month never once fully regained to the levels seen prior to the pandemic.



In fact, it was not until March of 2021 that the total number of trips once again reached the 100,000 mark, corresponding with the arrival of widely available vaccines. All in all, the only months in 2020-2021 where the total number of trips provided exceeded the same month from a year prior were the

final three months of April, May, and June. This, however, was more of a matter of how much trips declined at the onset of the pandemic than it was how much trips recovered a year later. Still, the month in 2020-2021 that saw the most trips was the final month of June.

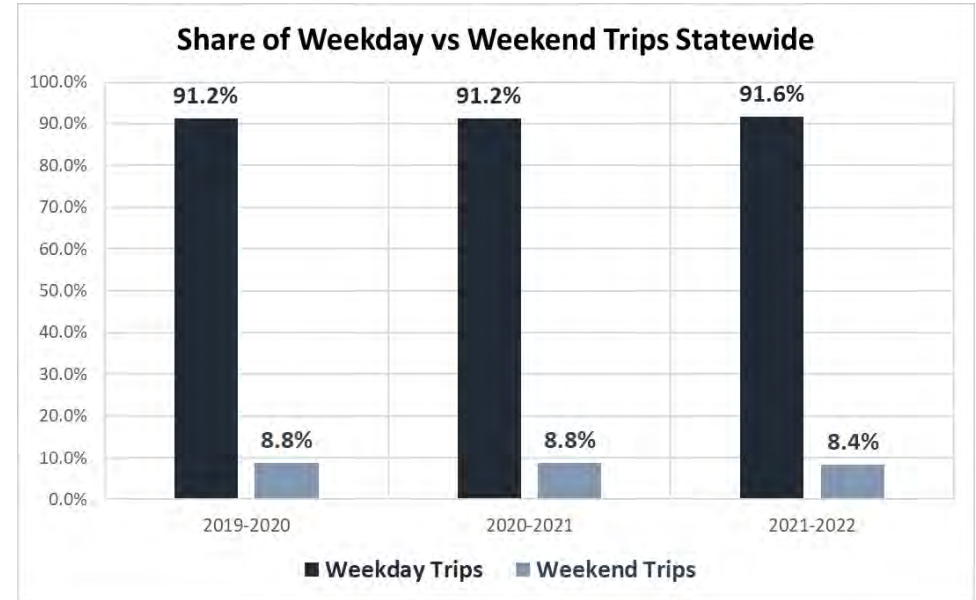
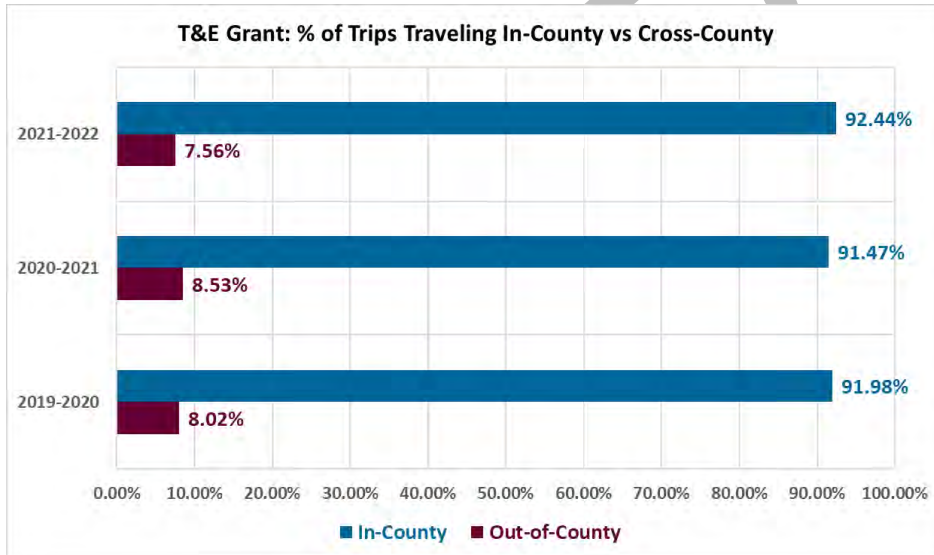
Statewide trends do not always translate with perfect consistency at the individual local level, and the disruptive impacts of COVID-19 on specific service areas is no different. Despite the statewide trends mentioned above, 22 of the 57 different local service areas provided more total trips in 2021-2022 compared to 2019-2020.



Aside from service area distinctions, COVID proved to be an equal disruptor of the types of transportation services provided under the T&E Grant, with the possible exception of Group per Group and Group per Passenger trips, though these types of trips were offered in a handful of service areas.

Trips by Mode	2019-2020	2020-2021	2021-2022
Ambulatory	74.09%	73.89%	75.69%
Wheelchair	21.57%	23.27%	21.55%
Stretcher	0.02%	0.06%	0.04%
Group	4.33%	2.77%	2.71%

Similarly, COVID-19 does not appear to have had a substantial impact on trips that cross county lines, as the share of such trips statewide actually peaked in 2020-2021 (the year with the lowest total number of trips), but still fluctuated within a single percentage point range over all three state fiscal years.



Finally, COVID-19 also proved an equal disruptor of weekday and weekend (Saturday and Sunday) trips alike, as the percentage breakdown between these remained virtually identical across all three state fiscal years.

Detailed Trip & Equipment Grant invoice data sets by county may be accessed on the Commission's website (<https://ctd.fdot.gov/>).



can be used by CTCs and Planners to evaluate their performance and assess the services needs of its TD customers more effectively. CTD will also work with its partners to explore datasets that could be applied to (or enhanced in) the Annual Operating Report to provide a more accurate and consistent performance analysis of the Coordinated System in the future.

The lessons learned during the last three years is the importance of **adaptation and collaboration** as essential qualities to the future success of the Coordinated Transportation System. As the state continues to grow and prosper, the Commission and its partners will continue to advance the mobility and independence of Florida's TD population to participate in a post-COVID-19 economy!

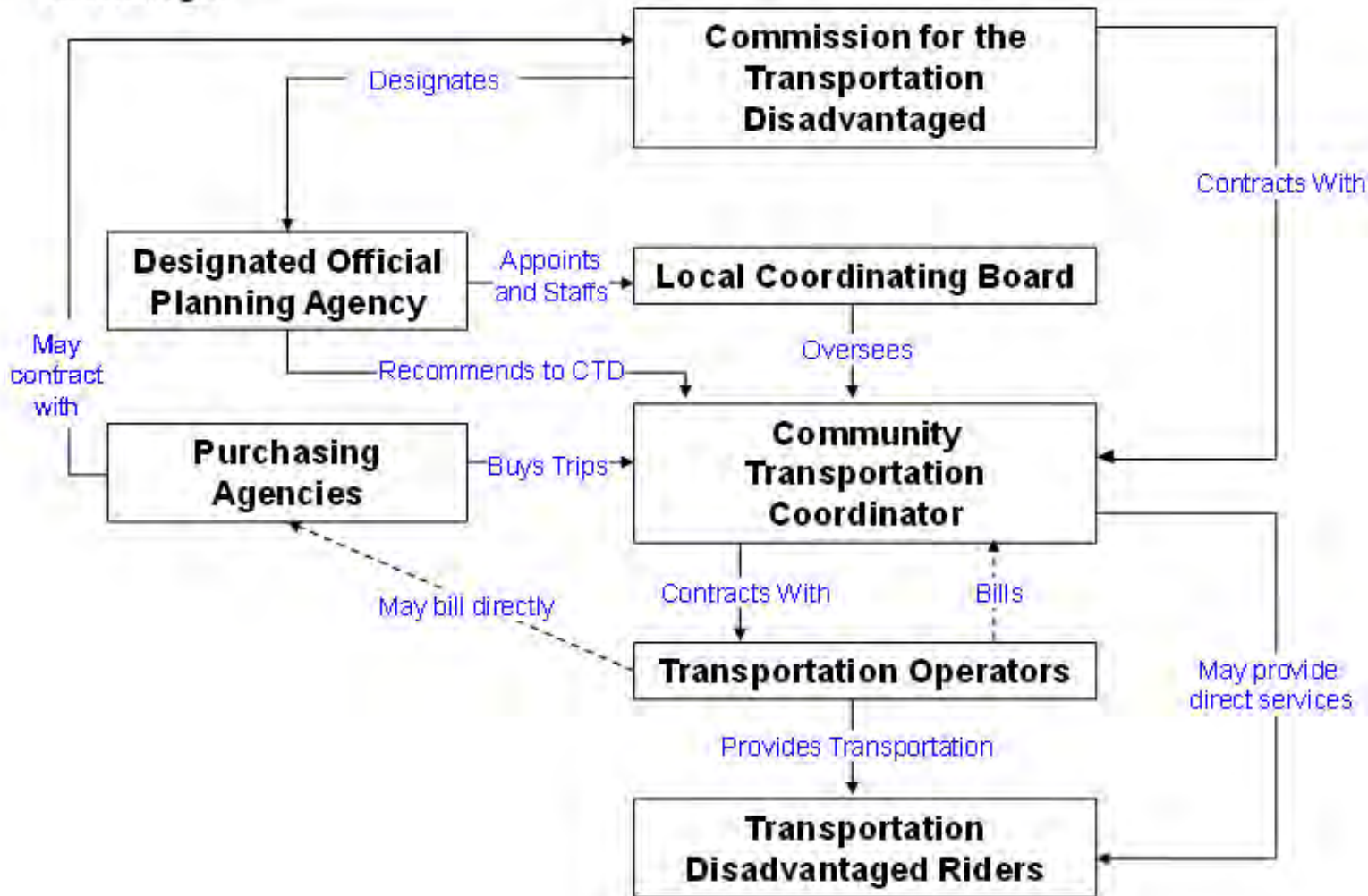
## **FUTURE OF THE COORDINATED SYSTEM**

For over forty years, Florida has led the nation in providing a statewide, sustainable approach to serving the mobility needs of individuals who are transportation disadvantaged! As the state continues to grow and become more interconnected, the Coordinated Transportation System must adapt with these changes to ensure it continues to meet the needs of the TD population. This can be achieved through the effective use of data to inform policymakers, transportation providers and planners, and other stakeholders on areas in need of change.

For 2023, the Commission for the Transportation Disadvantaged is committed to strengthening the quality and transparency of its data. As CTD continues to enhance its data analytics and reporting to decision-makers, the new datasets



# Coordinated Transportation System Organization



Demographics Number

Total County Population	0
Unduplicated Head Count	192,044



Email:

<b>Trips By Type of Service</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Fixed Route (FR)	8,109,202	1,498,093	3,986,978
Deviated FR	437,359	266,244	320,228
Complementary ADA	2,472,749	1,985,644	2,144,801
Paratransit	5,173,999	3,250,426	4,105,058
TNC	21,470	16,526	38,494
Taxi	150,612	52,987	45,765
School Board (School Bus)	14,982	4,943	13,212
Volunteers	10,234	866	5,380
<b>TOTAL TRIPS</b>	<b>16,390,607</b>	<b>7,075,729</b>	<b>10,659,916</b>

<b>Vehicle Data</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Vehicle Miles	75,325,995	59,227,853	65,293,596
Roadcalls	3,574	2,625	2,165
Accidents	520	381	401
Vehicles	4,779	4,694	4,599
Drivers	7,205	5,692	5,904

<b>Passenger Trips By Trip Purpose</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Medical	3,405,522	1,886,228	2,364,468
Employment	2,485,224	1,160,481	1,694,988
Ed/Train/DayCare	2,539,793	1,458,114	1,915,597
Nutritional	1,390,337	380,393	616,332
Life-Sustaining/Other	6,569,731	2,190,513	4,068,531
<b>TOTAL TRIPS</b>	<b>16,390,607</b>	<b>7,075,729</b>	<b>10,659,916</b>

<b>Financial and General Data</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Expenses	\$291,219,584	\$254,109,370	\$277,395,441
Revenues	\$296,229,425	\$259,110,385	\$299,736,668
Commendations	3,218	2,934	2,206
Complaints	10,091	5,606	7,965
Passenger No-Shows	189,550	164,136	190,529
Unmet Trip Requests	117,320	9,349	13,197

<b>Passenger Trips By Revenue Source</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
CTD	7,679,816	1,577,234	4,228,501
AHCA	301,787	134,690	157,399
APD	861,555	564,455	812,500
DOEA	483,883	151,381	234,798
DOE	170,528	47,832	114,065
Other	6,893,038	4,600,137	5,106,696
<b>TOTAL TRIPS</b>	<b>16,390,607</b>	<b>7,075,729</b>	<b>10,653,959</b>

<b>Performance Measures</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Accidents per 100,000 Miles	0.69	0.64	0.61
Miles between Roadcalls	21,076	22,563	30,159
Avg. Trips per Passenger	63.17	41.41	55.51
Cost per Trip	\$17.77	\$35.91	\$26.02
Cost per Paratransit Trip	\$34.02	\$45.55	\$41.58
Cost per Total Mile	\$3.87	\$4.29	\$4.25
Cost per Paratransit Mile	\$3.72	\$2.25	

<b>Trips by Provider Type</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
CTC	10,059,065	2,918,861	5,304,923
Transportation Operator	3,789,792	2,785,362	3,328,265
Coordination Contractor	2,541,750	1,371,506	2,026,728
<b>TOTAL TRIPS</b>	<b>16,390,607</b>	<b>7,075,729</b>	<b>10,659,916</b>



## FY21/22 Community Transportation Coordinator System Information

County	Operating Environment	Coordinator Name	Organization Type	Network Type
Alachua	URBAN	MV Transportation, Inc.	Private For Profit	Sole Source
Baker	RURAL	Baker County Council On Aging, Inc.	Private Non Profit	Sole Source
Bay	URBAN	Bay County Board of County Commissioners	County	Complete Brokerage
Bradford	RURAL	Suwannee River Economic Council, Inc.	Private Non Profit	Partial Brokerage
Brevard	URBAN	Space Coast Area Transit	County	Sole Source
Broward	URBAN	Broward County	County	Partial Brokerage
Calhoun	RURAL	Calhoun County Senior Citizens	Private Non Profit	Sole Source
Charlotte	URBAN	Charlotte County BOCC Transit Division	County	Sole Source
Citrus	RURAL	Citrus County Transit	County	Partial Brokerage
Clay	RURAL	Jacksonville Transportation Authority	Public Transit Authority	Partial Brokerage
Collier	URBAN	Collier County Board of County Commissioners	County	Complete Brokerage
Columbia	RURAL	Suwannee Valley Transit Authority	Public Transit Authority	Sole Source
DeSoto	RURAL	MTM Transit, LLC	Private For Profit	Complete Brokerage
Dixie	RURAL	Suwannee River Economic Council, Inc.	Private Non Profit	Partial Brokerage
Duval	URBAN	Jacksonville Transportation Authority	Public Transit Authority	Partial Brokerage
Escambia	URBAN	Escambia County	County	Complete Brokerage
Flagler	RURAL	Flagler County Public Transportation	County	Sole Source
Franklin	RURAL	Gulf County ARC & Transportation	Private Non Profit	Sole Source
Gadsden	RURAL	Big Bend Transit, Inc.	Private Non Profit	Sole Source
Gilchrist	RURAL	Suwannee River Economic Council, Inc.	Private Non Profit	Partial Brokerage
Glades	RURAL	Hendry County Board of County Commissioners	County	Complete Brokerage
Gulf	RURAL	Gulf County ARC & Transportation	Private Non Profit	Sole Source
Hamilton	RURAL	Suwannee River Economic Council, Inc.	Public Transit Authority	Sole Source
Hardee	RURAL	MTM Transit, LLC	Private For Profit	Complete Brokerage
Hendry	RURAL	Hendry County Board of County Commissioners	County	Complete Brokerage
Hernando	RURAL	Mid Florida Community Services, Inc.	Private Non Profit	Sole Source
Highlands	RURAL	MTM Transit, LLC	Private For Profit	Complete Brokerage
Hillsborough	URBAN	Hillsborough County Board of County Commissioners	County	Partial Brokerage
Holmes	RURAL	Tri-County Community Council, Inc.	Private Non Profit	Partial Brokerage
Indian River	URBAN	Senior Resource Association, Inc.	Private Non Profit	Partial Brokerage
Jackson	RURAL	Jackson Co. Trans. dba JTrans	Private Non Profit	Sole Source
Jefferson	RURAL	Big Bend Transit, Inc.	Private Non Profit	Sole Source
Lafayette	RURAL	Suwannee River Economic Council, Inc.	Private Non Profit	Partial Brokerage
Lake	RURAL	Lake County Board of County Commissioners	County	Complete Brokerage
Lee	URBAN	Lee County Board of County Commissioners	County	Sole Source
Leon	URBAN	StarMetro - City of Tallahassee	City Government	Partial Brokerage
Levy	RURAL	Levy Board of County Commissioners	County	Sole Source





### FY21/22 Community Transportation Coordinator System Information

County	Operating Environment	Coordinator Name	Organization Type	Network Type
Liberty	RURAL	Liberty County Transit	County	Sole Source
Madison	RURAL	Big Bend Transit, Inc.	Private Non Profit	Sole Source
Manatee	URBAN	Manatee County Area Transit	County	Partial Brokerage
Marion	RURAL	Marion Senior Services, Inc.	Private Non Profit	Partial Brokerage
Martin	URBAN	Senior Resource Association, Inc.	Private Non Profit	Complete Brokerage
Miami-Dade	URBAN	Miami-Dade DTPW	County	Sole Source
Monroe	RURAL	Guidance/Care Center	Private Non Profit	Partial Brokerage
Nassau	RURAL	Nassau County Council on Aging, Inc.	Private Non Profit	Partial Brokerage
Okaloosa	URBAN	Okaloosa County BOCC	County	Complete Brokerage
Okeechobee	RURAL	MTM Transit, LLC	Private For Profit	Complete Brokerage
Orange	URBAN	Central Florida Regional Transportation Authority	Public Transit Authority	Partial Brokerage
Osceola	URBAN	Central Florida Regional Transportation Authority	Public Transit Authority	Partial Brokerage
Palm Beach	URBAN	Palm Beach County	County	Partial Brokerage
Pasco	URBAN	Pasco County Public Transportation	County	Partial Brokerage
Pinellas	URBAN	Pinellas Suncoast Tansit Authority	Public Transit Authority	Partial Brokerage
Polk	URBAN	Lakeland Area Mass Transit District	Other	Partial Brokerage
Putnam	RURAL	Ride Solution, Inc.	Private Non Profit	Sole Source
Saint Johns	RURAL	St. Johns County Council on Aging, Inc.	Private Non Profit	Sole Source
Saint Lucie	URBAN	St. Lucie County Board of County Commissioners	County	Complete Brokerage
Santa Rosa	RURAL	Tri-County Community Council, Inc.	Private Non Profit	Partial Brokerage
Sarasota	URBAN	Sarasota County Board of County Commissioners	County	Complete Brokerage
Seminole	URBAN	Central Florida Regional Transportation Authority	Public Transit Authority	Partial Brokerage
Sumter	RURAL	Sumter County Board of County Commissioners, Sumter	County	Complete Brokerage
Suwannee	RURAL	Suwannee Valley Transit Authirity	Public Transit Authority	Sole Source
Taylor	RURAL	Big Bend Transit, Inc.	Private Non Profit	Sole Source
Union	RURAL	Suwannee River Economic Council, Inc.	Private Non Profit	Partial Brokerage
Volusia	URBAN	County of Volusia d/b/a VOTRAN	County	Partial Brokerage
Wakulla	RURAL	Wakulla Senior Citizens Council, Inc.	Private Non Profit	Sole Source
Walton	RURAL	Tri-County Community Council, Inc.	Private Non Profit	Partial Brokerage
Washington	RURAL	Tri-County Community Council, Inc.	Private Non Profit	Partial Brokerage
<b>Operating Environment Totals:</b>		<b>Rural - 41</b>	<b>Urban - 26</b>	
<b>Network Type Totals:</b>		<b>Complete Brokerage - 15</b>	<b>Partial Brokerage - 28</b>	<b>Sole Source - 24</b>
<b>Organization Type Totals:</b>		<b>Private For Profit - 5</b>	<b>City Government - 1</b>	<b>County - 24</b>
		<b>Private Non Profit - 27</b>	<b>School Board - 0</b>	<b>Other - 1</b>
		<b>Public Transit Authority - 9</b>		

## GLOSSARY

---

The following glossary is intended to coordinate terminology within the Florida Coordinated Transportation System. It is imperative that when certain words or phrases are used, the definition must be universally acknowledged.

**Accidents:** when used in reference to the AOR, the total number of reportable accidents that occurred whereby the result was either property damage of \$1000.00 or more, or personal injury that required evacuation to a medical facility, or a combination of both.

**Actual Expenditure Report (AER):** an annual report completed by each state member agency and each official planning agency, to inform the Commission in writing, before September 15 of each year, of the specific amount of funds the agency expended for transportation disadvantaged services.

**Advance Reservation Service:** shared or individual paratransit service that is readily delivered with at least prior day notification, seven days a week, 24 hours a day.

**Agency:** an official, officer, commission, authority, council, committee, department, division, bureau, board, section, or any other unit or entity of the state or of a city, town, municipality, county, or other local governing body or a private non-profit transportation service providing entity.

**Americans with Disabilities Act (ADA):** a federal law, P.L. 101-336, signed by the President of the United States on July 26, 1990 providing protection for persons with disabilities.

**Annual Operating Report (AOR):** an annual report prepared by the community transportation coordinator detailing its designated service area operating statistics for the most recent operating year.

**Annual Performance Report (APR):** an annual report issued by the Commission for the Transportation Disadvantaged that combines all the data submitted in the Annual Operating Reports and the Commission's Annual Report.

**Automotive Service Excellence (ASE):** a series of tests that certify the skills of automotive technicians in a variety of maintenance areas.

**Availability:** a measure of the capability of a transportation system to be used by potential riders, such as the hours the system is in operation, the route spacing, the seating availability, and the pick-up and delivery time parameters.

**Bus:** any motor vehicle designed for carrying more than 10 passengers and used for the transportation of persons for compensation.

**Bus Lane:** a street or highway lane intended primarily for buses, either all day or during specified periods, but used by other traffic under certain circumstances.

**Bus Stop:** a waiting, boarding, and disembarking area, usually designated by distinctive signs and by curbs or pavement markings.

**Center for Urban Transportation Research (CUTR):** a research group located at the University of South Florida's College of Engineering.

**Certified Minority Business Enterprise (CMBE):** any small business concern which is organized to engage in commercial transactions, which is domiciled in Florida, and which is at least 51 percent owned by minority persons and whose management and daily operations are controlled by such persons. These businesses should be certified by the Florida Department of Management Services.

**Chapter 427, Florida Statutes:** the Florida statute establishing the Commission for the Transportation Disadvantaged and prescribing its duties and responsibilities.

**Commendation:** : any documented compliment of any aspect of the coordinated system, including personnel, vehicle, service, etc.

**Commercial Drivers License (CDL):** a license required if a driver operates a commercial motor vehicle, including a vehicle that carries 16 or more passengers (including the driver), or a vehicle weighing more than 26,000 pounds.

**Commission:** the Florida Commission for the Transportation Disadvantaged (CTD) as authorized in Section 427.013, Florida Statutes.

**Commission for the Transportation Disadvantaged (Commission):** an independent agency created in 1989 to accomplish the coordination of transportation services provided to the transportation disadvantaged. Replaced the Coordinating Council on the Transportation Disadvantaged.

**Community Transportation Coordinator (CTC):** (formerly referred to as coordinated community transportation provider) a transportation entity competitively procured or recommended by the appropriate official planning agency and local Coordinating Board and approved by the Commission, to ensure that safe, quality coordinated transportation services are provided or arranged in a cost-effective manner to serve the transportation disadvantaged in a designated service area.

**Competitive Procurement:** obtaining a transportation operator or other services through a competitive process based upon Commission-approved procurement guidelines, as established in accordance with Chapter 287, Florida Statutes.

**Complaint:** any documented customer concern involving timeliness, vehicle condition, quality of service, personnel behavior, and other operational policies.

**Complete (or Full) Brokerage:** type of CTC network in which the CTC does not provide any on-street transportation services itself, but contracts with transportation operators or coordination contractors for the delivery of all transportation services.

**Coordinated Transportation System:** includes the CTC, the transportation operators and coordination contractors under contract with the CTC, the official planning agency, and local Coordinating Board involved in the provision of service delivery to the transportation disadvantaged within the designated service area.

**Coordinated Trips:** passenger trips provided by or arranged through a CTC.

**Coordinating Board:** an entity in each designated service area composed of representatives who provide assistance to the community transportation coordinator relative to the coordination of transportation disadvantaged services.

**Coordination:** the arrangement for the provision of transportation services to the transportation disadvantaged in a manner that is cost effective, safe, efficient, and reduces fragmentation and duplication of services. Coordination is not the same as total consolidation of transportation disadvantaged services in any given service area.

**Coordination Contract:** a written contract between the community transportation coordinator and an agency who receives transportation disadvantaged funds and performs some, if not all of, its own services, as well as services to others, when such service has been analyzed by the CTC and proven to be a safer, more effective and more efficient service from a total system perspective. The Commission's standard contract reflects the specific terms and conditions that will apply to those agencies who perform their own transportation, as well as joint utilization and cost provisions for transportation services to and from the coordinator.

**Deadhead:** the miles or hours that a vehicle travels when out of revenue service. From dispatch point to first pick-up, and from last drop-off to home base, or movements from home base to maintenance garage or fuel depot, and return.

**Demand Response:** a paratransit service that is readily delivered with less than prior day notification, seven days a week, 24 hours a day. This service can be either an individual or shared ride.

**Designated Service Area:** a geographical area subject to approval by the Commission, which defines the community where coordinated transportation services will be provided to the transportation disadvantaged.

**Deviated Fixed-Route Service:** Any system of transporting individuals, including the provision of designated public transportation service by public entities and the provision of transportation service by private entities, including, but not limited to, specific public transportation service which is not a fixed-route system.

**Disabled Passenger:** anyone with a physical or mental impairment that substantially limits at least one of the major life activities (i.e., caring for ones self, walking, seeing, hearing, speaking, learning).

**Dispatcher:** the person responsible for having every scheduled run leave the yard or garage on time and maintain a schedule, matching the work force with the work load on a minute-by-minute basis. In demand-response transportation, the person who assigns the customers to vehicles and notifies the appropriate drivers.

**Driver Hour:** the period of one hour that a person works whose main responsibility is to drive vehicles.

**Economies of Scale:** cost savings resulting from combined resources (e.g., joint purchasing agreements that result in a lower cost per gallon or quantity discount for fuel).

**Effectiveness Measure:** a performance measure that indicates the level of consumption per unit of output. Passenger trips per vehicle mile is an example of an effectiveness measure.

**Efficiency Measure:** a performance measure that evaluates the level of resources expended to achieve a given level of output. An example of an efficiency measure is operating cost per vehicle mile.

**Emergency:** any occurrence, or threat thereof, whether accidental, natural or caused by man, in war or in peace, which results or may result in substantial denial of services to a designated service area for the transportation disadvantaged.

**Emergency Fund:** transportation disadvantaged trust fund monies set aside to address emergency situations and which can be utilized by direct contract, without competitive bidding, between the Commission and an entity to handle transportation services during a time of emergency.

**Employees:** the total number of persons employed in an organization.

**Fixed Route:** (also known as Fixed Route/Fixed Schedule) service in which the vehicle (s) repeatedly follows a

consistent time schedule and stopping points over the same route, whereby such schedule, route or service is not at the users request (e.g. conventional city bus, fixed guide-way).

**Florida Administrative Code (FAC):** a set of administrative codes regulating the State of Florida.

**Florida Coordinated Transportation System (FCTS):** a transportation system responsible for coordination and service provisions for the transportation disadvantaged as outlined in Chapter 427, Florida Statutes.

**Florida Department of Transportation (FDOT):** a governmental entity. The Commission for the Transportation Disadvantaged is housed under the Florida Department of Transportation for administrative purposes.

**Florida Statutes (FS):** the laws governing the State of Florida.

**Full Time Equivalent (FTE):** a measure used to determine the number of employees based on a 40-hour work week. One FTE equals 40 work hours per week.

**Fully Allocated Costs:** the total cost, including the value of donations, contributions, grants or subsidies, of providing coordinated transportation, including those services which are purchased through transportation operators or provided through coordination contracts.

**General Trips:** passenger trips by individuals to destinations of their choice, not associated with any agency program.

**Goal:** broad conditions that define what the organization hopes to achieve.

**Grievance Process or Procedure:** a formal grievance is a written complaint to document any concern or an unresolved service complaint regarding the separation or administration of TD service by the Transportation Operator, Community Transportation Coordinator, designated official planning agency, or local Coordinating Board. Provides a channel for the adjustment of grievances through discussions at progressively higher levels of authority, culminating in mediation, if necessary.

**In Service:** the time a vehicle begins the route to provide transportation service to the time the route is completed.

**In-Take Clerk/Reservationist:** an individual whose primary responsibility is to accept requests for trips, enter dates on requests, determine eligibility and provide customer service.

**Latent Demand:** demand that is not active (i.e., the potential demand of persons who are not presently in the market for a good or service).

**Limited Access:** the inability of a vehicle, facility or equipment to permit entry or exit to all persons. Lack of accessibility of vehicle, facility or other equipment.

**Load Factor:** the ratio of use to capacity of equipment or a facility during a specified time period.

**Local Coordinating Board (LCB):** an entity in each designated service area composed of representatives appointed by the official planning agency. Its purpose is to provide assistance to the community transportation coordinator concerning the coordination of transportation disadvantaged services.

**Local Government:** an elected and/or appointed public body existing to coordinate, govern, plan, fund, and administer public services within a designated, limited geographic area of the state.

**Local Government Comprehensive Plan:** a plan that meets the requirements of Chapters 163.3177 and 163.3178, Florida Statutes.

**Management Information System (MIS):** the mechanism that collects and reports key operating and financial information for managers on a continuing and regular basis.

**Memorandum of Agreement (MOA):** the state contract included in the transportation disadvantaged service plan for transportation disadvantaged services purchased by federal, state, or local government transportation disadvantaged funds. This agreement is between the Commission and the community transportation coordinator and recognizes the community transportation coordinator as being responsible for the arrangement of the provision of transportation disadvantaged services for a designated service area.

**Metropolitan Planning Organization (MPO):** the area-wide organization responsible for conducting the continuous, cooperative and comprehensive transportation planning and programming in accordance with the provisions of 23 U.S.C. s. 134, as provided in 23 U.S.C. s. 104(f)(3). Also serves as the official planning agency referred to in Chapter 427, F.S.

**Network type:** describes how a community transportation coordinator provides service, whether as a complete brokerage, partial brokerage, or sole provider.

**Non-coordinated Trip:** a trip provided by an agency, entity, or operator who is in whole or in part subsidized by local, state, or federal funds, and who does not have coordination/operator contract with the community transportation coordinator.

**Non-sponsored Trip:** transportation disadvantaged services that are sponsored in whole by the Transportation Disadvantaged Trust Fund.

**Objective:** specific, measurable conditions that the organization establishes to achieve its goals.

**Off Peak:** a period of day or night during which travel activity is generally low and a minimum of transit service is operated.

**Official Planning Agency (OPA):** the official body or agency designated by the Commission to fulfill the functions of transportation disadvantaged planning. The Metropolitan Planning Organization shall serve as the planning agency in areas covered by such organizations.

**Operating Cost:** the sum of all expenditures that can be associated with the operation and maintenance of the system during the particular period under consideration.

**Operating Cost per Driver Hour:** operating costs divided by the number of driver hours, a measure of the cost efficiency of delivered service.

**Operating Cost per Passenger Trip:** operating costs divided by the total number of passenger trips, a measure of the efficiency of transporting riders. One of the key indicators of

comparative performance of transit properties since it reflects both the efficiency with which service is delivered and the market demand for the service.

**Operating Cost per Vehicle Mile:** operating costs divided by the number of vehicle miles, a measure of the cost efficiency of delivered service.

**Operating Environment:** describes whether the community transportation coordinator provides service in an urban or rural service area.

**Operating Expenses:** sum of all expenses associated with the operation and maintenance of a transportation system.

**Operating Revenues:** all revenues and subsidies utilized by the operator in the provision of transportation services.

**Operating Statistics:** data on various characteristics of operations, including passenger trips, vehicle miles, operating costs, revenues, vehicles, employees, accidents, and roadcalls.

**Operator Contract:** a written contract between the community transportation coordinator and a transportation operator to perform transportation services.

**Organization Type:** describes the structure of a community transportation coordinator, whether it is a private-for-profit, private non-profit, government, quasi-government, or transit agency.

**Paratransit:** elements of public transit that provide service between specific origins and destinations selected by the individual user with such service being provided at a time that

is agreed upon between the user and the provider of the service. Paratransit services are provided by sedans, vans, buses, and other vehicles.

**Partial Brokerage:** type of CTC network in which the CTC provides some of the on-street transportation services and contracts with one or more other transportation operators, including coordination contractors, to provide the other portion of the on-street transportation disadvantaged services, including coordination contractors.

**Passenger Miles:** a measure of service utilization which represents the cumulative sum of the distances ridden by each passenger. This is a duplicated mileage count. For example: If 10 people ride together for 10 miles, there would be 100 passenger miles.

**Passenger Trip:** a unit of service provided each time a passenger enters the vehicle, is transported, then exits the vehicle. Each different destination would constitute a passenger trip. This unit of service is also known as a one-way passenger trip.

**Passenger Trips per Driver Hour:** a performance measure used to evaluate service effectiveness by calculating the total number of passenger trips divided by the number of driver hours.

**Passenger Trips per Vehicle Mile:** a performance measure used to evaluate service effectiveness by calculating the total number of passenger trips divided by the number of vehicle miles.

**Performance Measure:** statistical representation of how well an activity, task, or function is being performed. Usually computed from operating statistics by relating a measure of service output or utilization to a measure of service input or cost.

**Potential TD Population:** (formerly referred to as TD Category I) includes persons with disabilities, senior citizens, low income persons, and high risk or at risk children. These persons are eligible to receive certain governmental and social service agency subsidies for program-related trips.

**Program Trip:** a passenger trip supplied or sponsored by a human service agency for the purpose of transporting clients to and from a program of that agency (e.g., sheltered workshops, congregate dining, and job training).

**Public Transit:** means the transporting of people by conveyances or systems of conveyances traveling on land or water, local or regional in nature, and available for use by the public. Public transit systems may be governmental or privately owned. Public transit specifically includes those forms of transportation commonly known as paratransit.

**Purchased Transportation:** transportation services provided for an entity by a public or private transportation provider based on a written contract.

**Request for Proposals (RFP):** a competitive procurement process.

**Request for Qualifications (RFQ):** a competitive procurement process.



**Reserve Fund:** transportation disadvantaged trust fund monies set aside each budget year to insure adequate cash is available for incoming reimbursement requests when estimated revenues do not materialize.

**Revenue Hours:** total vehicle hours used in providing passenger transportation, excluding deadhead time.

**Revenue Miles:** the total number of paratransit service miles driven while TD passengers are riding on the vehicles. This figure should be calculated from first passenger pick-up until the last passenger drop-off, excluding any breaks in actual passenger transport. For example: if 10 passengers rode 10 miles together, there would be 10 revenue miles.

**Ridesharing:** the sharing of a vehicle by clients of two or more agencies, thus allowing for greater cost efficiency and improved vehicle utilization.

**Roadcall:** any in-service interruptions caused by failure of some functionally necessary element of the vehicle, whether the rider is transferred or not. Roadcalls exclude accidents.

**Rule 41-2, F.A.C.:** the rule adopted by the Commission for the Transportation Disadvantaged to implement provisions established in Chapter 427, F.S.

**Scheduler:** a person who prepares an operating schedule for vehicles on the basis of passenger demand, level of service, and other operating elements such as travel times or equipment availability.

**Shuttle:** a transit service that operates on a short route, or in a small geographical area, often as an extension to the service of a longer route.

**Sole Source:** (also referred to as Sole Provider) network type in which the CTC provides all of the transportation disadvantaged services.

**Sponsored Trip:** a passenger trip that is subsidized in part or in whole by a local, state, or federal government funding source (not including monies provided by the TD Trust Fund).

**Standard:** something established by authority, custom, or general consent as a model or example.

**Stretcher Service:** a form of non-emergency paratransit service whereby the rider is transported on a stretcher, litter, gurney, or other device that does not meet the dimensions of a wheelchair as defined in the Americans with Disabilities Act.

**Subscription Service:** a regular and recurring service in which schedules are prearranged, to meet the travel needs of riders who sign up for the service in advance. The service is characterized by the fact that the same passengers are picked up at the same location and time and are transported to the same location, and then returned to the point of origin in the same manner.

**System Safety Program Plan (SSPP):** a documented organized approach and guide to accomplishing a system safety program set forth in Florida Rule 14-90.

**Total Fleet:** this includes all revenue vehicles held at the end of the fiscal year, including those in storage, emergency contingency, awaiting sale, etc.

**Total Quality Management (TQM):** a management philosophy utilizing measurable goals and objectives to achieve quality management practices.

**Transportation Alternative:** those specific transportation services that are approved by rule to be acceptable transportation alternatives, and defined in s. 427.018, F. S.

**Transportation Disadvantaged (TD):** those persons, including children as defined in s. 411.202 F.S., who because of physical or mental disability, income status, or inability to drive due to age or disability are unable to transport themselves or to purchase transportation and have no other form of transportation available. These persons are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, or medically necessary or life-sustaining activities.

**Transportation Disadvantaged Funds:** local government, state, or available federal funds that are for the transportation of the transportation disadvantaged. Such funds may include, but are not limited to, funds for planning, Medicaid transportation, administration, operation, procurement, and maintenance of vehicles or equipment and capital investments. Transportation disadvantaged funds do not include funds for the transportation of children to public schools.

**Transportation Disadvantaged Population:** (formerly referred to as TD Category II) persons, including children, who, because of disability, income status, or inability to drive due to age or disability are unable to transport themselves.

**Transportation Disadvantaged Service Plan (TDSP):** a five-year implementation plan, with annual updates developed by the CTC and the planning agency which contains the provisions of service delivery in the coordinated transportation system. The plan shall be reviewed and recommended by the local Coordinating Board.

**Transportation Disadvantaged Trust Fund:** a fund administered by the Commission for the Transportation Disadvantaged in which all fees collected for the transportation disadvantaged program shall be deposited. The funds deposited will be appropriated by the legislature to the Commission to carry out the Commission's responsibilities. Funds that are deposited may be used to subsidize a portion of a transportation disadvantaged persons transportation costs which are not sponsored by an agency.

**Transportation Network Carrier (TNC):** is a company which hires people to give rides to others in their own personal cars for a fee, or fare.

**Transportation Operator:** a public, private for profit, or private non-profit entity engaged by the community transportation coordinator to provide service to the transportation disadvantaged pursuant to an approved coordinated transportation system transportation disadvantaged service plan.

**Transportation Operator Contract:** the Commission's standard coordination/operator contract between the community transportation coordinator and the transportation operator that outlines the terms and conditions for any services to be performed.

**Trend Analysis:** a common technique used to analyze the performance of an organization over a period of time.

**Trip Priorities:** methods for restricting or rationing trips.

**Trip Sheet:** a record kept of specific information required by ordinance, rule or operating procedure for a period of time worked by the driver of a public passenger vehicle in demand-response service. Also known as a driver log.

**U.S. Department of Health and Human Services (USDHHS):** a federal agency regulating health and human services.

**U.S. Department of Transportation (USDOT):** a federal agency regulating the transportation field.

**Unduplicated Passenger Head Count (UPHC):** the actual number of people that were provided paratransit transportation services, not including personal care attendants, non-paying escorts, or persons provided fixed schedule/fixed route service.

**Unmet Trip Requests/Unmet Need:** the number of trips desired but not provided because of insufficient service supply, most commonly due to lack of adequate funding.

**Urbanized Area:** a city (or twin cities) that has a population of 50,000 or more (central city) and surrounding incorporated

and unincorporated areas that meet certain criteria of population size or density.

**Van Pool:** a prearranged ride-sharing service in which a number of people travel together on a regular basis in a van. Van pools are commonly a company-sponsored van that has a regular volunteer driver.

**Vehicle Inventory:** an inventory of vehicles used by the CTC, transportation operators, and coordination contractors for the provision of transportation disadvantaged services.

**Vehicle Miles:** the total distance traveled by revenue vehicles, including both revenue miles and deadhead miles.

**Vehicle Miles per Vehicle:** a performance measure used to evaluate resource utilization and rate of vehicle depreciation, calculated by dividing the number of vehicle miles by the total number of vehicles.

**Vehicles:** number of vehicles owned by the transit agency that are available for use in providing services.

**Volunteers:** individuals who do selected tasks for the community transportation coordinator or its contracted operator, for little or no compensation.

**Will-Calls:** trips that are requested on a demand response basis, usually for a return trip. The transportation provider generally knows to expect a request for a will-call trip, but cannot schedule the trip in advance because the provider does not know the exact time a passenger will call to request his/her trip.

DRAFT



**Mary Marks**

**Putnam County**

“My whole way of life depends on the bus running. If it stopped, I would fall out in the heat trying to walk. Legislators should not think about cutting funds that support systems like this before they think about the fact they or one of their relatives may need it one day.”

Florida Commission for the



**Transportation  
Disadvantaged**

**E. INFORMATION/DISCUSSION ITEMS**

2. Legislative Day- March 16, 2023

Attached is the current information available regarding Transportation Disadvantaged Legislative Day. Based on Staff discussion with the Commission for the Transportation Liaison, attendees are responsible for scheduling meetings with their Legislators if there are items of interest.

More information, including individual sign up, can be found at the following link: [Florida CTD Legislative Day-March 16, 2023](#).

This is an informational item; no action is required.

---

Attachments: Legislative Day Information

---

## Event Details

We look forward to seeing everyone at the event. All events will take place at the south end of the Capitol Courtyard. There will be an event tent where you can check in and/or ask questions.

### **Contacts:**

Event contacts are FPTA, Lisa Bacot (850) 445-8329 or Amy Keys (850) 980-3903 and CTD, John Irvine (850) 570-3961.

### **Weather:**

The forecasted high temperature is expected to be TBA. It is typically chilly and windy at the Capitol so plan to dress in layers. In the event of rain, we will move under the Senate Portico area.

### **Driving Directions/Parking:**

Please [click this link](#) to open/print a pdf of all driving directions to the Capitol. You can also [open/print this pdf](#) for parking in the area.

### **Capitol Grounds Map and Accessibility:**

Please click this link to open/print a [map of the Capitol Grounds](#). Our event will be in the south end of the Capitol Courtyard next to the Senate building. This document can be [printed to find all accessible areas](#).



## Schedule of Events

**Date: Thursday, March 16, 2023**

**Location: Capitol Courtyard**

***(Tentative Schedule)***

- Public Arrives: 9:00 a.m.
- Exhibit Tables: 9:30 a.m. – 1:30 p.m.
- Legislative Day Kickoff: 11:30 a.m. – 12:00 p.m.
- Lunch: 12:00 p.m. *(Free and open to the public; available on a first come, first served basis-one lunch per person)*

**Weather Considerations:** Kickoff to be held on steps of old Capitol in courtyard, weather permitting. If inclement weather, kickoff will take place at the Senate Portico.

### **Exhibitor/Vehicle Display Schedule**

- Admin/Exhibit Setup: 8:00 a.m.
- Vehicles Load in: Before 8:00 a.m.
- Courtyard Breakdown: 1:30 p.m.

**E. INFORMATION/DISCUSSION ITEMS**

3. Innovative Service Grant

The Commission for the Transportation Disadvantaged is conducting a webinar on February 8, 2023, at 2 p.m. to discuss the parameters of the Innovative Service Grant Program. Staff will take any questions the LCB members may have for response at the webinar.

This is an informational item; no action is required.

---

Attachment: Webinar information

---

## **Webinar - Application Process for the Innovative Service Development (ISD) Grant program for State Fiscal Year 2023-24 - February 8, 2023 - 2:00PM**

---

We will be hosting a webinar to discuss the application process for the Innovative Service Development (ISD) Grant program for State Fiscal Year 2023-24. We anticipate publishing the ISD application packet prior to this event. The workshop will provide an overview of the application and an opportunity for interested parties to ask questions about the grant expectations.

We will provide more information about this event soon. In the meantime, we encourage you to mark your calendars and share this information with anyone interested in participating in this event.

**Please note:** Funding for the ISD Grant program is contingent on legislative appropriation and Governor's approval for FY23-24. The CTD is releasing this information prior to the 2023 Legislative Session to allow eligible applicants sufficient time to develop proposals and receive technical assistance.

**E. INFORMATION/DISCUSSION ITEMS**

4. Community Transportation Coordinator (CTC) Quarterly Report – Joanne Granger

Attached is the CTC's quarterly report for the period from September 1, 2022 through December 31, 2022.

This is an informational item; no action is required.

---

Attachment: Quarterly Report

---

<b>County:</b>	Citrus			
<b>CTC:</b>	Citrus County Transit			
<b>Contact:</b>	Joanne Granger			
<b>Email:</b>	<a href="mailto:Joanne.Granger@citrusbocc.com">Joanne.Granger@citrusbocc.com</a>			
	<b>2022</b>			
<b>Trips By Type of Service</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Average</b>
Deviated Fixed Route*	1,834	1,663	2,028	1,842
Ambulatory	2,057	1,712	1,846	1,872
Wheelchair	262	176	179	206
<b>Total Trips By Type of Service</b>	<b>4,153</b>	<b>3,551</b>	<b>4,053</b>	<b>3,919</b>
<b>Passenger Trips By Purpose</b>				
Education/Training/Daycare	138	103	92	111
Employment	471	390	358	406
Medical	519	435	530	495
Nutritional	771	623	737	710
Life-Sustaining/Other	420	337	308	355
<b>Total Trips by Purpose</b>	<b>2,319</b>	<b>1,888</b>	<b>2,025</b>	
<b>Passenger Trips by Funding Source</b>				
CTD-Commission for the Transportation Disadvantaged	1,879	1,563	1,698	1,713
CTD-VA Hospital (Tampa/Gainesville/ The Villages)	44	24	39	36
APD-Agency for Persons with Disabilities	0	0	0	0
DOEA-Department of Elderly Affairs-Veterans	0	0	0	0
DOEA-Department of Elderly Affairs-Congregate Dining	0	0	0	0
Other-Public	396	301	288	328
<b>Total Trips By Funding Source</b>	<b>2,319</b>	<b>1,888</b>	<b>2,025</b>	<b>2,077</b>

Note:

November low due to Hurricane Ian and Thanksgiving Holiday closures

**E. INFORMATION/DISCUSSION ITEMS**

5. MPO Resolution – State Agency Attendance/Quorums

The MPO Board requested the Staff prepare a resolution addressing attendance of State Agency Representative members on Boards mandated by State Statutes. Per Chapter 427 Florida Statutes, and specific membership requirements provide for in Rule 41-2.012(6) Florida Administrative code, membership includes State Agency Representatives.

A resolution was prepared for the MPO February 2, 2023, Board meeting requesting State Agency Members attend the quarterly meetings to help ensure quorums are met so that business can be conducted.

This is an informational item; no action is required.

---

Attachments: Resolution 2023-2

---

*RESOLUTION 2023-02*

***A RESOLUTION OF THE HERNANDO/CITRUS METROPOLITAN PLANNING ORGANIZATION ALSO KNOWN AS THE DESIGNATED OFFICIAL PLANNING AGENCY (DOPA) REQUESTING ATTENDANCE BY STATE AGENCY MEMBERS SERVING ON THE TRANSPORTATION DISADVANTAGED LOCAL COORDINATING BOARDS FOR HERNANDO AND CITRUS COUNTIES***

*WHEREAS*, Pursuant to 427.015 Florida Statutes, the Hernando/Citrus Metropolitan Planning Organization Board (MPO) is the Designated Official Planning Agency (DOPA) for the Transportation Disadvantaged Local Coordinating Boards in both Hernando County and Citrus County; and,

*WHEREAS*, the purpose of each Local Coordinating Board is to assist in identifying local service needs, and to provide information, advice and direction to the community transportation coordinator regarding services for the transportation disadvantaged; and,

*WHEREAS*, the membership of the Local Coordinating Boards is established pursuant to Rule 41-2.012(6), Florida Administrative Code (FAC); and,

*WHEREAS*, the membership of the Local Coordinating Boards includes an elected official, governmental agency representatives, and citizen representatives appointed by the DOPA; and,

*WHEREAS*, each board is required to meet quarterly and must accomplish tasks as outlined in the Planning Grant Agreements between the Commission for the Transportation Disadvantaged (CTD) and the DOPA for the Hernando County and Citrus County Local Coordinating Boards; and,

*WHEREAS*, the DOPA is required to provide each Local Coordinating Board with sufficient technical support and resources to enable the board to fulfill their responsibilities; and

*WHEREAS*, a physical quorum is required for each Local Coordinating Board to conduct business and accomplish the tasks outlined in the Transportation Disadvantaged Planning Grant Agreement. Failure to attain a quorum impacts the ability of the Local Coordinating Boards to conduct business and for the DOPA to complete the tasks associated with the Transportation Disadvantaged Planning Grant Agreements.

***NOW, THEREFORE, BE IT RESOLVED BY THE HERNANDO/CITRUS MPO THAT:***

1. The Hernando/Citrus MPO Board is the Designated Official Planning Agency (DOPA) for Hernando County and Citrus County.
2. The Hernando/Citrus MPO has entered into Transportation Disadvantaged Planning Grant Agreements with both Hernando County and Citrus County to provide staffing and support services necessary for the Local Coordinating Boards.

3. The Hernando/Citrus MPO Board has appointed members to board positions outlined in Rule 41-2.012(3), FAC, to the greatest extent possible.
4. Member attendance has been a recurring issue for both the Hernando County and Citrus County Transportation Disadvantaged Local Coordinating Boards including State Agency representative members.
5. The DOPA has no ability to mandate State Agency member attendance. Failure to attend the meetings (typically held quarterly) impacts the ability to have a quorum of membership which renders the Board unable to conduct business.
6. The Hernando/Citrus MPO respectively requests that the State Agencies require their coordinating board member representatives or alternate member attend each Transportation Local Coordinating Board Meeting in order to have the quorum necessary to conduct business.

***ADOPTED in Regular Session on this \_\_\_\_ day of \_\_\_\_\_, 2023.***

HERNANDO/CITRUS  
METROPOLITAN PLANNING  
ORGANIZATION BOARD

*Attest:*

\_\_\_\_\_

\_\_\_\_\_ *MPO Board Chairman*

~~(SEAL)~~

APPROVED AS TO FORM  
AND LEGAL SUFFICIENCY

BY  \_\_\_\_\_  
County Attorney's Office



**E. INFORMATION/DISCUSSION ITEMS**

6. **Transportation Disadvantaged Eligibility Criteria**  
Passengers must complete an application process to determine eligibility for Transportation Disadvantaged Services. Applications are available on buses, in person, and by mail. Criteria include and income level of \$1,200 or less per month, age 60 and above, and Medicare recipient or disabled.

When necessary, due to either capacity or time constraints, priority is given to trips in the following order: medical, nutrition, employment, education, shopping, and recreation.

Age and income criteria may be modified by the Community Transportation Coordinator (CTC) and the Local Coordinating Board (LCB).

This is an informational item; no action is required.

---

Attachment: TD application

---

## Application for Transportation Disadvantaged

*This application form must be completed to receive transportation services thru the State Transportation Disadvantaged Fund. If multiple people in household, there should be one application for each person.*

*Please complete the following application to receive a reduced rate based on an income level of \$1,200 or less per month, age 60 and above, Medicare or Disabled. The fare is \$3.00 each way for Paratransit Services or free on the Orange Line (Transfers \$1.00). Children twelve (12) and under ride for FREE.*

Name of Applicant:	Phone:
Home Address:	
Mailing Address (if different):	
Medicaid # (if applicable):	Age:                      DOB:
Disabled (VA / SS): Yes _____ No _____	Below Income: Yes _____ No _____
Type of Mobility Device:	All devices must have brakes / footrests attached

**Official documentation MUST be provided to verify age, identity and all income. Any applicant claiming NO income or Zero income must also provide verifying documents.**

*Acceptable forms of age or proof of income for age 18 or older: State of Florida issued ID card, Passport, etc. Minimum of (2) most recent paystubs, Social Security Income (SSA/SSI/SSD) letter, Retirement/Pension Statement, DCF Cash Benefit/Child Support Letter. Medicare / Medicaid card.*

Income Source:	Pay Stub	SSA / SSI	Retirement	Other:	Other:
Amount:					
Total Monthly Income					\$

*I attest that all information included on this application is true and correct and that any changes will be reported to Citrus County Transit as they occur.*

\_\_\_\_\_  
Applicant Signature                                      Date:

**APPROVAL              DENIAL                      REASON FOR DENIAL**

\_\_\_\_\_  
Employee Signature                                      Date:                      Supervisor Signature                                      Date:

**E. INFORMATION/DISCUSSION ITEMS**

7. LCB Issue List

Citrus County				
Transportation Disadvantaged Local Coordinating Board - LCB				
Date	Issue	Staff	Status	Resolved
12/8/2012	Townhall in Homosassa/public outreach regarding bus service	Keep this issue on the LCB radar	Noted	
12/8/2022	Bus Shelters/Size preference	Ensure 5x12 size preference of LCB is communicated to BOCC	Noted	
5/12/2022	Identify clients with transportation needs but no internet access. Strategies to get the information out to them.	Carlene/Joanne	Brochures and information to the Homeless organizations. They have us listed on their resource list. Partnering with training groups for the visually impaired to provide training. Community Service Brochures distributed at all events / speaking (including seniors). Speaking engagements. Ad running in the newspaper.	Ongoing
5/12/2022	Comprehensive Operational Analysis – Update LCB upon completion	Carlene/Joanne	Notice to proceed for Phase II of the project was issued in September 2022. A presentation to the LCB will be scheduled in the spring.	Scheduled for 2/9/23 agenda
5/12/2022	Areas where signage could be improved	Joanne	Put maps back up in the libraries and added routes/stops/times next to the maps. Added signs where needed, especially in Beverly Hills.	Ongoing
5/12/2022	Develop criteria to gauge successes and failures	All	CTC was just awarded the Citrus County Chronicle "Best of the Best" for Transportation (based on voting by the public). Increased ridership in June and July (which is an achievement because we are short drivers and are getting fully booked). Ridership Surveys going out Nov/Dec 2022. Updated information on <i>Find a Ride</i> site.	Ongoing

**F. ACTION ITEMS**

**1. Citrus County Comprehensive Operational Analysis (COA)**

Pursuant to a contract between the Hernando/Citrus MPO and Alfred Benesch and Associates, a Comprehensive Operational Analysis (COA) for Citrus County Transit has been prepared.

The COA is a detailed look at current service performance and operations in order to identify conditions to help improve ridership, customer experience, on-time performance, and bus stop locations.

**Staff Recommendation:** It is recommended that the LCB review the Comprehensive Operational Analysis (COA) and recommend approval to the Citrus County Board of County Commissions.

---

Attachment: Draft COA

---

•

**Citrus County Transit**

# **Comprehensive Operations Analysis**

January 2023

*Prepared by*



## Table of Content

1.0 Introduction .....	1-1
2.0 Existing Services .....	2-1
Fixed Route Service .....	2-1
Paratransit (Door-to-Door) Service .....	2-1
3.0 Fixed Route and Systemwide Performance Review .....	3-1
Fixed Route Performance Statistics .....	3-1
Systemwide Farebox Data/Fare Structure .....	3-1
Systemwide Performance Indicators .....	3-2
Recent and Planned Service Changes .....	3-4
4.0 Local Plans Review .....	4-1
5.0 Ridership, Origin-Destination and Transfer Analysis .....	5-1
Fixed Route Stop Level Boardings .....	5-1
Ridecheck and Transfer Analysis .....	5-6
6.0 Transit Market Analysis .....	6-1
Latent Demand .....	6-1
7.0 Gap Analysis .....	7-1
Gap Analysis Overview .....	7-1
8.0 Travel Flow Analysis .....	8-1
Origin-Destination Analysis (All trips vs Transit) .....	8-2
9.0 Fixed Route Profiles and Observations .....	9-1
Citrus County Operator and Staff Input .....	9-6
10.0 Transit Route Recommendations .....	10-1
Transit Network Modifications .....	10-1
Mobility-on-Demand Service .....	10-2
Short Term Network Existing Route Modifications .....	10-3
Mid-Term Network Recommendations .....	10-8
11.0 Implementation Plan and Characteristics .....	11-1
Short-Term Implementation Plan (0-2 Years) .....	11-1
Mid-Term Implementation Plan (3-5-years) .....	11-1
Implementation Schedule Operational Characteristics .....	11-1
12.0 Operating and Financial plan .....	12-1
Fixed Route Operational Changes .....	12-1
13.0 Other Considerations and Recommendations .....	13-1
Technology .....	13-1
Explore MOD in Homosassa .....	13-2
Shelter Design and Consistency .....	13-2
Bus Stop Location .....	13-2
Title VI Analysis .....	13-3

## List of Tables

Table 3-1: Fixed Route Operating Statistics (FY 2022) .....	3-1
Table 3-2: Average Fare and Farebox Recovery (2017 – 2021) .....	3-2
Table 3-3 General Performance Indicators Measures (2017 – 2022) .....	3-2
Table 3-4 Effectiveness Measures (2017 – 2022) .....	3-3
Table 3-5 Efficiency Measures (2017 – 2022) .....	3-4
Table 4-1: Plans Review .....	4-1
Table 5-1: On-time Performance .....	5-8
Table 9-1: Staff Suggestions and Notes .....	9-7
Table 9-2: Operator Suggestions and Notes .....	9-8
Table 11-1: Short-Term and Mid-Term Implementation Checklist.....	11-2
Table 11-2: Short-Term to Mid-Term Network Operational Characteristics.....	11-2
Table 12-1: Existing Weekday Network Operational Characteristics .....	12-1
Table 12-2: Recommended Short-Term Network Weekday Operational Characteristics.....	12-1
Table 12-3: Citrus County Transit COA Estimated Financial Plan .....	12-2

## List of Maps

Map 2-1: Existing Fixed Route Network.....	2-2
Map 5-1: Fixed Route Average Weekday Boardings by Stop, 2019.....	5-2
Map 5-2: Fixed Route Average Weekday Boardings by Stop (Zero Boardings), 2019 .....	5-3
Map 5-3: Fixed Route Average Weekday Boardings by Stop, 2022.....	5-4
Map 5-4: Fixed Route Average Weekday Boardings by Stop (Zero Boardings), 2022 .....	5-5
Map 5-5: Origin-Destination Survey Results .....	5-7
Map 6-1: Density Threshold Assessment.....	6-3
Map 6-2: Zero Vehicle Households.....	6-6
Map 6-3: Households in Poverty.....	6-7
Map 6-4: Younger Adult Population (Age 15-24).....	6-8
Map 6-5: Older Adult (Age 65+).....	6-9
Map 6-6: Transit Orientation Index .....	6-12
Map 6-7: Minority Populations .....	6-13
Map 7-1: Gap Analysis .....	7-2
Map 10-1: Short-Term COA Network .....	10-5
Map 10-2: Short-Term COA Network with Existing Route Overlay .....	10-6
Map 10-3: Short-Term COA Network Transit Propensity Overlay .....	10-7

## List of Figures

Figure 6-1: Density Threshold Assessment .....	6-1
Figure 6-2: TOI Methodology and Benchmarks .....	6-10
Figure 8-1: Total Weekday Trips (Jan 2020 – Mar 2022) .....	8-1
Figure 8-2: Trip Origins.....	8-2
Figure 8-3: Trip Destinations.....	8-2
Figure 8-4: Transit Origin Trips Per Square Mile (Weekday) .....	8-3
Figure 13-1: Homosassa MOD Zone .....	13-2

## 1.0 INTRODUCTION

The Hernando-Citrus MPO (MPO) is conducting a Comprehensive Operations Analysis (COA) for Citrus County Transit (CCT). The COA is designed to examine and evaluate the current transit network and to identify improvements to make transit operations more effective and efficient across the network. It is important to note that a COA differs from a visioning effort; the most significant difference is that a COA is primarily a data-driven analysis of an existing network's performance. The outcomes are used as a tool to improve operations in the short-term with service modifications that include some input from riders, staff, and stakeholders. Conversely, a visioning effort involves a comprehensive public involvement effort to include community needs and interests to help guide the future growth and evolution of a transit system. This distinction is important to understand and the context within which the recommendations are made.

There can be numerous reasons for the effectiveness or ineffectiveness of each route, just as there can be many different solutions to the issues that need to be addressed. Working with CCT staff, data were collected to document and assess the pertinent conditions and establish a base level of data needed for completing additional tasks, as well as to familiarize the project team with the surrounding communities and operating environment.

This report summarizes the information gathered, analysis undertaken, and recommendations formulated from the COA effort.



## 2.0 EXISTING SERVICES

### Fixed Route Service

CCT provides fixed route bus service on four routes (Crystal River, Beverly Hills, Hernando, Floral City) through the Orange Line Bus where passengers can request a deviation within ¼-mile of the route at least one hour in advance. The transit service operates Monday through Friday from 6:00 AM to 5:20 PM with variable headways.

CCT's current system can be observed below in Map 2-1, which highlights the fixed route network, as well as areas where the current fixed route deviates to designated stops along the routes throughout Citrus County.

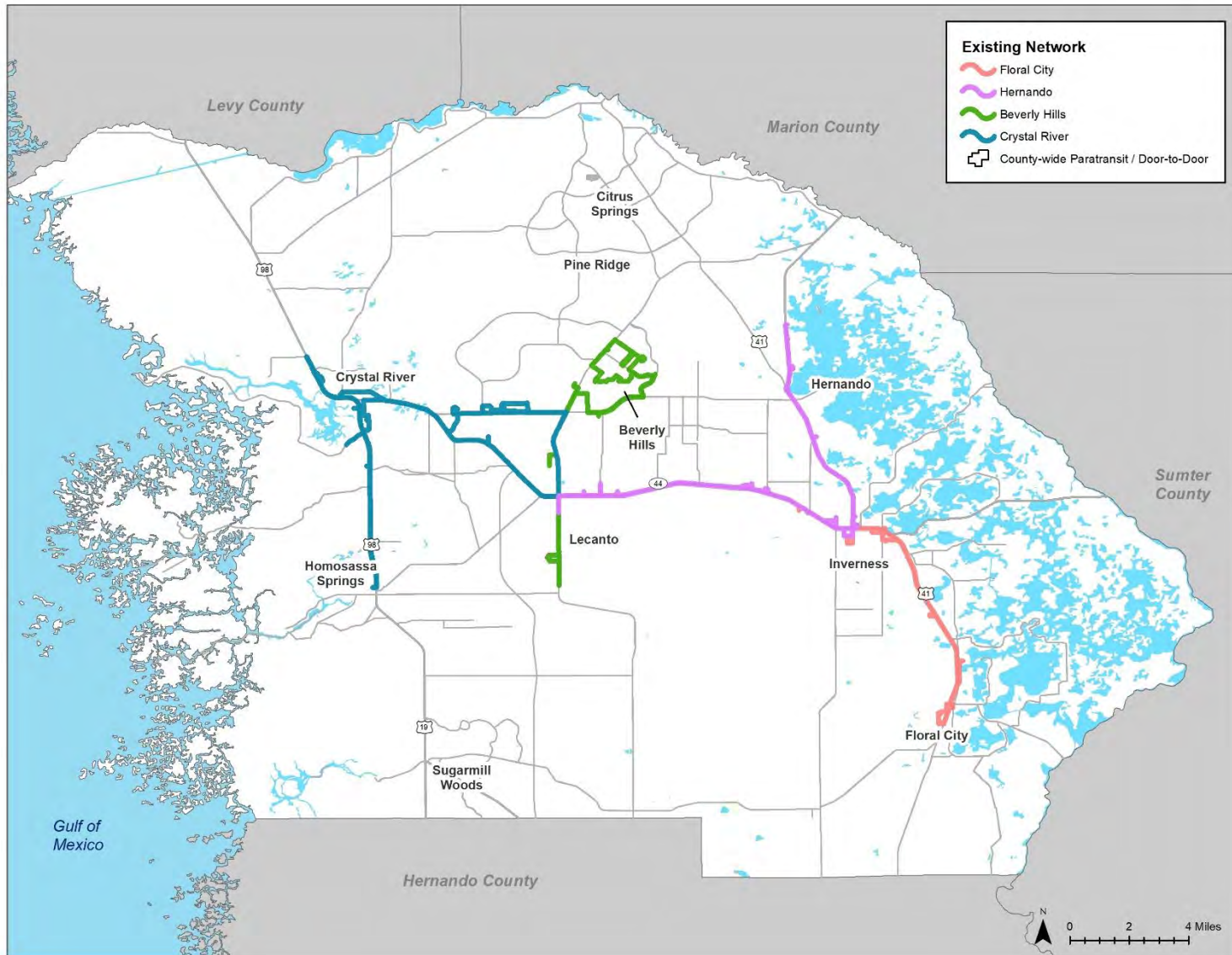
### Paratransit (Door-to-Door) Service

In addition to the fixed route service, CCT currently provides paratransit (door-to-door) services throughout Citrus County to all residents for appointments, employment, groceries/supplies, and prescription pick-up. In addition, CCT also operates cross county paratransit trips three days a week, offering travel between Tampa, Gainesville, and The Villages. The current service is offered to all residents unable to access the fixed route network. The daily operating span varies based upon residents' locations within Citrus County, but typically ranges from 6:00 AM to 6:00 PM. Riders are currently able to request rides up to 14 calendar days in advance, with a deadline of 12:00 PM two business days prior to the trip requested.

### Paratransit Eligibility Requirements

The service is available to all riders; however, to qualify for the State-funded Transportation Disadvantaged (TD) reduced fare riders must be prequalified. To be eligible, riders must meet one of the following: income (less than \$1,200 a month), age (60 and above), disability status, or Medicare. The fare is \$3.00 each way (free on the fixed routes) and transfers are \$1.00.

Map 2-1: Existing Fixed Route Network



### 3.0 FIXED ROUTE AND SYSTEMWIDE PERFORMANCE REVIEW

This section includes an assessment of how efficiently CCT supplies deviated fixed route and paratransit service and how effectively the services meet the needs of the area, as well as trends in ridership and critical performance indicators aimed at understanding existing performance.

#### Fixed Route Performance Statistics

The operating statistics provided by CCT staff for FY 2022 (October 2021 to September 2022) are shown in Table 3-1. CCT’s four deviated fixed routes carry an average of 62.25 riders per day, or 1.55 riders per revenue hour. The Beverly Hills route has the lowest average daily ridership at 12.34, while the Hernando route has the highest with 18.92.

**Table 3-1: Fixed Route Operating Statistics (FY 2022)**

Measure	Crystal River	Beverly Hills	Hernando	Floral City	Total
Service Days	248	248	248	248	<b>248</b>
Revenue Hours	2,547	2,460	2,432	2,528	<b>9,968</b>
Deadhead Hours	215	296	269	230	<b>1,010</b>
Service Hours	2,763	2,756	2,701	2,758	<b>10,978</b>
Revenue Miles	50,942	42,253	47,521	55,807	<b>196,523</b>
Deadhead Miles	2,817	1,545	5,342	5,464	<b>15,168</b>
Service Miles	53,759	43,798	52,863	61,271	<b>211,691</b>
Total Riders	3,874	3,060	4,693	3,812	<b>15,439</b>
Average Riders / Day	15.62	12.34	18.92	15.37	<b>62.25</b>
Average Riders / Revenue Hour	1.52	1.24	1.93	1.51	<b>1.55</b>
Average Riders / Revenue Mile	0.08	0.07	0.10	0.07	<b>0.08</b>

Source: CCT, 2022.

#### Systemwide Farebox Data/Fare Structure

Table 3-2 illustrates the trends fare structure and farebox recovery rate observed for CCT. The data were derived from the validated National Transit Database (NTD) over a 5-year period from 2017 to 2021. Validated NTD data for 2022 has not yet been published; however, to identify any system-wide recovery post COVID-19 pandemic, data provided by CCT was utilized for the year of 2022. Table 3-2 shows a decrease in the average fare from 2017 to 2020. In 2021, CCT did not collect fares, the first full fares were collected in 2022, which is also reflected in Table 3-2. In addition, it should be noted that CCT began offering free paratransit (door-to-door) services during the COVID-19 pandemic in 2020, which attributes to the 12% (fixed route) and 49% (demand response) reductions in average fares between 2019 and 2020. Also shown in Table 3-2 is a 31% and 60% reduction in farebox recovery between 2019 to 2020 for fixed route and demand response, respectively.

This study will examine improving headways on higher-performing routes or transit supportive corridors, which may generate more demand and increase awareness within the community and ultimately attract discretionary riders. Increasing discretionary ridership by improving routes will increase the farebox recovery.

**Table 3-2: Average Fare and Farebox Recovery (2017 – 2022)**

Measure	2017	2018	2019	2020	2021	2022
Avg. Fare (Fixed Route)	\$0.21	\$0.17	\$0.17	\$0.15	\$0.00	\$0.11
Avg. Fare (Demand Response)	\$1.18	\$1.36	\$1.26	\$0.64	\$0.00	\$1.79
Farebox Recovery (%)	2017	2018	2019	2020	2021	2022
Fixed Route	1.72%	1.28%	1.26%	0.87%	0.00%	0.28%
Demand Response	3.76%	2.82%	2.52%	1.05%	0.00%	2.57%

Source: NTD

Note: CCT was using 5311 CARES Act funding through 2022 and is receiving 5307 CARES Act funding through December 2024.

### Systemwide Performance Indicators

Performance indicators help paint the picture of the overall trajectory of the transit agency and can be useful for identifying and addressing negative trends before impacts to the agency become more burdensome. Validated NTD data for 2022 has not yet been published; however, to identify any system-wide recovery post COVID-19 pandemic, data provided by CCT was utilized for the year of 2022. The indicators reviewed reveal CCT is experiencing declining performance in several key areas like other transit systems around the US. For example, most transit agencies have struggled with ridership losses of varying degree since about 2015, further compounded by the COVID-19 pandemic that began in March 2020. As the agencies lose ridership, staff often attempt to “right the ship” by slightly restructuring the network, often resulting in more miles and/or hours of service that correspondingly drive up the operating costs. As ridership continues to drop on certain routes, key metrics continue to reflect lower effectiveness and efficiency because transit demand has not kept pace with the system changes intended to generate more demand.

In CCT’s case, many key metrics reflect a decrease and/or increase in productivity due to changes in the network: miles of service increased, while hours have decreased. Based on data received from CCT for 2022, fixed route revenue miles were low in 2020 and 2021, due to the COVID-19 pandemic, but are trending back up in 2022 at a rate higher than 2017 and 2018. During this time, CCT suspended the Orange Line and provided free demand response in place of fixed routes. As a result, 2020 and 2021 revenue hours and revenue miles for the fixed route system decreased and demand response increased (Table 3-3). In addition, from 2021 to 2022 data shows revenue hours and revenue miles trending upward for fixed route, while the data for demand response is trending downward.

**Table 3-3 General Performance Indicators Measures (2017 – 2022)**

Fixed Route	2017	2018	2019	2020	2021	2022
Passenger Trips	55,239	47,189	45,994	19,498	1,278	15,168
Revenue Miles	170,430	219,761	217,656	104,353	28,001	196,523
Revenue Hours	13,338	12,352	11,781	5,755	1,481	9,968
Total Operating Expense	\$676,213	\$640,851	\$616,505	\$348,053	\$81,827	\$589,293
Demand Response	2017	2018	2019	2020	2021	2022
Passenger Trips	25,401	22,886	21,293	20,393	26,018	23,883
Revenue Miles	223,125	223,708	198,756	240,028	319,366	278,527
Revenue Hours	14,631	13,629	11,963	15,548	20,372	16,800
Total Operating Expense	\$800,585	\$1,102,963	\$1,064,465	\$1,250,417	\$1,691,008	\$1,663,661

Source: NTD and CCT

To assess how efficiently CCT supplies fixed route and paratransit service and how effectively those services meet the needs of the area, a trend analysis of passenger trips per revenue mile and hour was conducted. Over the six-year period, the passenger trip demand has not responded sufficiently to the improvements to the system prior to the COVID-19 pandemic (Table 3-4).

**Table 3-4 Effectiveness Measures (2017 – 2022)**

<b>Fixed Route</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Passenger Trips per Mile	0.32	0.21	0.21	0.19	0.05	0.08
Passenger Trips per Hour	4.14	3.82	3.90	3.39	0.86	1.52
<b>Demand Response</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Passenger Trips per Mile	0.11	0.10	0.11	0.08	0.08	0.09
Passenger Trips per Hour	1.74	1.68	1.78	1.31	1.28	1.42

Source: NTD and CCT

As a result of staff efforts to control costs, it is apparent that CCT is trying to move in the right direction by focusing on operational efficiency and effectiveness. The operating expense per passenger mile measure reflects the efficiency of the agency’s service in terms of its operating outlay for each passenger mile of service consumed by its patrons. This measure considers the impact that trip length has on performance since, based on the nature and layout of any given transit agency, it is the case that some riders will make long trips while others will make shorter ones. Overall, the cost per passenger mile metric has decreased over the six-year period for the fixed route network, despite the increase in 2020 and 2021 due to the pandemic. However, the cost per passenger mile metric for the paratransit service has drastically increased over the five-year period, which reflects riders making longer trips.

Operating expense per passenger trip is similar to the prior cost measure involving passenger miles in that it measures the general cost efficiency of transporting riders, but this trip-based metric does not account for the variability in trip length to help explain costs. This measure is often considered a key indicator of comparative performance since it reflects both the efficiency with which service is delivered and the market demands for the service. Both services show a steady increase in cost per passenger trip which illustrates a deficiency in service and a service that is not meeting demands. A good example is comparing operating expense per passenger trip between 2019 and 2022, as shown in Table 3-5.

Another key metric is operating expense per revenue hour, which is one of two key cost measures that examines the efficiency with which service delivery is occurring for an agency. A stable or decreasing trend in this measure ensures that transit service is being delivered efficiently on a per-revenue hour basis while controlling the costs associated with its provision. The revenue hour component of the measure is determined by the total number of hours that an agency’s transit vehicles are available to pick up, transport, and drop off passengers for a fare (i.e., in revenue service), including any scheduled layovers between trips. Over the last six years, this metric has continued to increase at a steady rate which shows that the service, as currently provided, is not being delivered efficiently.

For this reason, a major goal for the COA effort is to take a fresh look at the existing routes and network structure to see how to move the agency’s performance indicators in a positive direction once again. These efficiency measures are highlighted in Table 3-5.

**Table 3-5 Efficiency Measures (2017 – 2022)**

<b>Fixed Route</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Operating Expense per Vehicle	\$84,527	\$58,259	\$123,301	\$87,013	\$20,457	\$109,870
Operating Expense per Rev Mile	\$3.97	\$2.92	\$2.83	\$3.34	\$2.92	\$2.24
Operating Expense per Passenger trip	\$12.24	\$13.58	\$13.40	\$17.85	\$64.03	\$28.47
Operating Expense per Rev Hour	\$50.70	\$51.88	\$52.33	\$60.48	\$55.25	\$44.10
<b>Demand Response</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Operating Expense per Vehicle	\$57,185	\$73,531	\$96,770	\$104,201	\$105,688	\$103,979
Operating Expense per Rev Mile	\$3.59	\$4.93	\$5.36	\$5.21	\$5.29	\$5.97
Operating Expense per Passenger trip	\$31.52	\$48.19	\$49.99	\$61.32	\$64.99	\$69.66
Operating Expense per Rev Hour	\$54.72	\$80.93	\$88.98	\$80.42	\$83.01	\$99.03

Source: NTD and CCT

### **Recent and Planned Service Changes**

A key component of the COA is understanding both recent and future (planned) service changes to the CCT network and/or operations. CCT implemented several service changes over the last few years, including removing service to Homosassa and splitting the Inverness route into the current Floral City and Hernando routes. These two routes use the north-bound and south-bound directions of SR 44, overlapping the SR 44 corridor through downtown Inverness. CCT is also currently consolidating and restructuring bus stops along the fixed routes.

## 4.0 LOCAL PLANS REVIEW

A review of CCT’s 10-year Transit Development Plan and the MPO’s 2045 Long-Range Transportation Plan was conducted to examine local policies that may impact CCT services in the future. Key takeaways or implications for the COA from these plans can be found in Table 4-1.

**Table 4-1: Plans Review**

Plan Title	Agency	Plan/Program Overview	Key Considerations/Implications for COA
<b>Citrus County Transit Development Plan (Major Update 2021-2030)</b>	Hernando/ Citrus MPO  Citrus County Transit	The State of Florida Public Transit Block Grant (PTBG) Program, enacted by the Florida Legislature to provide funding for public transit requires public transit service providers to adopt a 10-year TDP per FDOT requirements. Major updates must be completed every five years, while progress reports are provided annually.	Key service improvements listed in the 10-year service improvements were established through identifying priorities and financial resource consideration: <ul style="list-style-type: none"> <li>• Enhance existing services with addition of Saturday services on all existing routes 8:00 am – 5:00 pm</li> <li>• Extension of service hours to 9:00 pm on weekdays</li> <li>• Addition of local microtransit (Homosassa Microtransit) to reconnect this area with the CCT network through an app based designated zone of service</li> <li>• Addition of regional connections- Ocala Express and Tampa Bay Express, both with two trips during peak hours in the morning and evening</li> <li>• Implementation of a bus locator application</li> <li>• Established park-and-ride facilities to better connect the regional transit routes. One at Suncoast parkway/SR44 and the other in an area near US-41 in Inverness.</li> <li>• Expansion of marketing and awareness campaign to encourage greater usage</li> </ul>
<b>Long Range Transportation Plan (LRTP) 2045</b>	Hernando/ Citrus MPO	The LRTP is a 25-year vision for Hernando/Citrus MPO for the two county’s needs. The LRTP is updated every five years and responds to various trends that the MPO and community have discussed for several years.	Within the 2045 cost feasible transit plan listed in the LRTP Citrus County is to maintain existing services within all listed timeframes of the LRTP.  Aspirational transit needs listed that need funding: <ul style="list-style-type: none"> <li>• Express regional bus services connecting to Tampa and Ocala</li> <li>• Additional deviated route coverage in Citrus Springs</li> </ul>

## 5.0 RIDERSHIP, ORIGIN-DESTINATION AND TRANSFER ANALYSIS

This section presents stop-level ridership for to highlight the performance challenges it faces, as well as the transfer analysis, origin-destination analysis, and on-time performance review.

### Fixed Route Stop Level Boardings

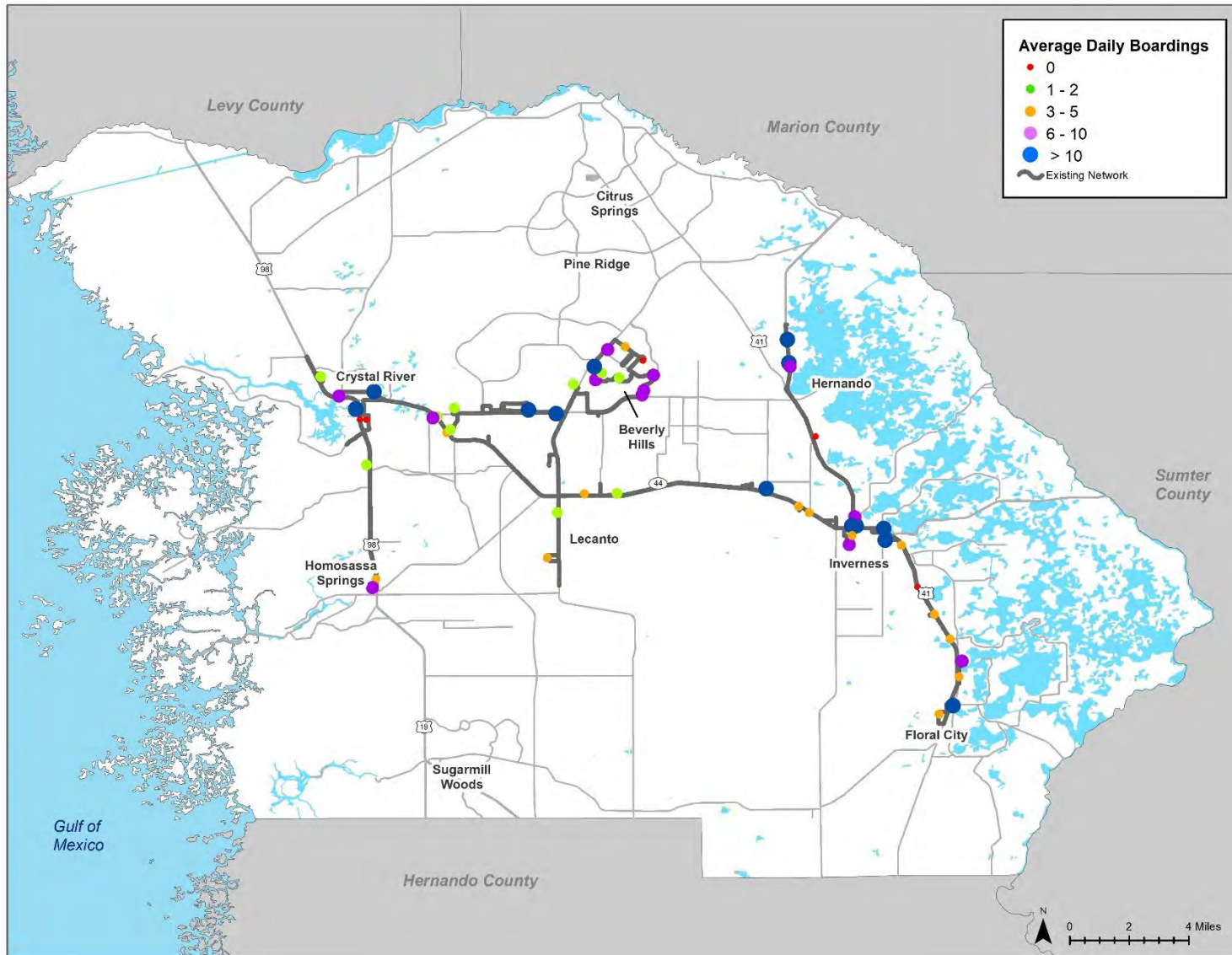
Map 5-1 illustrates average daily boardings at the stop-level prior to the COVID-19 pandemic using 2019 data provided by CCT. In 2019, the data shows that US 41 has some of the highest average daily boardings within Citrus County, as well as areas of downtown Crystal River and eastern portions of County Road 486 near Beverly Hills. Overall, the highest number of average daily boardings occur near Hernando, downtown Inverness, and at the Walmart near Beverly Hills. Map 5-2 highlights the stops with zero average daily boardings based on 2019 data. The stops with zero average daily boardings are located south of Crystal River, northeast Beverly Hills, and along US 41 between Hernando and Floral City.

Map 5-3 illustrates average daily boardings at the stop-level using 2022 data provided by CCT. Ridership has recovered for some major transit stops; however, it can be observed that ridership is not near pre pandemic levels. Overall, the stops with the highest number of daily boardings remains consistent with the 2019 data. However, it is also apparent that a significant number of stops have an average daily boarding of less than one, as shown in Map 5-4. These stops are located throughout the service area but can be generally observed between Inverness and Floral City, as well as south of Crystal River and throughout Beverly Hills.

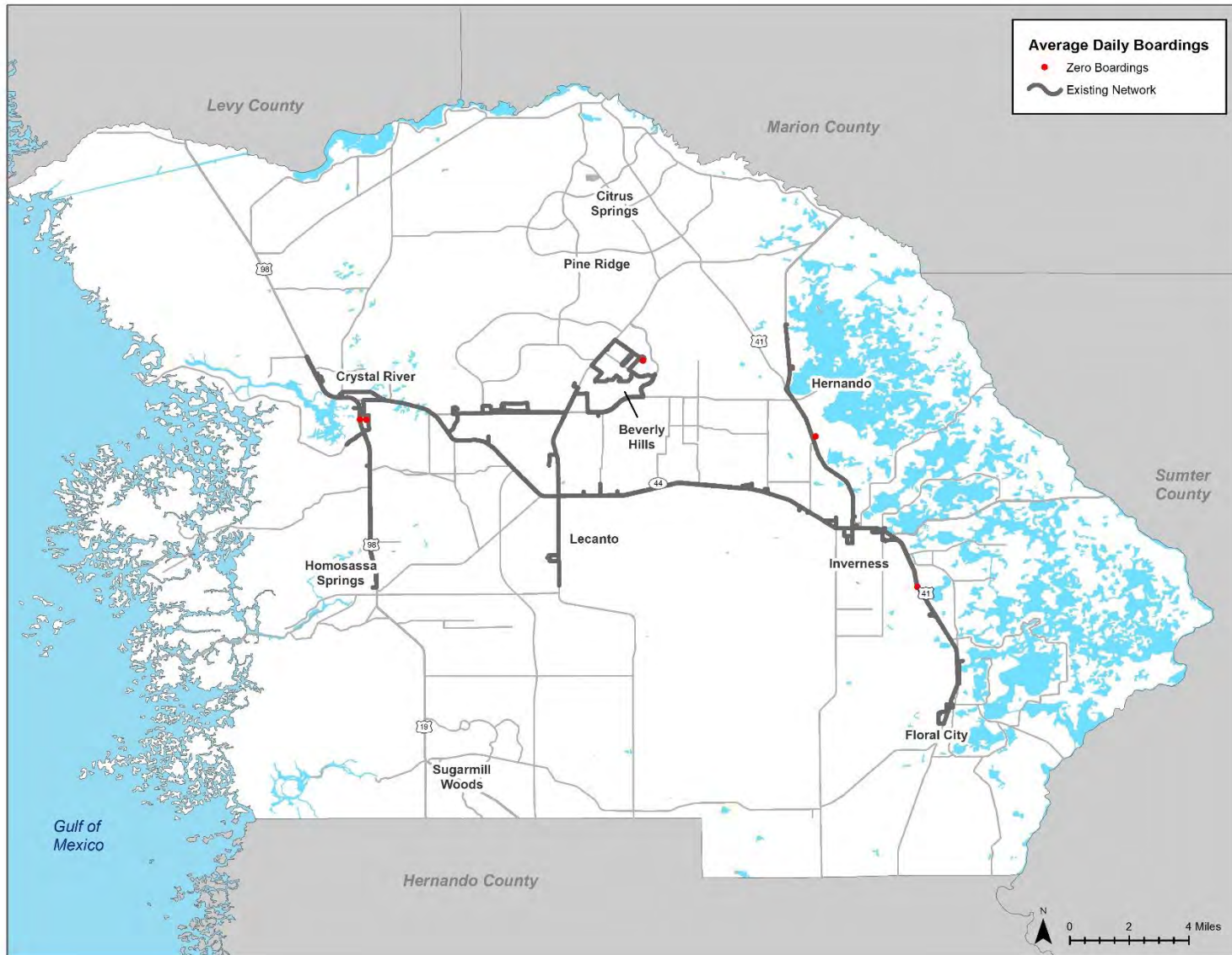
The COA will examine these segments in greater detail to streamline routing, eliminate redundancy, preserve stops that have significant average daily boardings, and introduce on-demand service concepts where regular fixed route services may not be suitable.



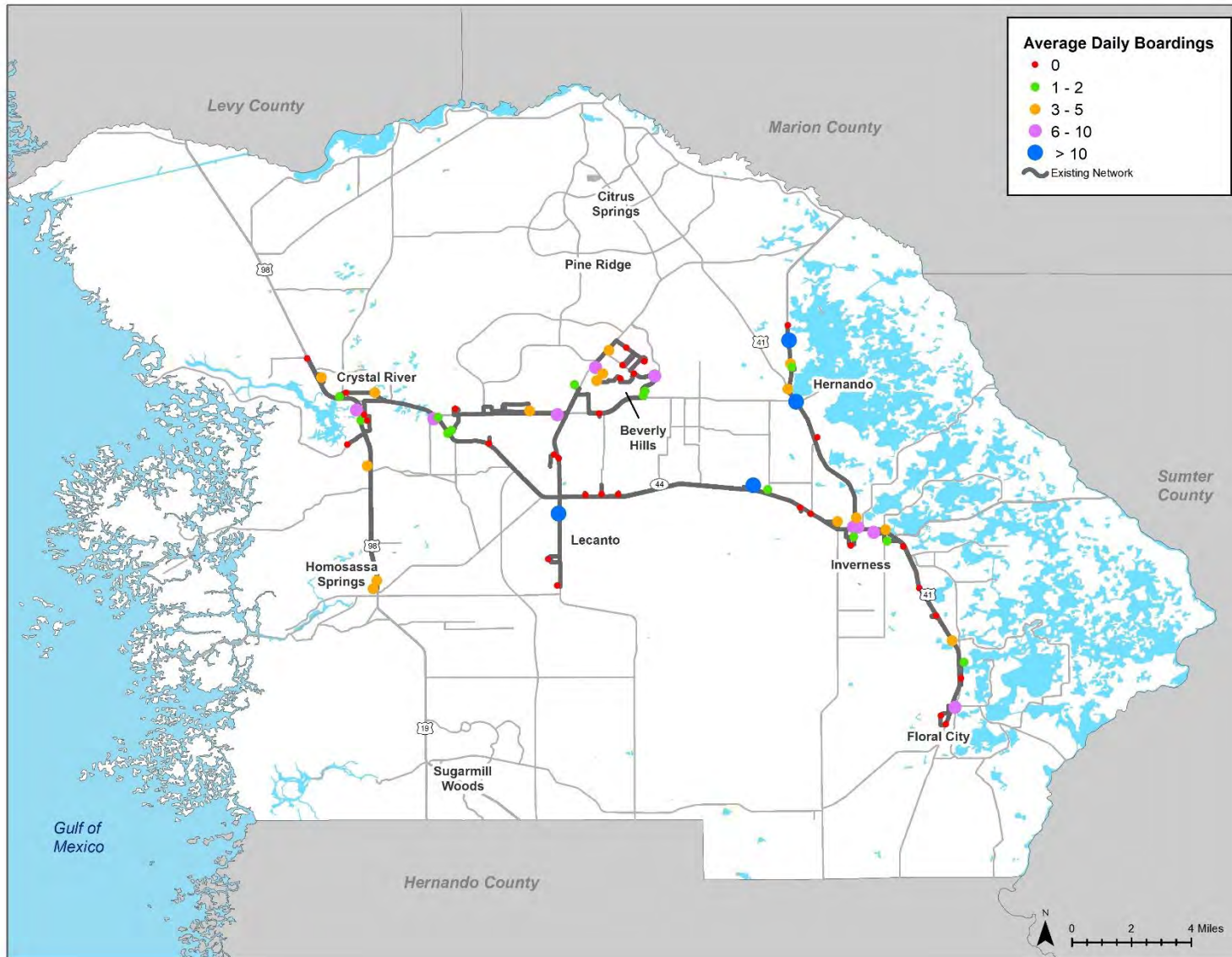
Map 5-1: Fixed Route Average Weekday Boardings by Stop, 2019



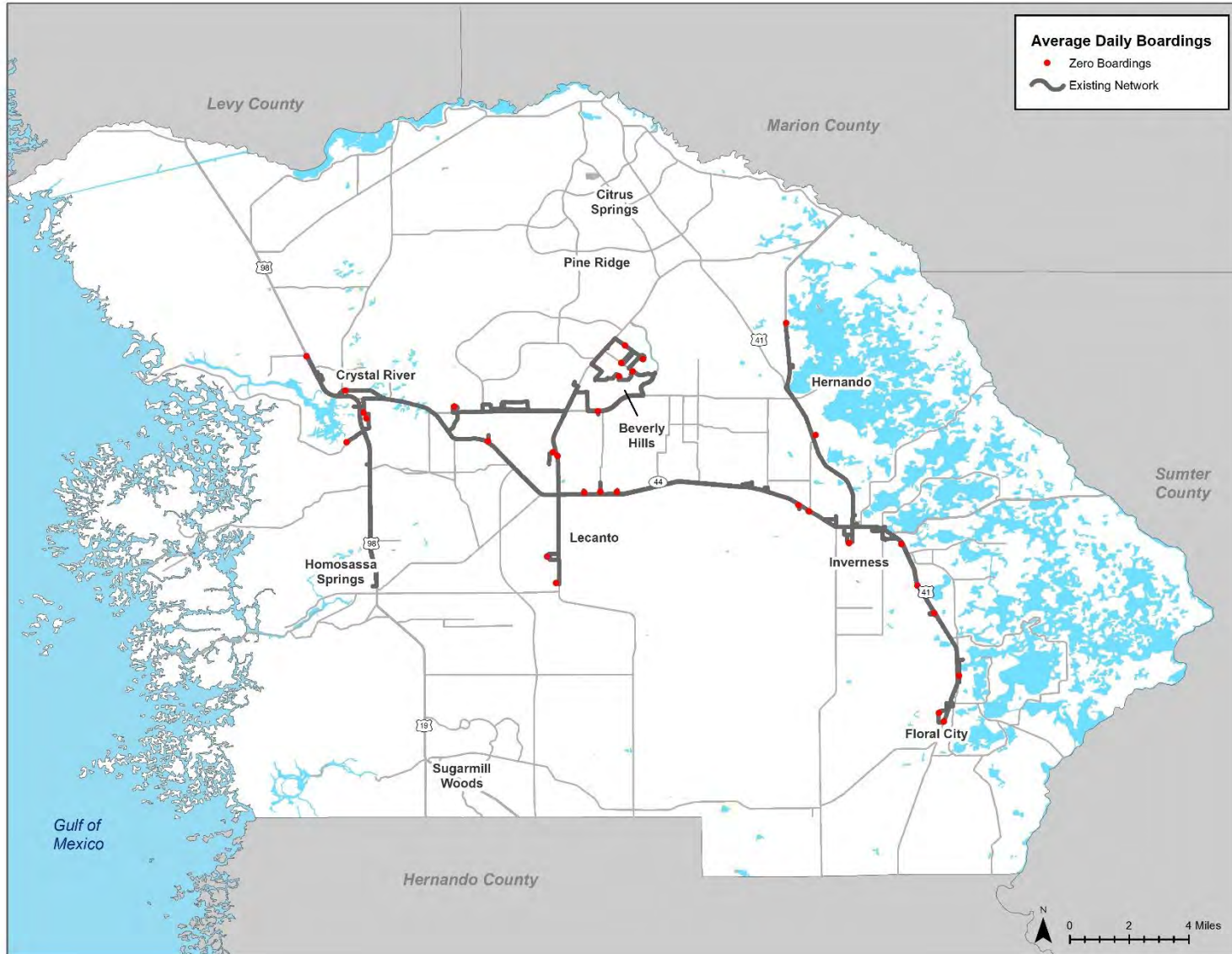
Map 5-2: Fixed Route Average Weekday Boardings by Stop (Zero Boardings), 2019



Map 5-3: Fixed Route Average Weekday Boardings by Stop, 2022



Map 5-4: Fixed Route Average Weekday Boardings by Stop (Zero Boardings), 2022



## **Ridecheck and Transfer Analysis**

On March 15, 2022, an on-board ridecheck and origin-destination analysis was completed for the four Orange Line routes to evaluate the existing conditions of the fixed route system. This section summarizes the results of this effort. The resulting ridecheck concluded an average trip load of 1 person with a maximum of 3 persons during the peak period.

During the transfer analysis, an origin destination survey was also conducted to identify key areas of the current fixed route network where transfers are being initiated, along with identifying passenger trip purpose, and boarding/alighting locations. The ridership data collected mapped to identify key transfer points as well as origins and destination of riders (Map 5-5).

With almost all transfers with the CCT system occurring at the Lecanto Transit Center, transit users must sometimes ride much longer to the transit center to transfer to another route in order to get to their final destination. Many transit users surveyed noted a need for more streamlined connectivity across the county from places such as Hernando (SR 200) and Crystal River. Potential solutions to this issue were explored, as outlined later in this report.

### **Top Origin and Destinations**

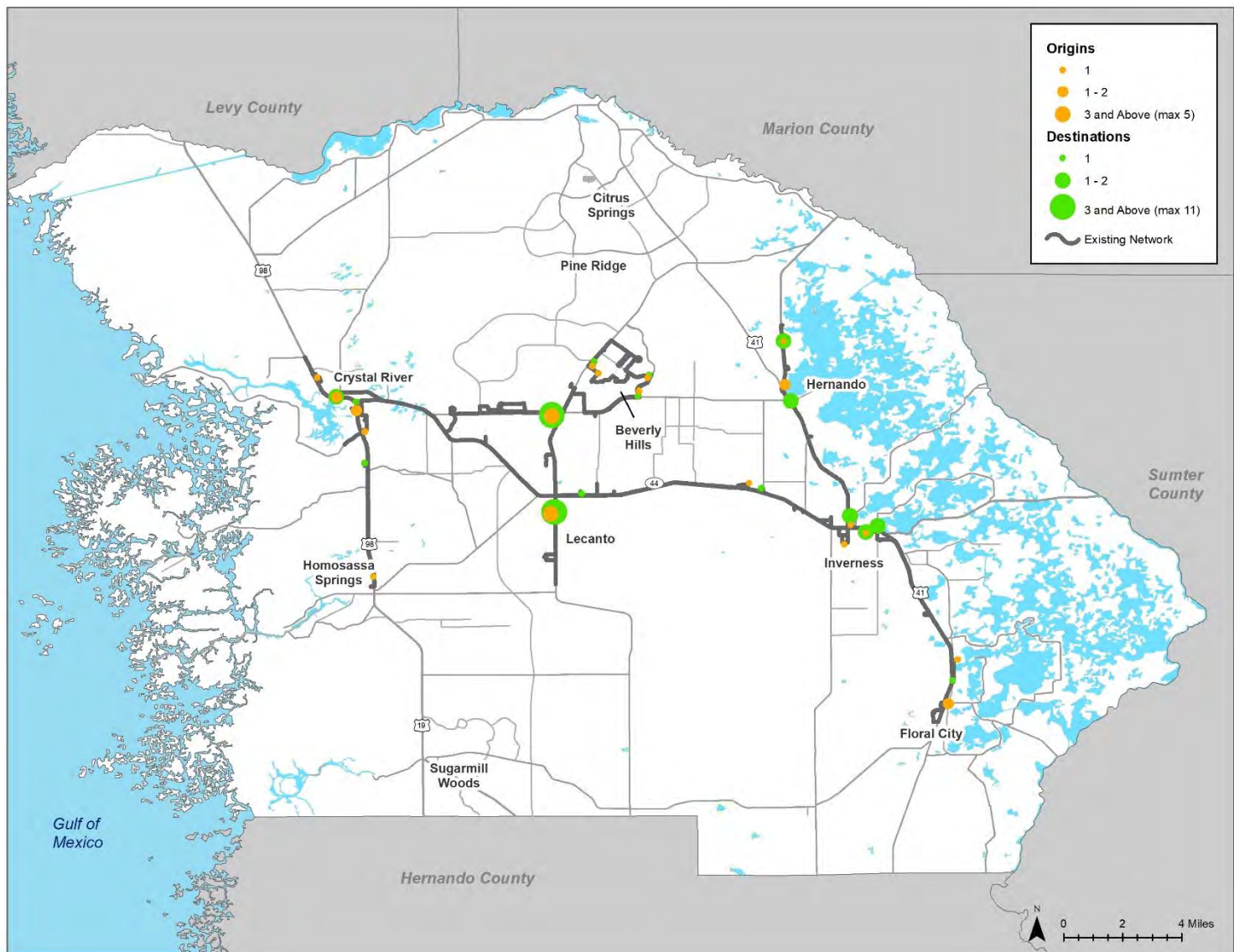
Based on the data gathered during the origin-destination survey, the top trip origin was the Lecanto Walmart, followed by the Inverness Walmart, Crystal River Beall's, Beverly Hills Winn-Dixie, and the Floral City Library. The top destination of the first trip was the Lecanto Transit Center, where most riders transferred to other routes to complete their trip.

The top trip destination was the Citrus Memorial Hospital near downtown Inverness. Other top trip destinations included the Lecanto Walmart, Crystal River City Hall, and the Lecanto Health Department.

### **Segment Utilization**

The segments with the highest ridership were found to be Crystal River (downtown area), Hernando (along SR 200 and downtown Inverness), and Floral City (downtown Inverness). The US 41 corridor has the most origin boarding points and destinations compared to other corridors in the CCT network.

Map 5-5: Origin-Destination Survey Results



## On-time Performance

The data presented in Table 5-1 compares the systemwide on-time performance for the last runs during the March 15, 2022, field check to the October-December 2021 data. The on-time performance recorded during the field check was 9% higher than the 2021 data sample.

**Table 5-1: On-time Performance**

Measure	March 15, 2022 Field Check	October – December 2021 Data Sample
Late Arrivals	3	2,198
Early Arrivals	49	127
Total Stops	63	17,411
Percentage of On Time Arrival	95.24%	87.37%

## 6.0 TRANSIT MARKET ANALYSIS

This section presents the transit market analysis to understand the possible demand for transit services from both discretionary and traditional riders.

### Latent Demand

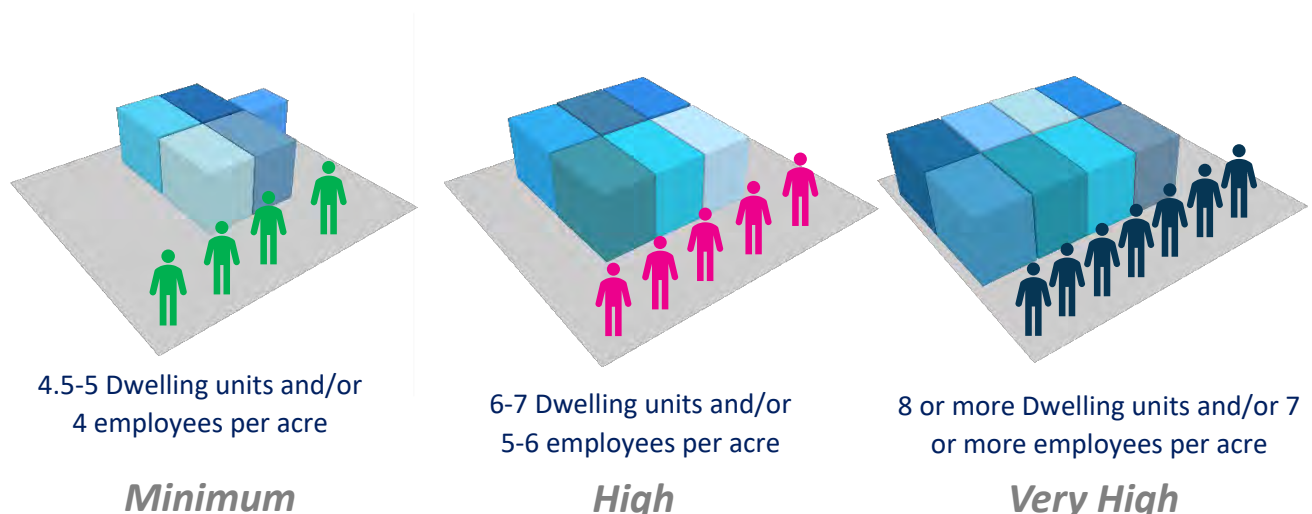
The latent demand analysis includes an evaluation from the perspectives of the discretionary and traditional rider markets. GIS-based analytical tools were used to analyze each: the Density Threshold Assessment (DTA) for the discretionary market and a Transit Orientation Index (TOI) for the traditional market. These tools assess whether existing transit routes are serving areas of the county considered to be transit-supportive relative to the corresponding transit market. They are also used to identify potential areas where different levels of transit investment should be considered. The transit markets and the corresponding market assessment tool used to measure each are described below.

### Discretionary Rider Market Analysis

The discretionary transit market consists of potential riders residing in higher-density areas of Citrus County that may choose to use transit as a commuting or transportation alternative. The analysis was conducted using industry-standard density thresholds to identify areas that exhibit transit-supportive residential and employee density levels today, as well as in the future. Socioeconomic data for Citrus County, including dwelling unit and employment estimates by Traffic Analysis Zone (TAZ), were used to develop the DTA.

Three density thresholds, developed based on industry standards/research, were used to indicate whether an area contains sufficient density to sustain some level of fixed route transit operations. Figure 6-1 shows a visual of the dwelling units and employment densities associated with the respective thresholds.

Figure 6-1: Density Threshold Assessment

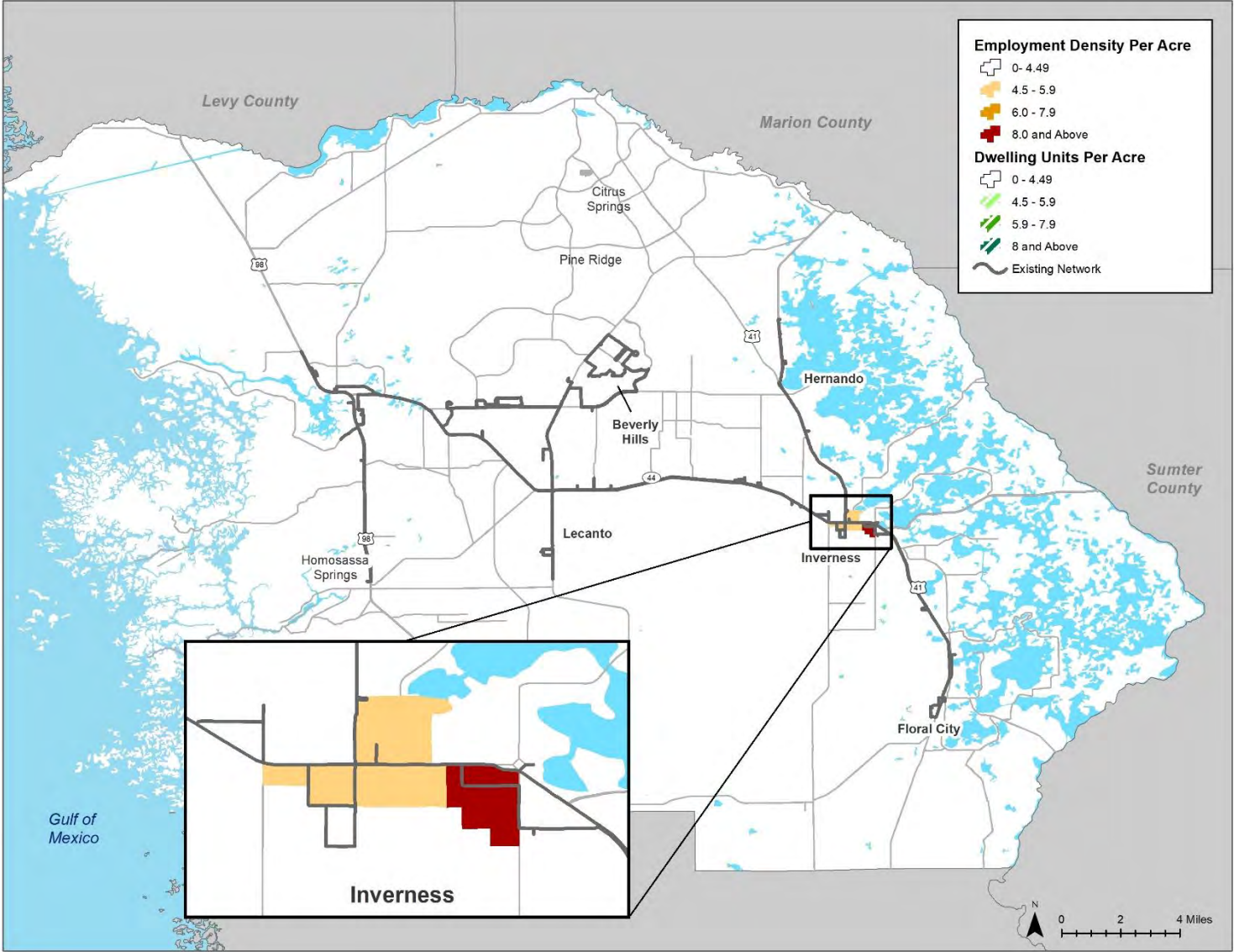




As density increases, areas generally become more transit-supportive; the DTA assists in determining the presence of optimal conditions for varying levels of fixed-route transit service. The results of these analyses are used in the assessment of transit needs and demand.

Map 6-1 Illustrates the results of the DTA, which considers existing dwelling unit and employment densities. Downtown Inverness is the only area with an employment density that would typically support transit investments. However, it should be noted that significant growth is anticipated to occur, in and around, the existing Beverly Hills Crossing complex at CR 491 and CR 486. Map 6-1 also includes an overlay of the existing CCT network to help gauge how well the current transit network serves areas of the county considered supportive of at least a minimum level of transit investment.

**Map 6-1: Density Threshold Assessment**



## **Traditional Rider Market Analysis**

The Transit Orientation Index (TOI) measures the traditional rider markets, the levels of transit dependency within a particular geographical area to help assess existing transit coverage in comparison to areas with populations that have a propensity for transit use (older adults, youths, low-income/no vehicle households). To create the TOI, demographic data for these four traditional transit groups were obtained from the 2019 American Community Survey (ACS) 5-Year Estimates (2015-2019) and analyzed at the block group level. A traditional rider market refers to population segments that historically had a higher propensity to use or be dependent on public transit for their transportation needs. For purposes of this analysis, traditional transit users include:

- Zero vehicle households
- Households in Poverty
- Youth/young adult (age 15-24)
- Older adults (65 and older)

### *Zero Vehicle Households*

Zero-vehicle households have a high propensity to use transit. The analysis identified areas in Citrus County with a higher proportion of zero-vehicle households, either because they do not have access to or choose to not own one. The highest concentrations of zero-vehicle households are in the areas surrounding downtown Inverness, west of US 41 near Floral City, northern portions of Crystal River, and Beverly Hills, as shown in Map 6-2.

### *Households in Poverty*

For households in poverty, transportation costs can be particularly challenging as a greater portion of income is typically spent on transportation-related expenses than by higher-income households. As a result, people living in poverty may rely more on lower cost public transit for some or all trips. Map 6-3 illustrates the percent of households with incomes under the poverty level by block group. Areas with a higher concentration of households in poverty are located north of Lecanto along CR 44, in areas surrounding Hernando east of SR 200, and areas south of Inverness in the Highlands South Community.

### *Youth/Younger Adults (Age 15-24)*

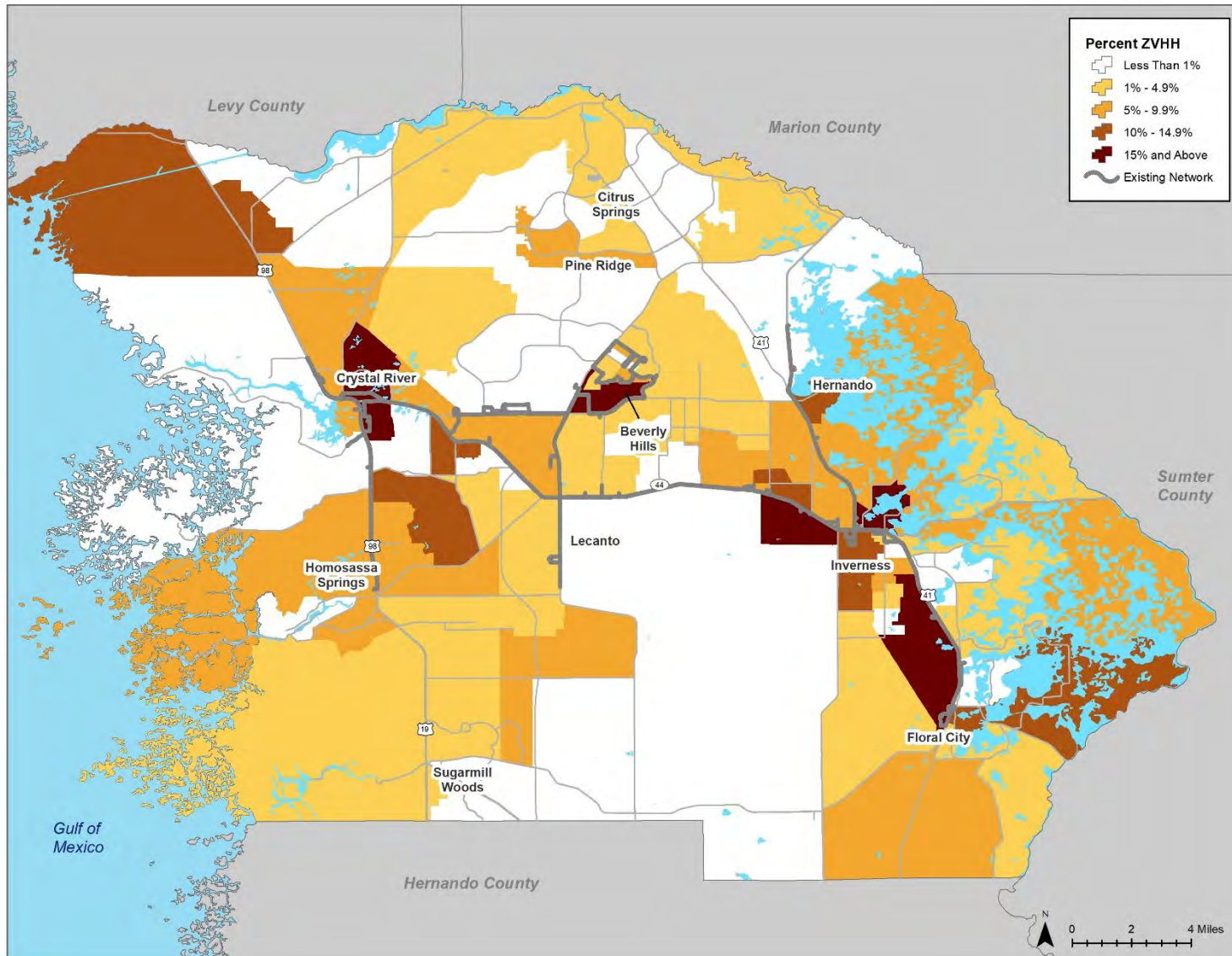
The youth/younger adult population represents those who either are not yet able to drive or afford a car and are dependent on others for car-based travel. Map 6-4 illustrates the distribution of the younger adult population (15–24 years) in the county. The greatest concentration of the younger adult population is evident in Beverly Hills and Citrus Springs. Other areas that have higher concentrations of younger adult populations include Flying Eagle Preserve and Inglis.

### *Older Adult Population (Ages 65+)*

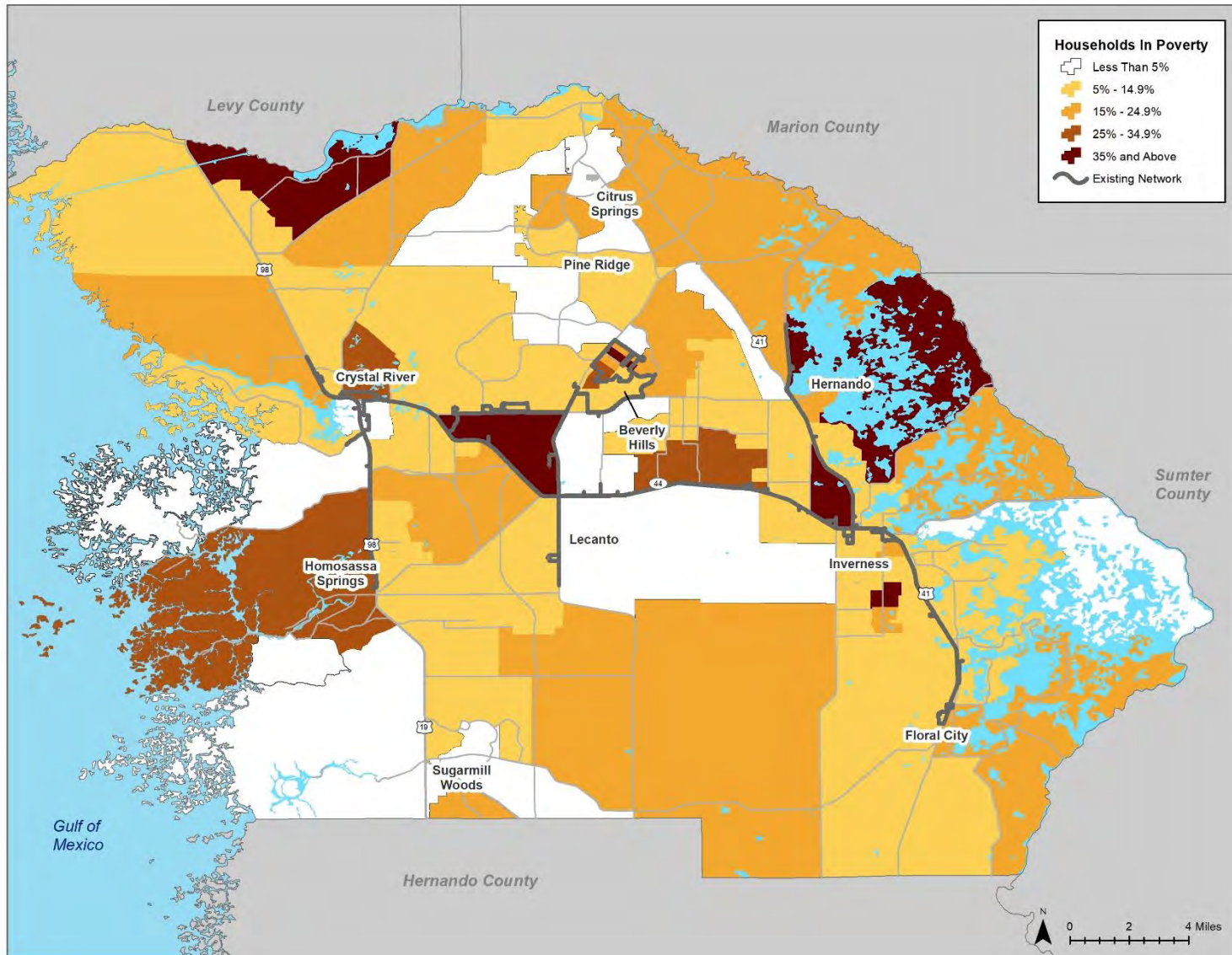
As adults age, their ability or desire to drive tends to decrease over time. Higher concentrations of older adult populations, especially in more suburban settings, creates a market for transit services, particularly for circulators and on-demand type services, as well as more expensive paratransit services. Map 6-5

shows the percentage of population age 65 or older by block group. Areas with a high concentration of older adults are found throughout the CCT service area, but include Sugarmill Woods, Homosassa Springs, downtown Crystal River, Pine Ridge, Beverly Hills, and east of Hernando. Other areas of moderate concentration of older adults are observed throughout the county, specifically along major corridors such as US 41 and US 19.

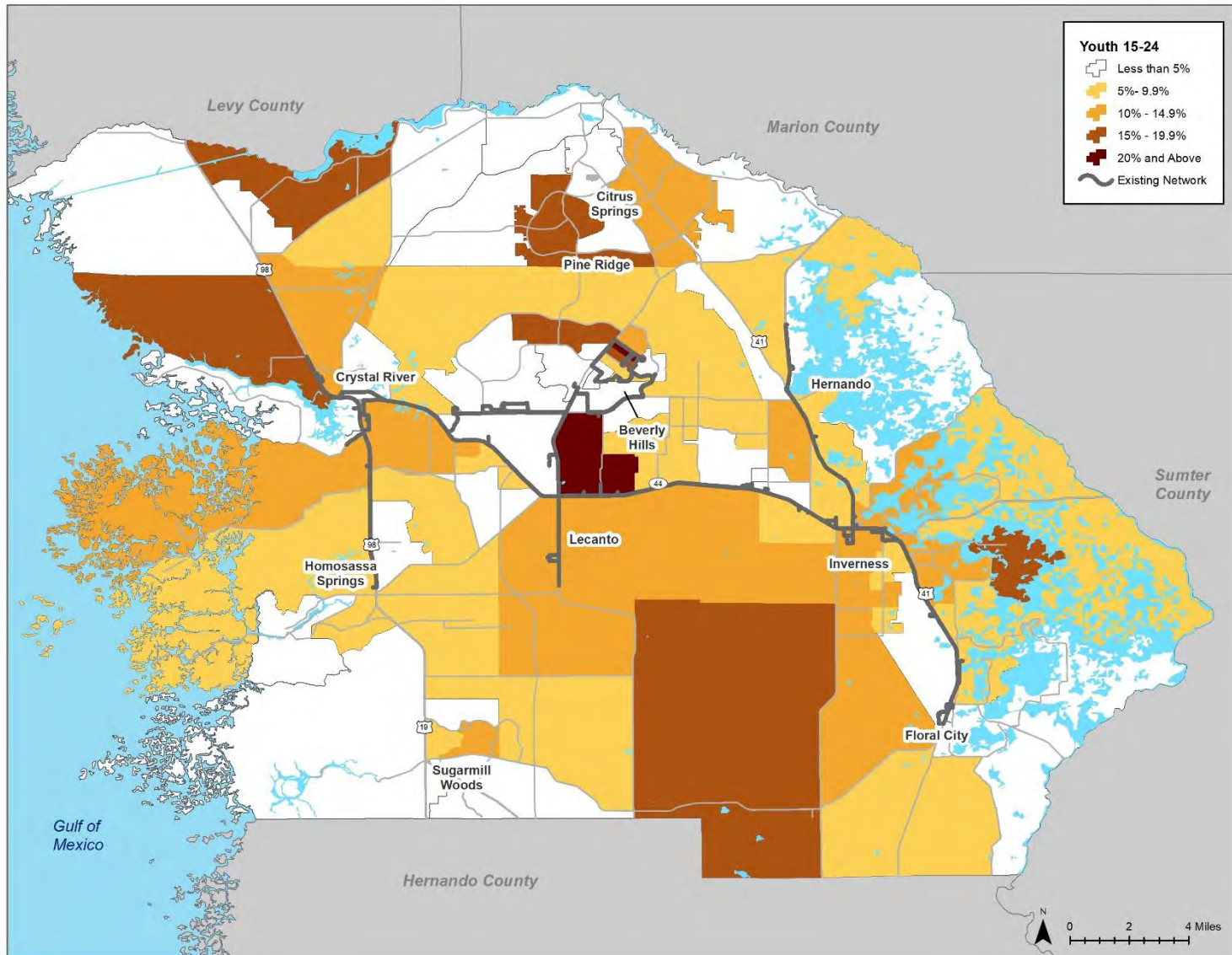
Map 6-2: Zero Vehicle Households



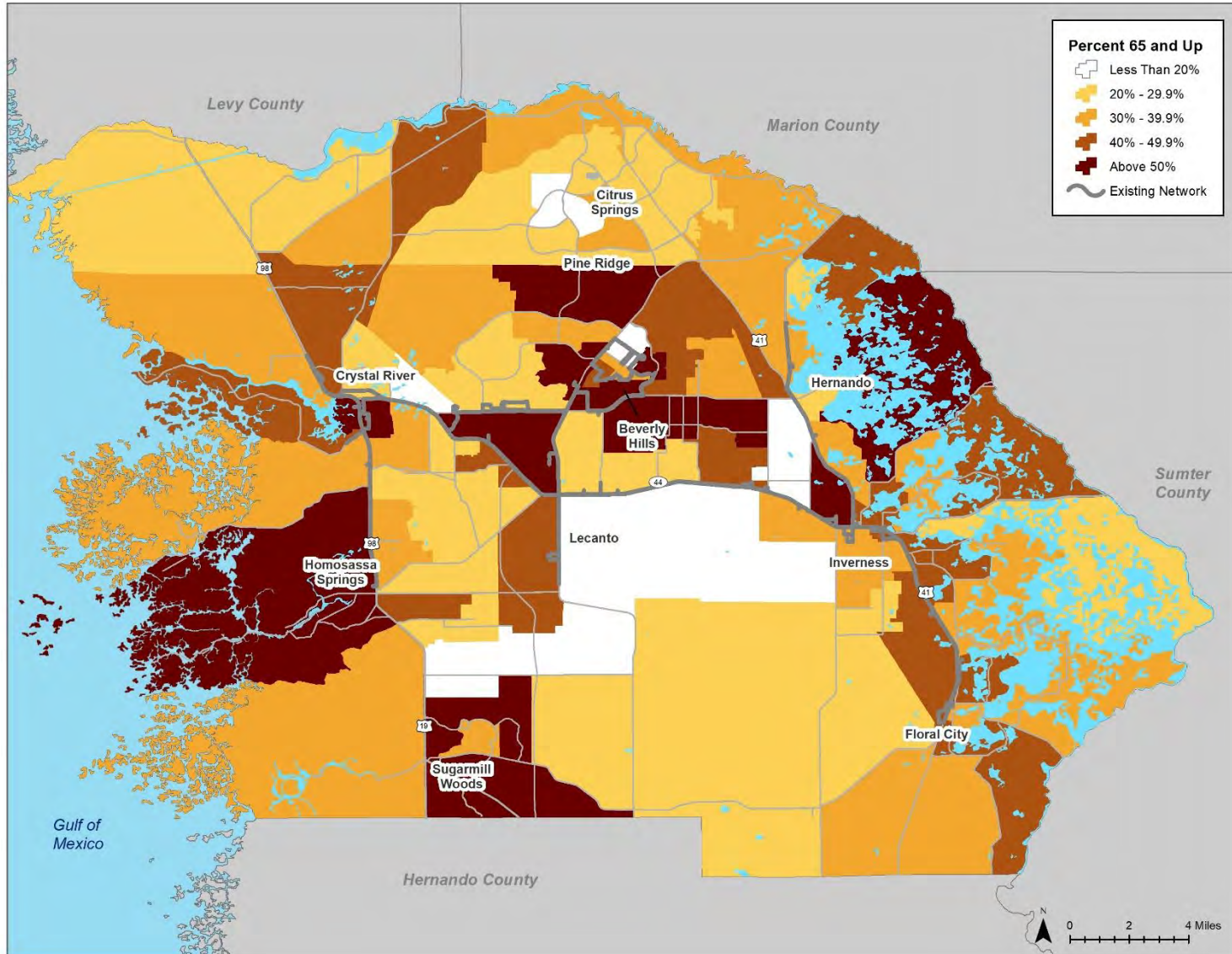
Map 6-3: Households in Poverty



Map 6-4: Younger Adult Population (Age 15-24)



Map 6-5: Older Adult (Age 65+)

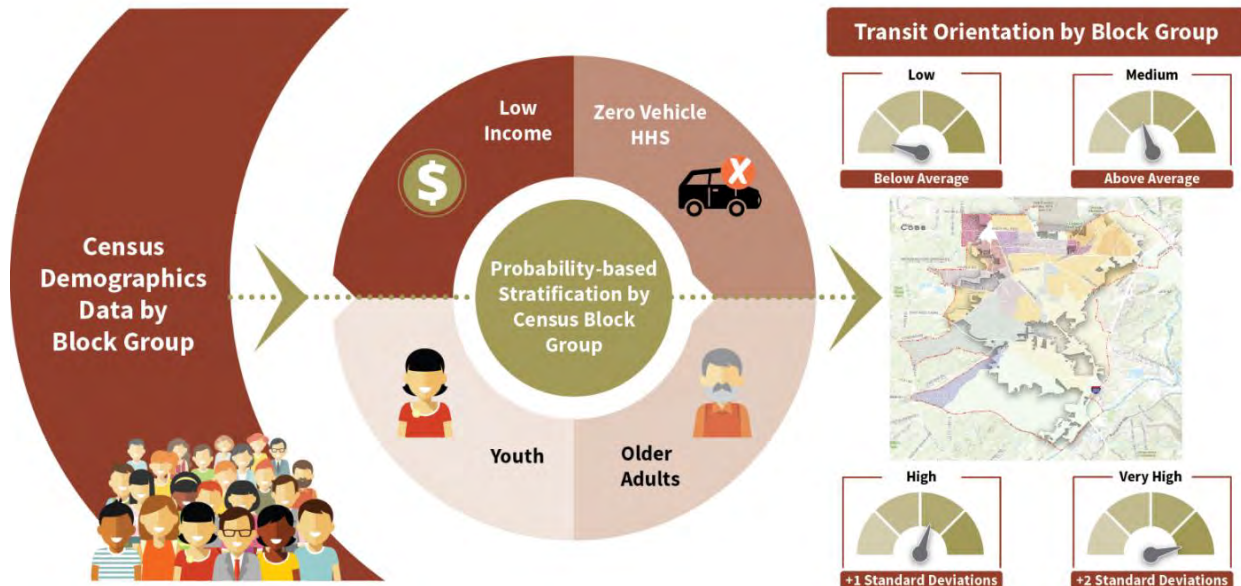




## Transit Orientation Index (TOI) Methodology and Findings

A TOI was developed to assist in identifying areas where traditional rider markets exist. To create the TOI for this analysis, demographic data from the American Community Survey (ACS) 5-Year Estimates (2013–2017) were analyzed at the block group level for the selected demographic variables. The methodology and benchmarks are shown in Figure 6-2 and discussed in detail thereafter.

**Figure 6-2: TOI Methodology and Benchmarks**



Census block groups representing the study area were selected, and the percent distributions for each demographic characteristic previously identified were compiled for each. These proportions were then ranked in descending order. Using the TOI methodology, an average proportion and standard deviation for each demographic characteristic was computed. The proportions were stratified into three segments—average percent, average percent plus 1 standard deviation, and average percent plus 2 standard deviations.

The resulting percent values for each block group were placed into one of four categories for each demographic characteristic—Below Average (Low), Above Average but within 1 Standard Deviation (Medium), Above Average but between 1 and 2 Standard Deviations (High), and Above Average but more than 2 Standard Deviations (Very High). The scores were assigned using a comparative probability distribution methodology by first estimating the probability that a block group would be within a given category for a given demographic characteristic.

All individual category scores were summed to obtain a composite score for each block group, and the block groups were ranked by composite score. Block groups with the highest scores were indicated as having a “Very High” orientation for transit use based on the four demographic characteristics. Other categories were indicated as having “High,” “Medium,” and “Low” orientations, respectively. Using this

composite ranking, each study area Census block group was ranked as “Very High,” “High,” “Medium,” or “Low” in their levels of transit orientation.

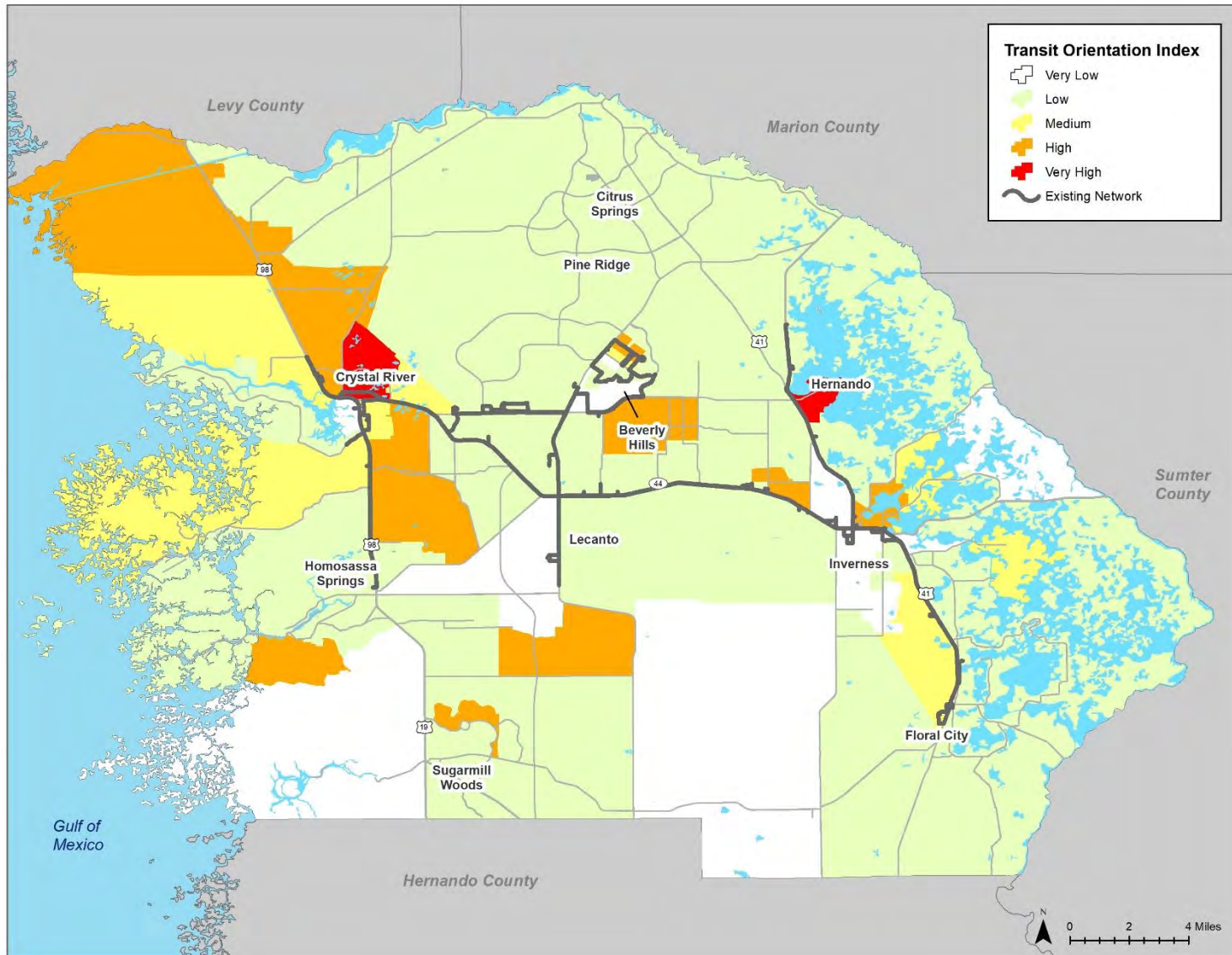
Understanding the intensity of population density also is important when considering transit service for a block group with orientation towards transit. If a block group has a high orientation towards transit but is very low in population density, a transit agency may find it difficult to justify allocating its limited resources to serve that area. Likewise, an agency can benefit if it knows a certain area that is very highly oriented towards transit also is highly dense in population. As a result, TOI categories were cross-tabulated with area density to maximize the effectiveness of the TOI developed for the study area. In addition, a “Very Low” TOI category was created to identify the lowest-density areas from this analysis.

To create the TOI, the ACS data were used to create composite ranking of “Very High,” “High,” “Medium,” or “Low” with respect to each block group’s level of transit orientation. Map 6-6 Illustrates the TOI, reflecting areas throughout the city with varying traditional market potential. “Very high” levels of transit orientation are seen in areas north of Crystal River and in eastern Hernando along US 41. Various areas within Citrus County fall into the “high” classification for the transit orientation, such as areas along US 19 through Crystal River, north of Inverness, and the southern portion of Beverly Hills. The existing transit network tends to serve most of these areas in some fashion but does so inefficiently where routes overlap or operate circuitous one-way loops.

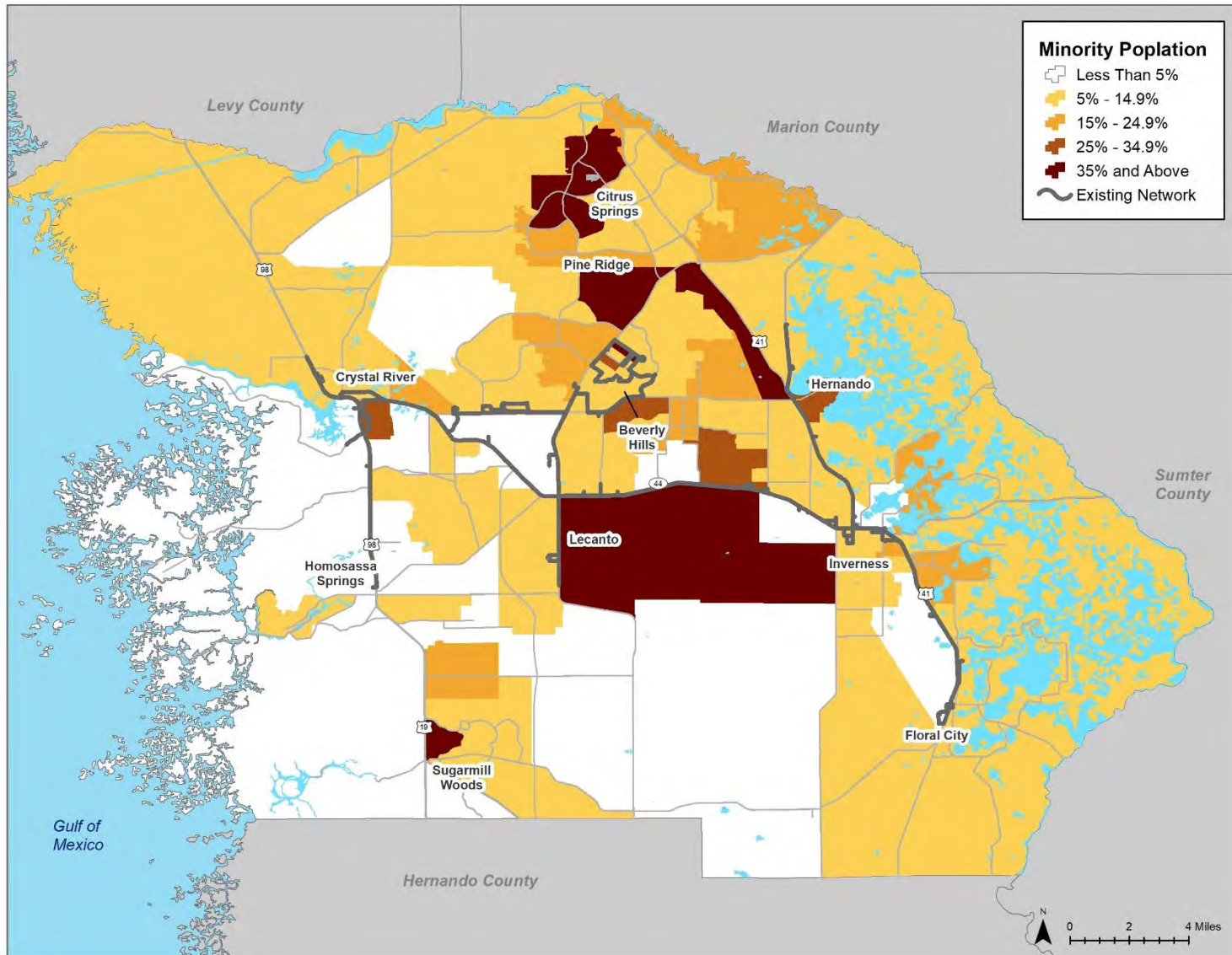
### **Minority Population**

In addition to the TOI analysis, data on minority populations was also mapped (Map 6-7). Areas with the highest concentration of minority populations are located in Citrus Springs, specifically north of Pine Ridge and Sugarmill Woods. Other areas with moderate concentrations of minority block groups are in Hernando and Crystal River between US 19 and CR 44.

Map 6-6: Transit Orientation Index



Map 6-7: Minority Populations



## 7.0 GAP ANALYSIS

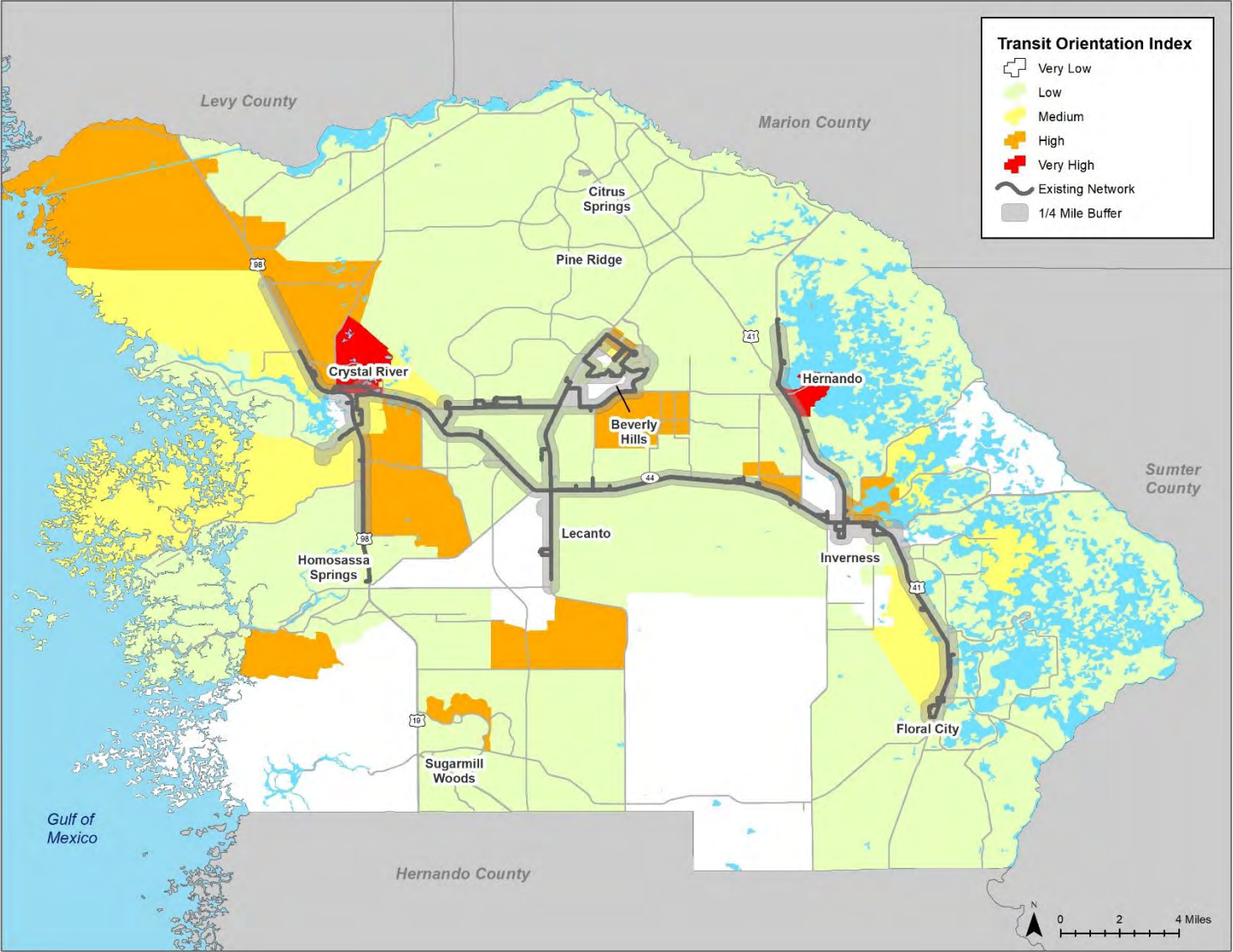
This section presents the findings from a gap analysis, which compares existing service coverage to potential demand using the TOI analysis.

### Gap Analysis Overview

The gap analysis aims to identify areas where travel needs by transit are potentially high, but services are non-existent (unserved) or insufficient (underserved). First, the transit service subareas with high TOI scores are mapped. Second, a ¼-mile walkshed buffer is placed around the current CCT routes to determine the extent of each route's ridership capture area. The two outputs are then overlaid to identify general gaps between existing CCT services and highest TOI areas that are served, unserved, or underserved. Note that areas beyond the route catchment area (the buffered area along the route) are considered unserved.

Map 7-1 shows the CCT fixed route network with a ¼-mile walkshed buffer. From this, strategies to mitigate the gaps in service, especially in areas that resonate high in terms of TOI score, are explored. Some areas outside of the ¼-mile walkshed buffer and that also show a "high" to "very high" transit orientation are west Hernando off SR 200, areas north of downtown Inverness along the US 41 corridor, southwest Beverly Hills, and areas north and south of Crystal River along US 98. The application of a more frequent on-demand service could mitigate gaps in service that are outside the existing CCT network.

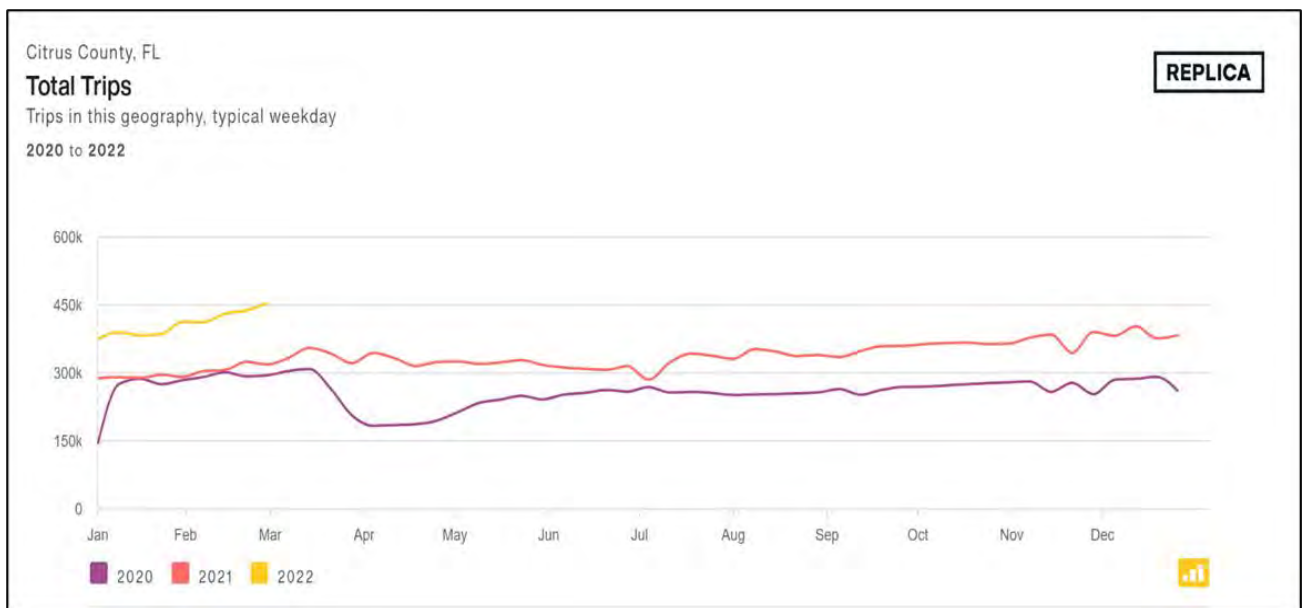
Map 7-1: Gap Analysis



## 8.0 TRAVEL FLOW ANALYSIS

Replica Trends is a national model that uses data derived from road traffic, mobile phone data, and financial transactions to model mobility trends. Using this data source, a typical weekday of travel patterns in Citrus County was modeled for the period of January 2020 through March 2022. As shown in Figure 8-1, changes to travel patterns during this period, such as the decrease in travel in March 2020 due to the COVID-19 global pandemic, are observed. Travel rebounded slightly in 2021 from the decrease in 2020 and, compared to 2020 and 2021, trips in 2022 are significantly higher and continuing to show a steady monthly increase.

**Figure 8-1: Total Weekday Trips (Jan 2020 – Mar 2022)**



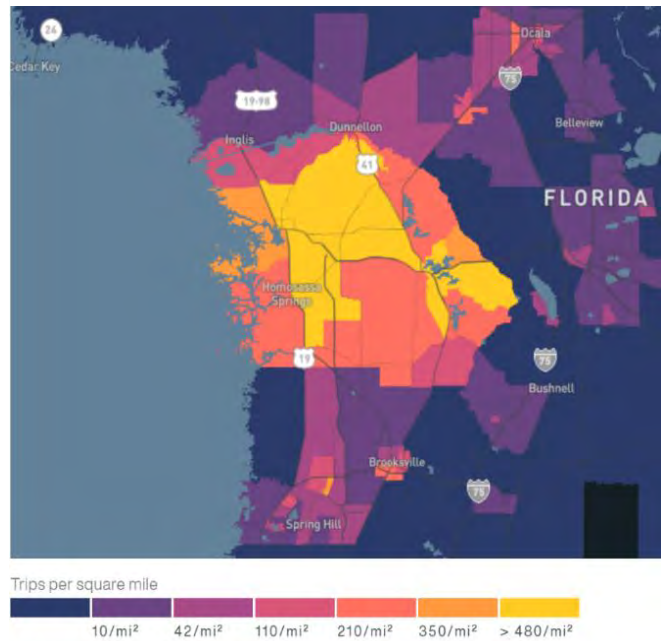
Source: Replica, March 2022

## Origin-Destination Analysis (All trips vs Transit)

A more detailed origin-destination analysis was also conducted using Replica Trends. The analysis provides an understanding of the magnitude of all average daily trips within Citrus County, which can be helpful in planning future transit services tailored to better suit transit users. Figure 8-2 shows the average weekday trips per square mile ending in Citrus County, and surrounding areas. Most of the trips seen originate from suburban areas in Citrus County such as Beverly Hills, Homosassa, and Inverness. Though some of the trips originate as far south as Brooksville and Spring Hill. Trips are also seen originating as far north as Ocala and Dunnellon.

The trip destination patterns illustrated in Figure 8-2 show similar characteristics to the destination in Figure 8-3. However, there is a slight increase in the trips to Ocala.

**Figure 8-2: Trip Origins**



**Figure 8-3: Trip Destinations**

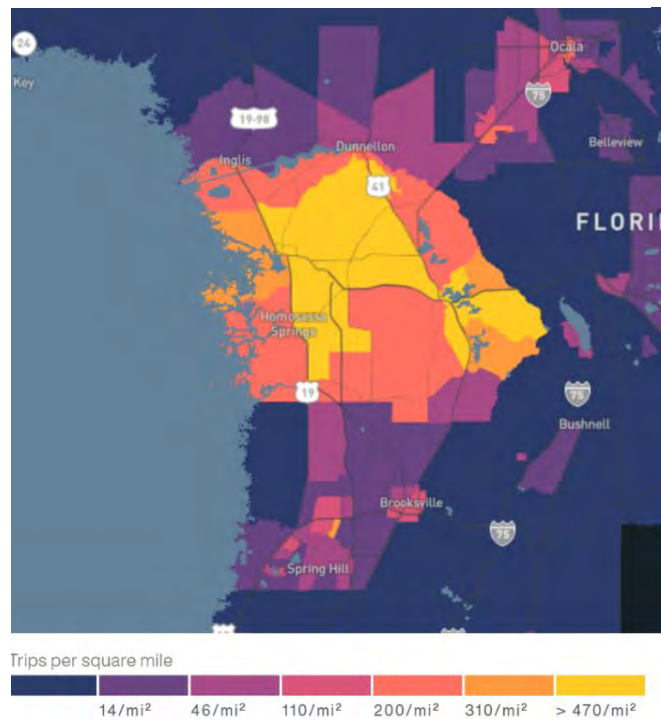
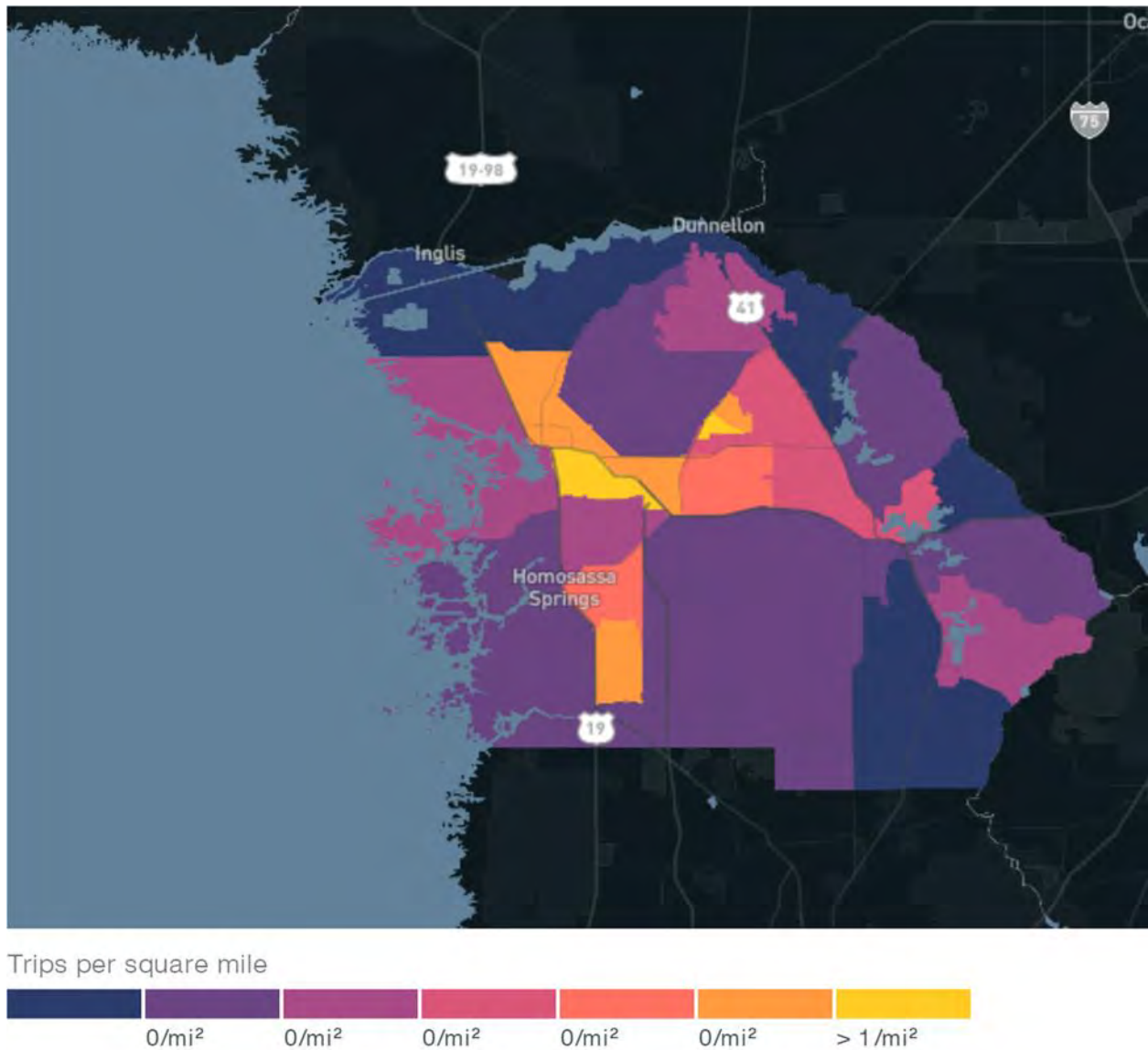




Figure 8-4 shows the average number of transit trip origins per square mile for an average weekday in March 2022. Concentrations of trip origins are seen along US 19 between Crystal River and Homosassa Springs. Other notable transit trip origins are seen along the SR 44 between Lecanto, Inverness, and Dunnellon. It should be noted that there are no Replica data available for transit trip destinations.

**Figure 8-4: Transit Origin Trips Per Square Mile (Weekday)**



## 9.0 FIXED ROUTE PROFILES AND OBSERVATIONS

Each fixed route was analyzed in the field and using quantitative analyses. During the field review, observations were made, along with quantitative data, to support potential route recommendations. In addition, ArcGIS was used to analyze socioeconomic population and employment data within a ½-mile watershed of the four fixed routes.

The summaries below include pros/cons for each route, as well as observations gathered during a follow-up field review on April 5, 2022. This section also provides preliminary route modification notes, which are considered and expanded upon during the route modification phase of the COA process.

### Beverly Hills (Green) Route

- Serves Walmart and surrounding areas with the potential for major development.
- Route performance is likely impacted by meandering alignment and route redundancy.
- Redundant service along Norvell Bryant Highway.
- Poor ridership; potential introduction of on-demand services to replace fixed route and provide coverage where there are noticeable gaps.

### Crystal River (Blue) Route

- Major east-west route serving tourism pockets in Crystal River with connection to Lecanto.
- Serves areas of Crystal River with little to no trip generators present (i.e., Crystal River Mall, Southbound US 19 into Homosassa, etc.).
- Operates a one-way loop forcing riders to ride the whole route before reaching their destination.
- Potential to streamline route and improve operational efficiencies.
- Poor ridership on the deviated segments to Homosassa Springs; potential introduction of on-demand services to replace fixed route deviated stops once demand and fiscal capacity are available.

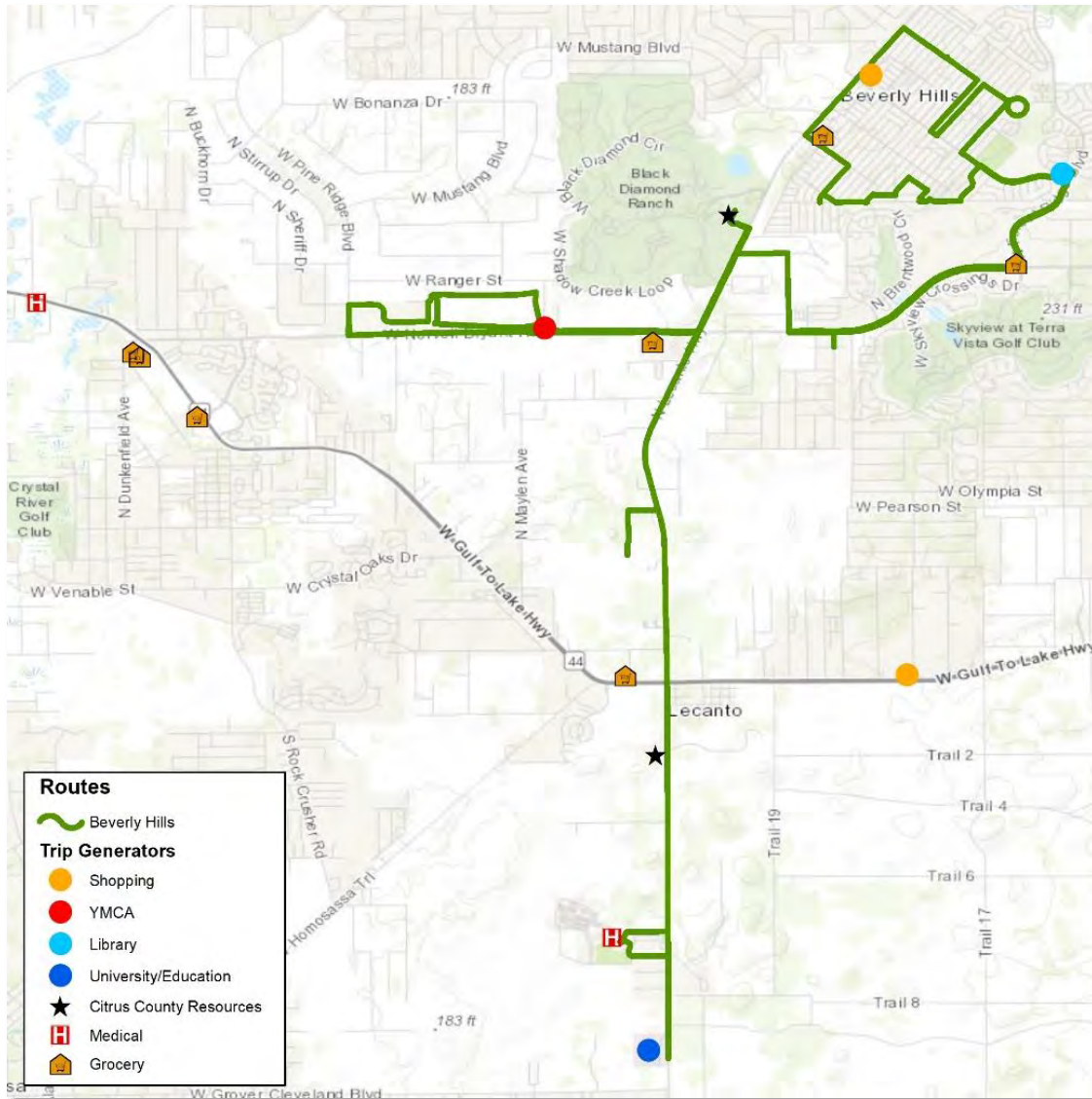
### Floral City (Red) Route

- Poor ridership on the southern end of the route near Floral City.
- Potential to streamline this route to improve efficiency and connectedness in the eastern portion of the county.
- Major route redundancy on SR 44 between Lecanto and Inverness.

### Hernando (Purple) Route

- Major north-south corridor service along US 41 connecting Hernando to downtown Inverness.
- Potential to streamline this route to improve efficiency and connectedness in the eastern portion of the county.
- Major route redundancy on SR 44 between Lecanto and Inverness.

## Beverly Hills (Green Route)



**Population Summary:** The Beverly Hills route intersects a total of 20 Traffic Analysis Zones (TAZ) with a total population of 28,898 residents. The population density within the ½-mile walkshed is ~45% (12,917) of the total population (28,898).

**Employment Summary:** The employment density within the ½-mile walkshed is ~43% (4,207) of the total employed (9,784).

### Areas Served:

- Lecanto Walmart
- Lecanto YMCA
- Central Ridge Library
- Citrus County Resource Center (VA)
- Beverly Hills Shopping Plaza

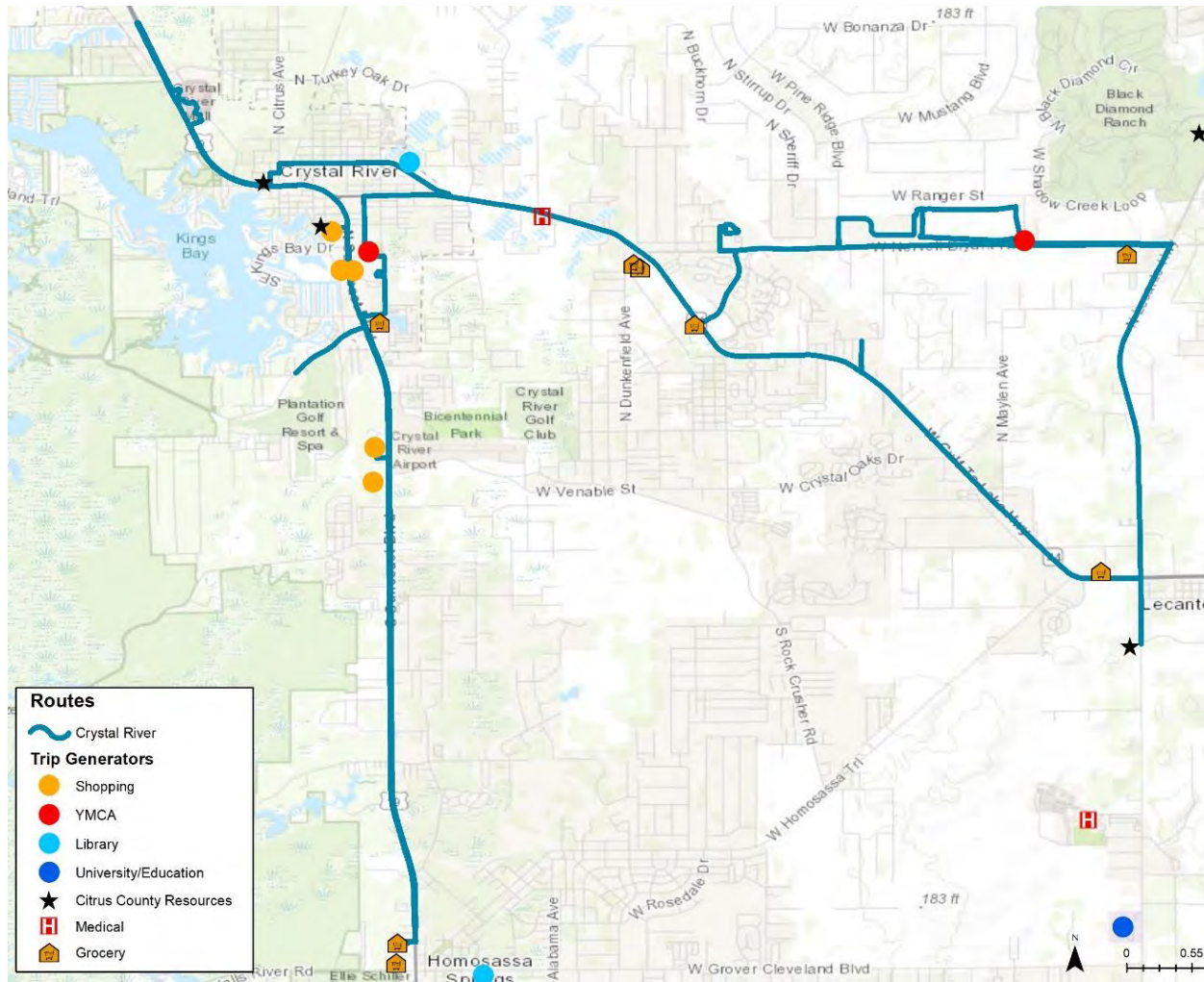
**Span:** 6:00 AM to 5:15 PM

**Days of Service:** Weekday

**VOMS:** 1 vehicle

**Average Daily Riders:** 12.34

## Crystal River (Blue Route)



**Population Summary:** The Crystal River route intersects a total of 29 Traffic Analysis Zones (TAZ) with a total population of 19,917 residents. The population density within the ½-mile walkshed is ~41% (8,055) of the total population (19,917).

**Employment Summary:** The employment density within the ½-mile walkshed is ~55% (8,107) of the total employed (14,740).

### Areas Served:

- Lecanto Walmart
- Downtown Crystal River
- Homosassa Springs Shopping Center
- Christ Medical Center
- Coastal Regional Library

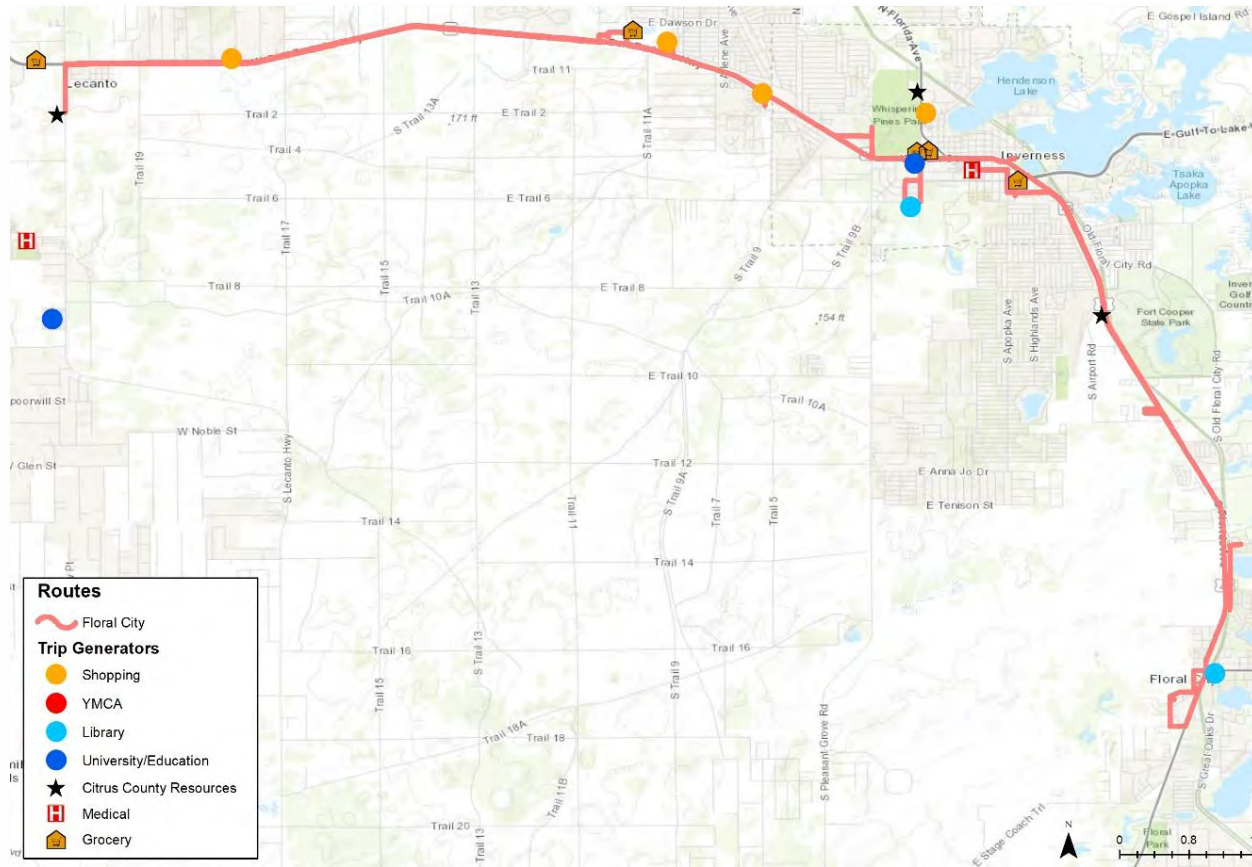
**Span:** 6:00 AM to 5:15 PM

**Days of Service:** Weekday

**VOMS:** 1 vehicle

**Average Daily Riders:** 15.62

## Floral City Route (Purple Route)



**Population Summary:** The Floral City route intersects a total of 31 Traffic Analysis Zones (TAZ) with a total population of 33,230 residents. The population density within the ½-mile walkshed is ~26% (8,746) of the total population (33,230).

**Employment Summary:** The employment density within the ½-mile walkshed is ~55% (9,074) of the total employed (16,498).

### Areas Served:

- Inverness Walmart
- Downtown Inverness
- HCA Citrus Hospital
- Lollygaggers

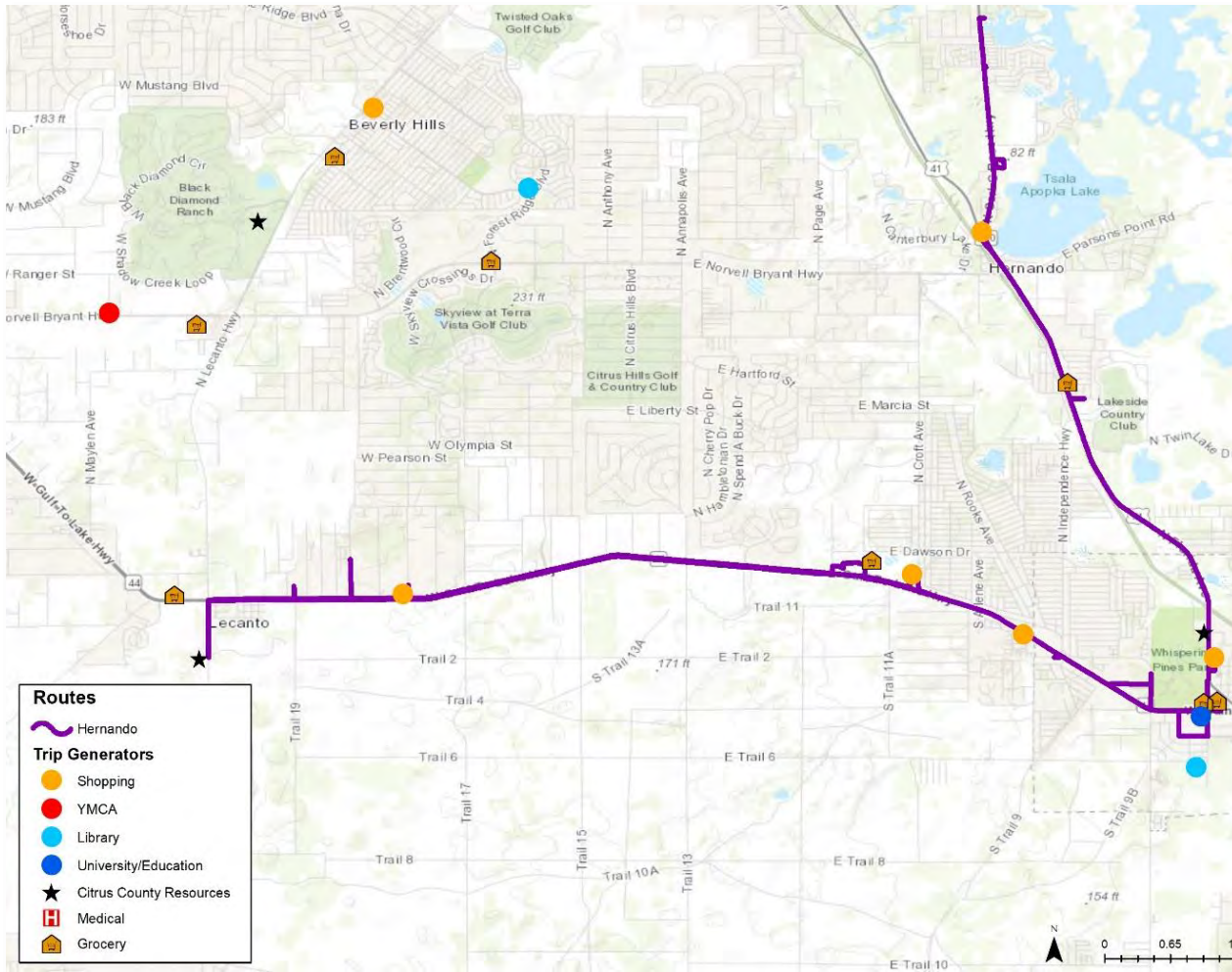
**Span:** 6:00 AM to 5:20 PM

**Days of Service:** Weekday

**VOMS:** 1 vehicle

**Average Daily Riders:** 15.37

## Hernando Route (Purple Route)



**Population Summary:** The Hernando route intersects a total of 30 Traffic Analysis Zones (TAZ) with a total population of 26,849 residents. The population density within the ½-mile walkshed is ~29% (7,746) of the total employed (26,849).

**Employment Summary:** The employment density within the ½-mile walkshed is ~52% (8,746) of the total employed (16,819).

### Areas Served:

- Dollar General
- Downtown Inverness
- Regional Shopping Plaza
- Inverness Walmart

**Span:** 6:00 AM to 5:20 PM

**Days of Service:** Weekday

**VOMS:** 1 vehicle

**Average Daily Riders:**  
18.92

## Citrus County Operator and Staff Input

The field review on April 5, 2022, also included informal operator and CCT staff interviews to gather insights about the current routing structure. The following bullets are highlights of staff provided comments for each route. Tables 9-1 and 9-2 illustrate the feedback that was received through the informal operator interviews.

- Transit operators believe on-demand service can take care of a lot of rider's needs, specifically in Beverly Hills.
- Although there was not much support from riders on the Floral City route, there was a request for an Inverness-Crystal River connector.
- Operators suggested an express route to Ocala, which is already identified in the TDP major update.
- Some operators mentioned wanting/thinking the service should connect to Tampa International Airport (TIA) via the new Suncoast Parkway extension, which is already identified in the TDP major update.
- Operators suggested everyday service 60-minute headways, which is already identified in the TDP major update.
- If the goal is to increase fixed route stop-level deviations, the operators suggest a new stop at the YMCA along the Crystal River route, less than a mile from the Lecanto Walmart. If demand is not warranted, then CCT should utilize the paratransit to serve the YMCA.

Additionally, during the on-board and field reviews, a number of pedestrians were observed walking along arterial streets along the fixed routes. It is assumed that some of the pedestrians may benefit from the transit service if they were made more aware (i.e., marketing, branding, on-street stops, etc.), which was also a suggestion noted during the operator interviews.

Major takeaways from this effort are bulleted below:

- On street stops would help the CCT system function more effective and efficiently.
- On-demand solutions could be helpful in Citrus County to fill gaps of service seen within the Orange Line fixed route network.
- Paratransit operators could fill in gaps to help run an on-demand style service in underserved areas of the county.
- Increased marketing efforts to help "sell" transit to residents.
- A cross-county feeder service was suggested by multiple staff members and operators during discussions with the project team
- Implementing a user-friendly software application that allows uniform payment methods and trip planning users and attract new riders.

**Table 9-1: Staff Suggestions and Notes**

Staff Respondent	Suggestions	Notes
Response 1	<ul style="list-style-type: none"> <li>Fares are too high</li> <li>Disadvantaged populations need a reduction in fares as well</li> <li>Expand services from 6am to 6pm for paratransit to help book full trips</li> <li>Paratransit operators should be used to help fill cross county gaps in system</li> <li>Look into mobility-on-demand solutions</li> <li>Customers should have the ability to plan their own trip via software application</li> </ul>	<ul style="list-style-type: none"> <li>Too many local business stops and not enough origin location stops within the system</li> <li>Crystal River future development is something to address in the future TDP when examining changes to routes</li> <li>Lecanto Residence on Crystal Oaks → 5,000 residents</li> <li>Paratransit trips did not decline during the Covid-19 pandemic</li> <li>Fare reduction was rejected by County Administration</li> <li>Homeless population using Orange Line all day</li> <li>Inverness route needs to serve Highlands north and south</li> <li>Feeder system used to help rural ridership</li> <li>Increase span of service has not been supported in the past</li> <li>Cross-county shuttle needs to connect eastern and western county</li> </ul>
Response 2	<ul style="list-style-type: none"> <li>Orange line routes run too long between stops</li> <li>Addition of on street stops</li> <li>Software package is not user friendly</li> <li>Microtransit in southern portion of county to form a mini circulator route</li> </ul>	<ul style="list-style-type: none"> <li>Hernando and Inverness routes are too long with traffic along US 41</li> <li>Splitting of Inverness route at Walmart to increase frequency</li> <li>Highlands north and south need service</li> <li>Private sector does not want stops on their property</li> <li>Blue line cut out Walmart and make a left at SR 44</li> <li>Bringing paratransit trips to get Homosassa into Crystal River to make route more efficient and not need to go as far south</li> </ul>
Response 3	<ul style="list-style-type: none"> <li>To many changes occurring in short span of time</li> <li>Roadway stops on major corridors</li> <li>Operators must pilot test routes before implementation to make sure route is feasible</li> <li>Mobility-on-demand as a service</li> </ul>	<ul style="list-style-type: none"> <li>Fixed route lacks origin stops for users</li> <li>Increase functionality of service being provided based on the geography of Citrus County</li> <li>Fixed route service was on the decline before the Covid-19 pandemic, and has not recovered since</li> </ul>



**Table 9-2: Operator Suggestions and Notes**

Operator Respondent	Suggestions	Notes
Operator 1	<ul style="list-style-type: none"> <li>• More frequency and less headways</li> <li>• Seasonal beach route</li> </ul>	<ul style="list-style-type: none"> <li>• Development is occurring fast in this area, need to be able to serve area north of Crystal River for the Habitat for Humanity housing being built as mixed income development</li> </ul>
Operator 2	<ul style="list-style-type: none"> <li>• Increased marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Lacking ridership since no one knows about this service we offer</li> <li>• Improve service and more people will start to ride if it meets the needs of users better</li> </ul>
Operator 3	<ul style="list-style-type: none"> <li>• Saturday service</li> <li>• Hour headways</li> </ul>	<ul style="list-style-type: none"> <li>• Transit users need expanded service time, including weekend services to better suit their needs</li> <li>• Improving headway will help improve ridership</li> <li>• Inverness used to be standing room only most of the time</li> <li>• Homosassa has no services</li> <li>• Need more funding make changes happen</li> </ul>
Operator 4	<ul style="list-style-type: none"> <li>• Cut out the loops and have more transfer points</li> <li>• On-street stops</li> </ul>	<ul style="list-style-type: none"> <li>• Expand services</li> <li>• Bus connection to surrounding counties</li> </ul>
Operator 5	<ul style="list-style-type: none"> <li>• Uniform payment method</li> <li>• Even distribution of workload among paratransit operators</li> <li>• Increase marketing efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Create a more user-friendly method of paratransit booking and payment for fixed route</li> <li>• Connection to malls in other counties</li> <li>• Connection to other fixed route services in adjoining counties</li> </ul>

## 10.0 TRANSIT ROUTE RECOMMENDATIONS

Due to the specific focus of the COA study to improve operational efficiencies of the current system, transit routing and operating modifications were analyzed and prioritized to develop a set of implementable short-term service recommendations. As documented in earlier sections of this report, extensive data collection and analyses were performed to evaluate existing service performance and coverage, potential new markets, and whether existing services are effectively providing the necessary mobility for the community. Google Earth, ArcGIS, as well as datasets provided by CCT were used to design routes and establish operational characteristics compared to the current transit network. The recommendations were vetted with CCT staff and modified in response to their feedback.

The following section describes the routing recommendation process beginning as a Short-Term Network (0-2 years) and transitioning into a Mid-Term Network (3-5 years), which includes extended service spans, improved headways, and the addition of Saturday service. The recommendations are based on demand, operator availability, and fiscal capacity.

### Transit Network Modifications

An important initial recommendation for the COA was to first modify the existing network to address existing operational issues negatively affecting performance and ridership. These issues result from a variety of both internal and external factors throughout the service area including, overextension and redundancy in service coverage, circuitous one-way loops, and meandering alignments. These all contribute to longer travel times connecting to distant areas that make it difficult to meet existing time points.

As a result, key goals for the COA include:

- Minimize impacts to existing ridership while increasing system operational efficiencies.
- Preserve coverage, but realign routes where they are negatively impacting ridership, travel times, speed/reliability, on-time performance on existing routes, and connections.
- Reduce redundancy to better utilize resources to bolster other routes in the service.
- Streamline routes by removing excessive network overlap and add on-street stops in suitable areas.
- Implement app-based on-demand mobility options where suitable.

Any new routes implemented should be advertised in individual route brochures similar to existing routes. It also is recommended that each route brochure show the corridor headways associated with routes throughout a typical weekday or Saturday (if implemented), as well as fare and door-to-door/paratransit information.

## Mobility-on-Demand Service

In addition to the fixed route modifications, a more modernized type of service known as mobility-on-demand (MOD) is being recommended. MOD is an emerging mobility operating concept that uses cloud-based Mobility-as-a-Service (MaaS) or Software-as-a-Service (SaaS) tools to allow passengers to hail a ride in real-time or schedule a ride in advance using a smartphone app or by making a phone call. It also facilitates optimized trip assignment sequencing (pickups and drop-offs). The cloud-based MaaS or SaaS platform continually updates and optimizes trip requests and assignments based on trip request times, origin and destination locations, vehicle location, and vehicle capacity considerations. These services operate very similarly to the privately-operated Transportation Network Companies (TNCs) like Uber and Lyft. The process is automated, and the vehicle operator receives and responds to trip assignments in real time. The technology platforms also may include fare payment, consistent with CCT policies. All trip data are collected and stored in real time and used to generate operations and management reports.

The primary difference between a SaaS solution and a MaaS solution is that MaaS incorporates a vehicle operations contractor, whereas SaaS assumes that vehicle operations are directly operated or otherwise procured by the transit agency (like most paratransit providers).

MOD service is designed to serve localized mobility (e.g., home to grocery store) and to provide connections to the fixed route transit network for longer trips (e.g., home to mobility hub to catch fixed route bus downtown). MOD is designed to work in areas, or zones, in which fixed route service may not be logistically feasible because of street network constraints or lack of density, where customers have limited mobility access to bus stops, or where the necessary infrastructure is not available for safe or convenient access to bus stops. MOD service is designed to operate as a point-to-point service within a designated service zone in response to customer requests (immediate or scheduled for a future time). This service is available as a service for all within the zone and thereby, serve a greater share of the mobility market including youth, choice riders, seniors, as well as supplement or replace growing demand for complementary paratransit services in certain areas.

MOD service would be available to the public traveling point-to-point within the zone and would accommodate those who need ramps for boarding. The proposed service has been designed based on density of demand within the defined zone and includes serving existing transit riders and those who have not used CCT in the past. A key benefit of MOD is that the service



provided over the course of a day matches the demand, thus reducing unproductive service hours.

It is recommended that CCT explore implementing MOD service in Beverly Hills to replace the existing fixed route network; this would also give residents of Citrus Springs access to transportation. Future pilot zones, such as the Homosassa MOD zone outlined in the Other Considerations (Section 13) of this report, can also be explored.

### **Short Term Network Existing Route Modifications**

The recommended Short-Term Network streamlines the existing transit network by eliminating excessive overlapping service and increasing opportunities for transit connections through the addition of MOD zones in areas with mobility gaps, or areas where operating fixed route services are inefficient in nature. The Short-Term Network introduces a less ambitious set of operational adjustments by maintaining the existing service span while improving the headway on each route and improving operational reliability by modifying the route network. This was done specifically to attempt to stay somewhat cost neutral. This network addresses the responses captured during the outreach efforts, which include more efficient cross county connections, more streamlined routing, and easier connections to major transit trip generators throughout Citrus County.

The Short-Term Network restructures routes to achieve a consistent transit network that provides faster and more direct travel options within the county while continuing to serve areas with high transit need. Route-level modifications included in the Short-Term Network are presented below.

### **Short-Term Network Modified/Replacement Services**

The Short-Term Network proposes the four routes be consolidated into two routes, the Inverness Connector and Cross County Connector, with improved headways, as well as introducing MOD service.

**Inverness Connector:** The recommended Inverness Connector will provide hourly streamlined bidirectional north-south service between Hernando and Floral City. The Inverness Connector will provide connections to the recommended Cross County Connector at the Wallace Brooks Park (Veterans Park). This new transfer location will make cross-county connections to Lecanto, Beverly Hills, and Crystal River more efficient. It will also provide more connections to shops in downtown Inverness. In addition, Highlands South will now have bidirectional service on Apopka Avenue, as well as Floral City Library via Old Floral City Road. The Inverness Connector preserves coverage to Dollar General, downtown Inverness, Winn-Dixie, Publix, Highlands South, Lollygaggers, and Floral City Public Library, just to name a few.

The modifications to the existing Hernando and Floral City routes remove redundancy and duplication of service where ridership is the poorest. The savings from the route realignment repurposes the savings to serve areas with high transit need and expands service by operating routes bidirectionally, thereby providing more coverage to areas with high propensity to use transit.

**Cross County Connector:** The recommended Cross County Connector will provide hourly streamlined bidirectional east-west service between Crystal River, Lecanto, and Inverness. The Cross County Connector will provide connections to the recommended Inverness Connector at the Wallace Brooks Park (Veterans Park), which removes redundancy and duplication of service on SR 44. This new transfer location will make cross-county connections to Lecanto, Beverly Hills, and Crystal River more efficient. The recommended Cross County Connector will now provide bidirectional service to the Lecanto Walmart, Beverly Hills MOD, and the many shops and restaurants planned for the Lecanto Plaza. The recommended Cross County Connector preserves coverage to Crystal River, Coastal Regional Library, Lecanto Walmart, Lecanto Transit facility, Inverness Walmart, and downtown Inverness. This route will also serve the apartment complexes on Forest Drive and the Whispering Pines City Park bidirectionally.

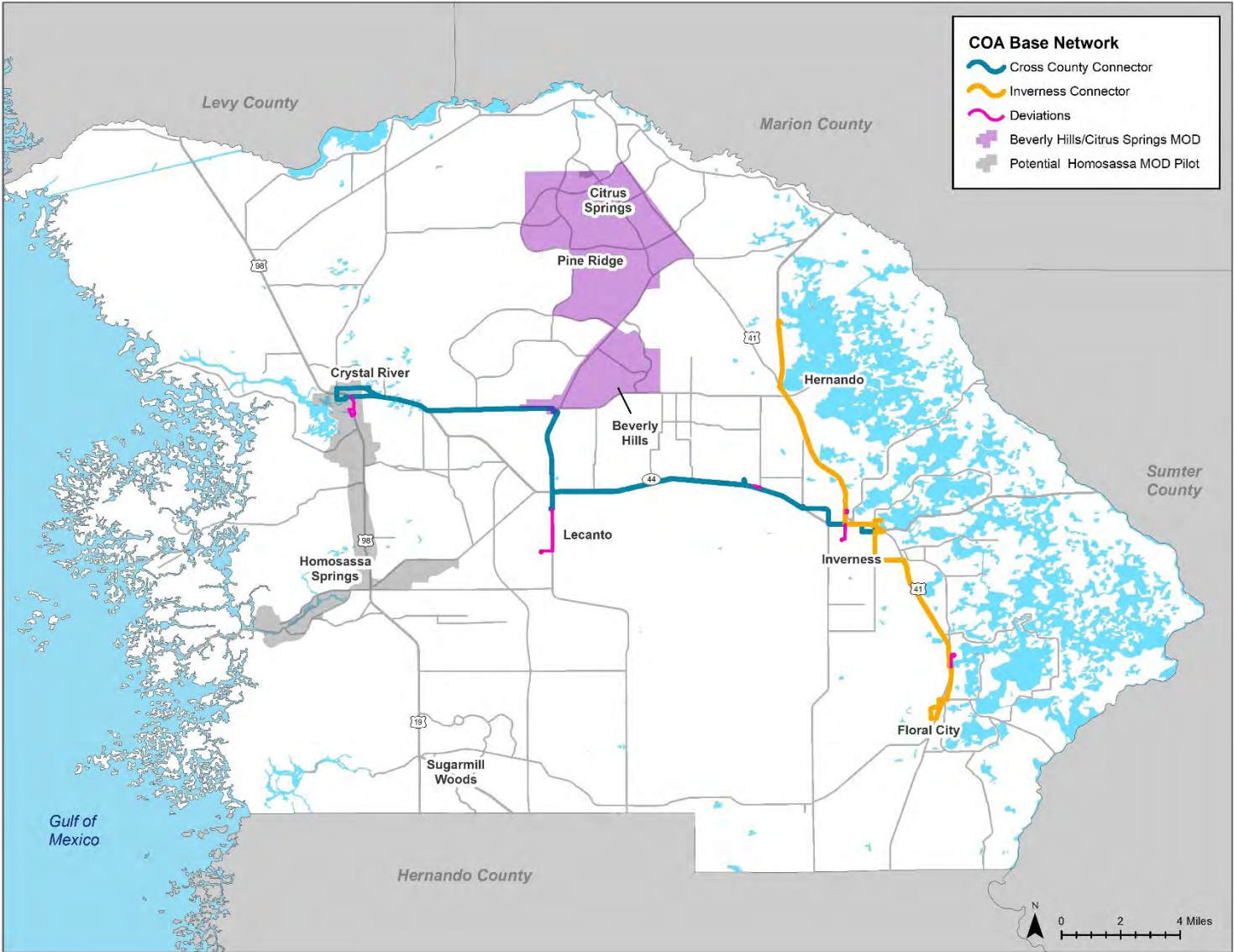
The modifications to the existing routes that make up the Cross County Connector removes redundancy, one-way loops, meandering alignments, and duplication of service where ridership is the poorest. The savings from the route realignment repurposes the savings to serve areas with high transit need and expands service by operating routes bidirectionally, thereby providing more coverage to areas with high propensity to use transit.

**Beverly Hills MOD Zone:** The Beverly Hills route is recommended to be replaced by MOD to facilitate efficient point-to-point travel to major destinations within the service area. Citrus Springs currently does not have connections to the fixed route network. It is recommended that the MOD service include Citrus Springs to offer on-demand connections to the Lecanto Walmart, which can help facilitate transfers to the fixed route network or other areas throughout Citrus County.

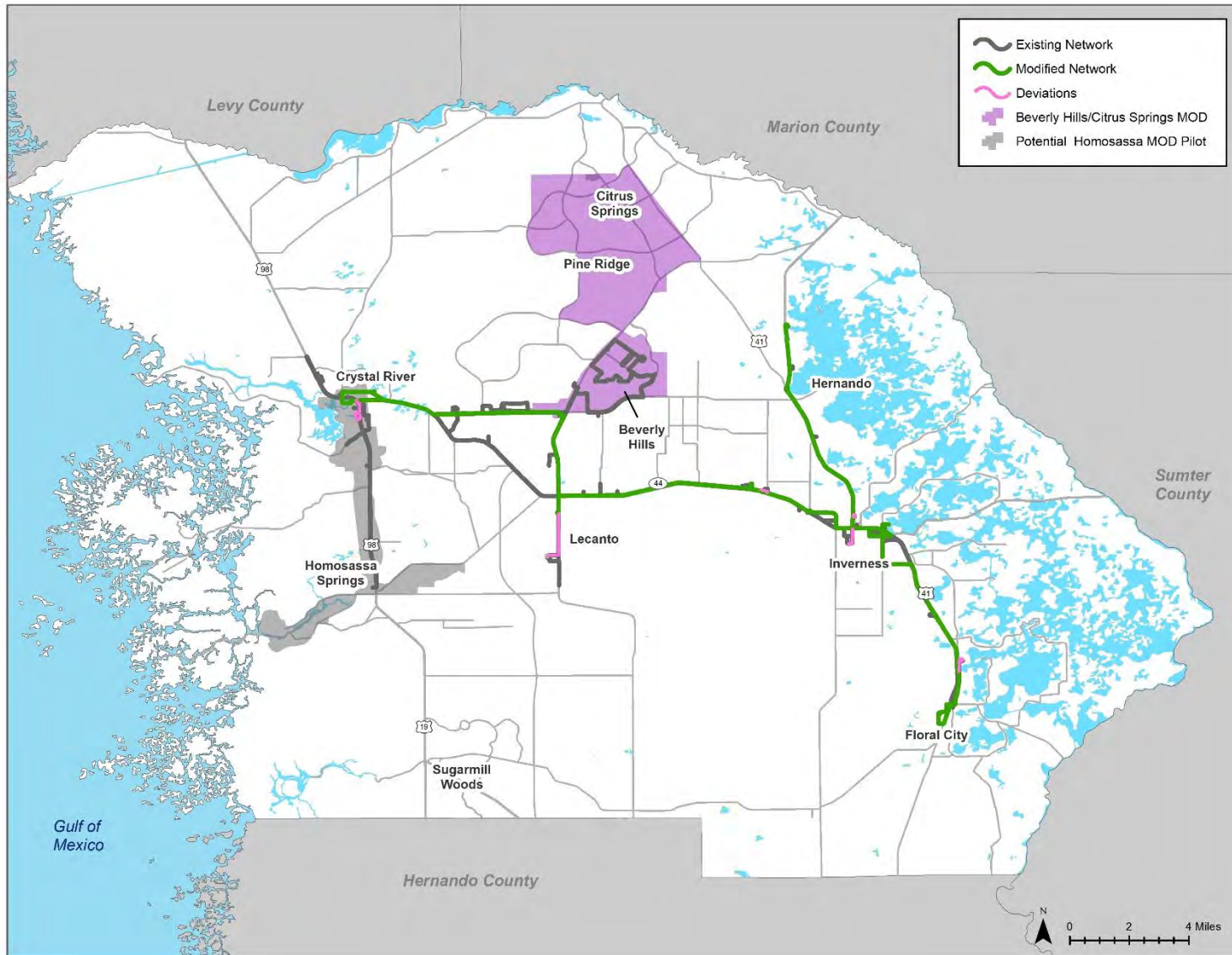
**Improve Service to 60-minute Headways:** How often a bus comes can determine the attractiveness for potential riders. For riders that depend on transit, infrequent service can be very restrictive. It is recommended that weekday headways be improved to 60-minutes for both the Inverness Connector and Cross County Connector routes beginning in the Short-Term Network and continuing in the Mid-Term Network.

Map 10-1 shows the proposed COA Short-Term Network while Map 10-2 shows modified network overlapping the existing CCT system. Map 10-3 shows transit need (using TOI data) compared to the modified network. As shown, the modified network not only preserves coverage to areas with high transit need, but it expands service to these areas by restructuring the routes to operate more efficiently and more often. Based on the changes to the network, most segments of the eliminated routes will be served by the new network. It is assumed that the realigned routes will be assessed for new stop locations along major corridors as this contributes to more efficient service and potential cost savings. Also shown on the maps are potential route deviations determined based on average daily ridership. The fixed route deviations can be built into the schedule with the allotted recovery time.

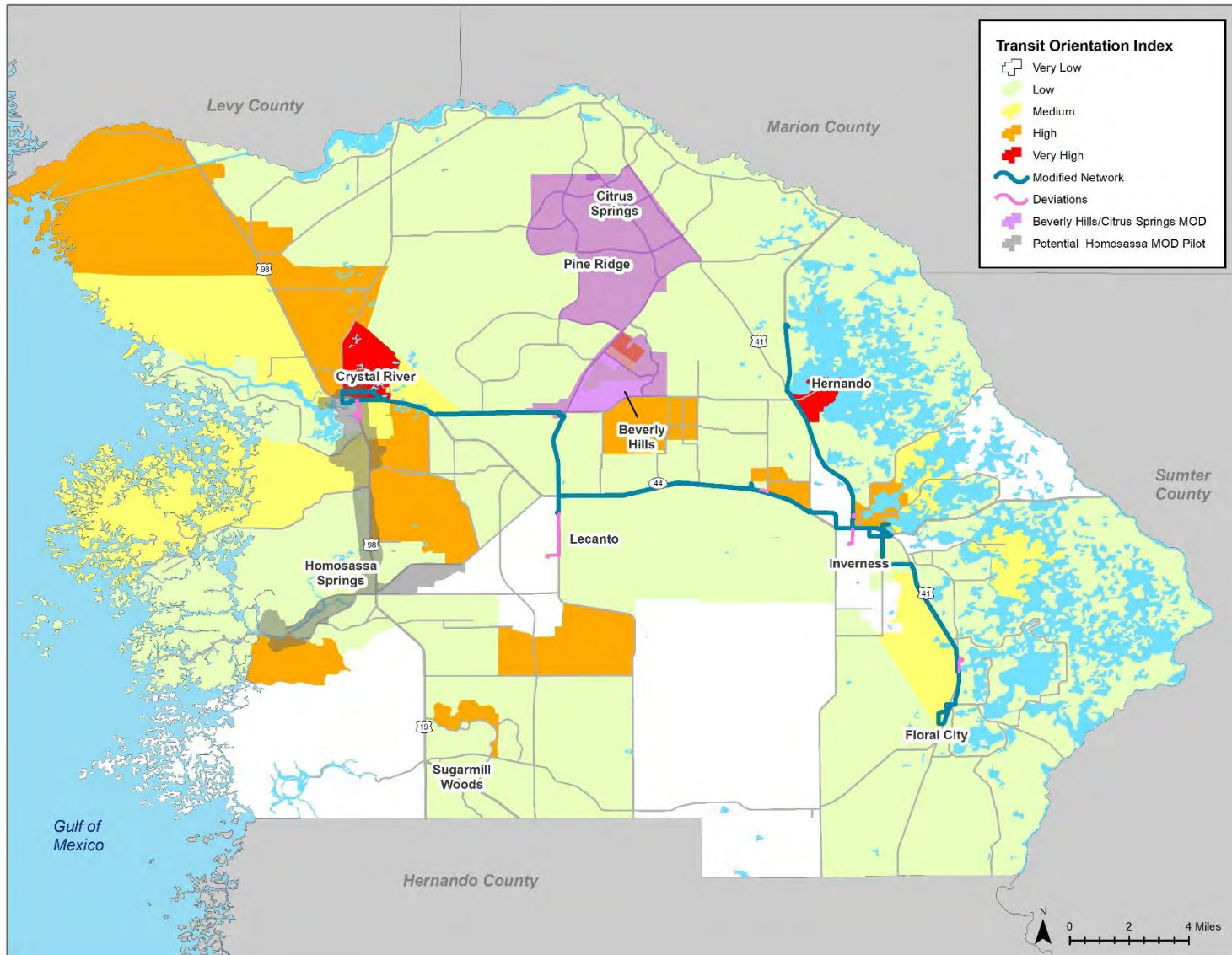
Map 10-1: Short-Term COA Network



Map 10-2: Short-Term COA Network with Existing Route Overlay



Map 10-3: Short-Term COA Network Transit Propensity Overlay





## Mid-Term Network Recommendations

A COA is generally more focused on Short-Term improvements to realize immediate operating and financial benefits along with mobility enhancements, which can also be addressed in future TDP updates.

The Mid-Term Network builds on the proposed improvements to the Short-Term Network by increasing service span, adding Saturday service, and expanding MOD services. The Short-Term Network was designed so that additional route alignment changes are not required when implementing the Mid-Term Network recommendations. This will avoid disruption and confusion for passengers and operators once the Short-Term Network is in place.

Specific changes to the Mid-Term Network are detailed below.

### Mid-Term Network Improvements

Enhancing existing fixed route services continues to be a top priority of current riders and is needed to make transit more attractive to non-riders, as confirmed by the outreach. To ensure that adequate service hours are provided daily, particularly so riders can better rely on public transit for work and other life-sustaining trips, the following service improvements were identified for the two proposed routes under the Short-Term Network:

*Increase Weekday Evening Service:* A major request from riders was to extend the weekday service span from 5:20 PM to 6:30 PM. As previously mentioned, service span can be increased later without the need to modify the route alignments or vehicle needs.

*Implement Saturday Service:* A major request from riders and operators was to implement Saturday service on the fixed route network. The COA recommends that CCT implement service on Saturday from 9:00 AM to 3:00 PM. Extending the hours past the recommended service span is based on demand and fiscal capacity. It is assumed that Saturday service will also be provided for the proposed Beverly Hills/Citrus Springs MOD service. MOD services do not operate on headways; however, for analytical purposes, the zone has been established with an average wait time of 15-20 minutes.

## **11.0 IMPLEMENTATION PLAN AND CHARACTERISTICS**

This section presents the COA implementation plan and operational characteristics to guide CCT in the phased start-up, addressing service, capital/infrastructure, and policy considerations.

### **Short-Term Implementation Plan (0-2 Years)**

Table 11-1 outlines the short-term implementation plan over a two-year period beginning toward the end of calendar year 2022. Improvements are based on the recommended network, which also will be refined based on travel patterns, congestion, land use, and other factors that affect the way transit and transportation systems evolve and operate.

### **Mid-Term Implementation Plan (3-5-years)**

The recommended mid-term implementation plan outlines specific service improvements for a 3-5-year period beginning calendar year 2025, shown in Table 11-1. As previously mentioned, CCT will phase in the mid-term improvements based, in part, on fiscal capacity.

### **Implementation Schedule Operational Characteristics**

Table 11-2 summarizes the operating characteristics and proposed implementation schedule for the Short-Term Network and Mid-Term Network.

**Table 11-1: Short-Term and Mid-Term Implementation Checklist**

Improvement	2023	2024	2025	2026	2027	2028
<b>New/Modified Routes</b>	Conduct outreach efforts for the planned service changes occurring in 2024  Examine Title VI changes based on COA network	Implement COA network and Beverly Hills MOD		Implement Saturday Service		
<b>Headway Modifications</b>		Implement 60-minute headways				
<b>Span Modifications</b>			Increase Weekday Service Span			
<b>Eliminated Routes</b>		Beverly Hills				
<b>Planning + Capital</b>		Study feasibility of on-street bus stops on the COA network		Technology Improvements MOD Expansion		
<b>Operational Considerations</b>	Program service changes  MOD feasibility analysis	Route scheduling and run cutting  Modify the complementary paratransit/door-to-door service to serve the two new fixed routes	Monitor Route system performance  Monitor modifications to Paratransit / Door-to-Door Service			

**Table 11-2: Short-Term to Mid-Term Network Operational Characteristics**

Improvement(s):	Short-Term Network					Mid-Term Network					Mid-Term Network				
	60 Min Headways (weekdays)					+ Increase Span					+ Saturday Service				
Timeframe:	2023-2024					2025					2026				
	Start (AM)	End (PM)	Hdwy	VOMS	Rev Hrs	Start (AM)	End (PM)	Hdwy	VOMS	Rev Hrs	Start (AM)	End (PM)	Hdwy	VOMS	Rev Hrs
Existing Network	6:00	5:20	90	4	9,968	6:00	5:20	90	4	9,968	6:00	5:20	90	4	9,968
COA Network	6:00	5:20	60	4	11,288	6:00	6:30	60	4	12,450	6:00	6:30	60	4	13,698
<b>Change</b>	--	--	<b>30</b>	<b>0</b>	<b>1,320</b>	--	--	<b>30</b>	<b>0</b>	<b>2,482</b>	--	--	<b>30</b>	<b>0</b>	<b>3,730</b>

## 12.0 OPERATING AND FINANCIAL PLAN

This section presents the operating cost estimates associated with the COA network compared to the existing CCT network.

### Fixed Route Operational Changes

Primary focus was placed on areas of efficiency, effectiveness, and speed/reliability during the route modification process, which may affect mileage and revenue hours based on changes to the route geometry and speeds. This section highlights the existing vs recommended estimated operational characteristics by route for weekday service.

Tables 12-1 and 12-2 show the weekday span, headway, and vehicles operating in maximum service (VOMS) by route, annual revenue hours, and estimated annual operating expenses for the existing vs proposed Short-Term Network, respectively. Also summarized are the incremental changes in revenue hours for the existing system when implementing elements of the Short-Term Network improvements.

**Table 12-1: Existing Weekday Network Operational Characteristics**

Existing Network						
Route	Start Time	End Time	Headway	VOMS	Annual Revenue Hours	Estimated Annual Operating Expense
Floral City	6:00	17:20	90	1	2,528	\$114,797
Hernando	6:00	17:20	90	1	2,432	\$110,459
Beverly Hills	6:00	17:15	90	1	2,460	\$111,725
Crystal River	6:00	17:15	90	1	2,547	\$115,684
<b>Total</b>	--	--	--	<b>4</b>	<b>9,968</b>	<b>\$452,665</b>

Source: CCT, 2022

\*Based on CCT’s marginal cost per service hour of approximately \$45.41 (NTD, 2022 inflated to 2023). The annual inflation rate for all costs in this table is 3%, based on discussions with CCT staff.

**Table 12-2: Recommended Short-Term Network Weekday Operational Characteristics**

Modified COA Network						
Route	Start Time	End Time	Headway	VOMS	Annual Revenue Hours	Estimated Annual Operating Expense
Cross County Connector	6:00	17:20	60	2	5,644	\$256,309
Inverness Connector	6:00	17:20	60	2	5,644	\$256,309
<b>Total</b>	--	--	--	<b>4</b>	<b>11,288</b>	<b>\$497,688</b>

\*Based on CCT’s marginal cost per service hour of approximately \$45.41 (NTD, 2022 inflated to 2023). The annual inflation rate for all costs in this table is 3%, based on discussions with CCT staff.

Table 12-3 includes the operating costs based on modifications to the transit network, as well as the paratransit (door-to-door) service. The cost estimates are derived from the changes to the total system revenue hours associated with the Short-Term and Mid-Term Network elements multiplied by the operating cost per hour, adjusted for inflation for the year of implementation with improvements beginning toward the end of calendar year 2023.

**Table 12-3: Citrus County Transit COA Estimated Financial Plan**

	2023	2024	2025	2026	2027	2028
<b>Maintain Existing Transit Services</b>						
Maintain Current Fixed Route	\$452,665	\$466,245	\$480,232	\$494,639	\$509,479	\$524,763
Maintain Current Paratransit/Door-to-Door Service	\$1,534,066	\$1,580,088	\$1,627,491	\$1,676,316	\$1,726,605	\$1,778,403
<b>Operating Costs to Maintain Current Network</b>	<b>\$1,986,731</b>	<b>\$2,046,333</b>	<b>\$2,107,723</b>	<b>\$2,170,955</b>	<b>\$2,236,084</b>	<b>\$2,303,166</b>
<b>Implement Proposed COA Network</b>						
Implement COA Fixed Route Changes	\$497,688	\$512,619	\$527,997	\$543,837	\$560,152	\$576,957
Implement MOD + Paratransit/Door-to-Door Service Changes	\$1,534,066	\$1,677,129	\$1,727,442	\$1,779,266	\$1,832,644	\$1,887,623
Implement COA Service Span Changes			\$54,353	\$55,983	\$57,663	\$59,393
Implement COA Saturday Service Changes				\$60,127	\$61,930	\$63,788
<b>Operating Costs to Implement COA Network</b>	<b>\$2,031,754</b>	<b>\$2,189,747</b>	<b>\$2,309,792</b>	<b>\$2,439,212</b>	<b>\$2,512,389</b>	<b>\$2,587,760</b>
<b>Costs/Revenues to Implement COA Network</b>						
Additional Local Contribution*	\$11,256	\$35,853	\$50,517	\$67,064	\$69,076	\$71,149
Additional State/Federal funds	\$33,767	\$107,560	\$151,552	\$201,193	\$207,229	\$213,446
<b>Total Additional funds needed to Implement COA Network</b>	<b>\$45,023</b>	<b>\$143,414</b>	<b>\$202,069</b>	<b>\$268,257</b>	<b>\$276,305</b>	<b>\$284,594</b>

Based on CCT's marginal cost per service hour of approximately \$45.41 (NTD, 2022 inflated to 2023). The annual inflation rate for all costs in this table is 3% rounded to the nearest dollar, based on discussions with CCT staff.

\*Per CCT staff, local contribution for transit is assumed at 25 percent of the total.

## 13.0 OTHER CONSIDERATIONS AND RECOMMENDATIONS

This section suggests several service and non-service recommendations that should be considered as a part of the COA.

### Technology

Technology is an important tool to improve the customer experience and enhance operational efficiency. Technology improvements can focus internally on the operational needs of a transit agency, such as Automatic Passenger Counters (APCs) to track passenger activity or can be more outward facing to provide additional utility and benefit to patrons, such as real-time passenger information boards at transfer stations. Regardless of purpose, there are many available advanced technology systems and applications that agencies may consider, with an equally wide range of costs and potential benefits associated with them.

CCT already makes use of several different technologies to support its fixed route and paratransit services; however, to continue providing the best service possible for existing patrons and make services more attractive to new riders, CCT should continue evaluating new/improved technologies. Technology improvements that CCT may want to consider as enhancements are made to the system over time include:

- Replace or upgrade fixed route scheduling software
- Replace or upgrade paratransit scheduling and dispatch software
- Upgrade and monitor computer-aided dispatch (CAD)/Automatic Vehicle Locations (AVL) for fixed route with supervisor remote laptop access
- Upgrade passenger counter systems on all fixed route vehicles
- Install Interactive Voice Response (IVR) system to notify riders of next bus times, bus schedule information, bulletins, and routine route information
- Implement on-board information media system
- Incorporate wireless internet on all busses

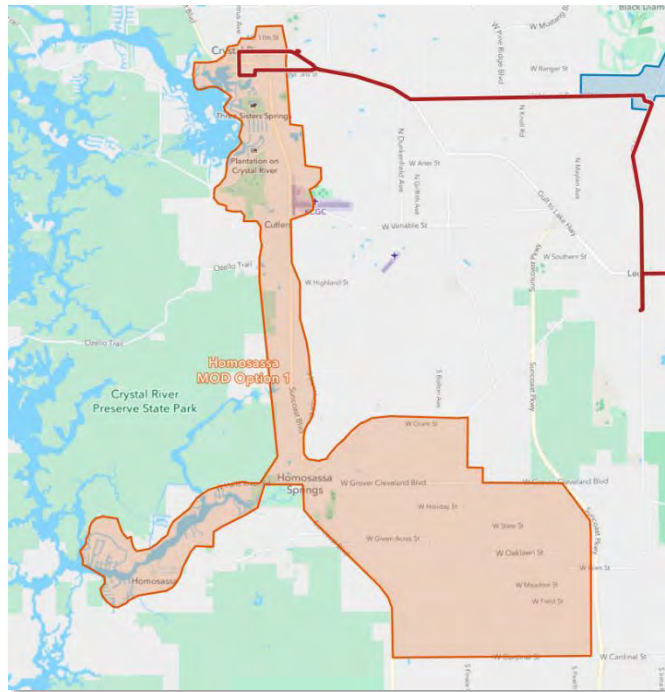
## Explore MOD in Homosassa

In addition to the recommended transit options presented in Section 9, CCT should explore a potential MOD zone for the Homosassa in the longer-term. MOD service is better suited for this area of the county due to its lack in connectivity to other parts of Citrus County.

A conceptual Homosassa MOD zone is illustrated in Figure 13-1, estimated to cost approximately \$215,000 per year. As MOD service must be ADA accessible, this would replace more expensive paratransit services, thus decreasing the overall operational cost for transit in this area.

Additional areas for potential MOD service are those with minimal transit access and higher demand, such as Sugarmill Woods, Pine Ridge, and Highlands north and south. A MOD feasibility study in the future can help evaluate service potential.

Figure 13-1: Homosassa MOD Zone



## Shelter Design and Consistency

Bus stop infrastructure helps make service more attractive, especially for riders who must wait for the bus during inclement weather or heat, offers a visual identifier of the bus stop location, and often contributes to the perceived quality of the transit agency and its services.

The design and function of a bus stop shelter can vary considerably based on location, ridership, agency design standards, and other factors. CCT's existing bus shelters vary in style and condition. It is recommended that CCT adopt a consistent bus shelter design throughout its service area to provide visually appealing bus shelters that are comfortable places to wait and connected to adjacent development by safe and accessible walking conditions.

## Bus Stop Location

Based on the field review and assessment of development patterns along the major transit corridors, it is recommended that CCT utilize more on-street bus stops. On-street bus stops facilitate more streamlined and efficient service, along with being considered a marketing tool for CCT to attract new riders.

With recent developments and expanded roadways throughout Citrus County, the major transit corridors are beginning to have the proper pedestrian infrastructure, thus facilitating the ability to assess locations for on-street bus stop locations.

### **Title VI Analysis**

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. The Federal Transit Administration (FTA) Circular 4702.1B requires any FTA recipient serving a population of 200,000 or greater or 50 or peak buses to evaluate any fare change and major service change at the planning and programming stages to ensure that such proposed changes do not unfairly impact minority and low-income populations. While CCT does not meet this threshold, it is recommended that the agency conduct an equity analysis to examine areas that may be affected by major service reductions and/or major service expansions prior to implementing the network.



**F. ACTION ITEMS**

**2. LCB Annual Bylaws Update**

The LCB Bylaws are required to be reviewed and adopted on an annual basis. The bylaws have been modified to reflect a change in the quorum requirement. The current bylaws state that the minimum attendance to constitute a quorum is seven. Since the membership positions are not always filled, the quorum can be difficult to meet at seven. The bylaws have been updated to indicate that a quorum is considered a majority of the members of the filled positions.

**Staff Recommendation:** It is recommended that LCB review and approve the bylaws and authorize the Chair's signature thereon.

---

Attachment: Draft Bylaws

---

# Citrus County Transportation Disadvantaged Local Coordinating Board (LCB) Bylaws

Amended February 9, 2023

Approved February 10, 2022

Metropolitan Planning Organization  
1661 Blaise Drive  
Brooksville, FL 34601  
352-754-4082

---

## **ARTICLE I. PREAMBLE**

The following sets forth the bylaws, which shall serve to guide the proper functioning of the coordination of transportation services provided to the transportation disadvantaged through the Citrus County Transportation Disadvantaged Local Coordinating Board. The intent is to provide procedures and policies for fulfilling the requirements of Chapter 427, Florida Statutes (F.S.), and Rule 41-2, Florida Administrative Code (F.A.C.), setting forth requirements for the coordination of transportation services to the transportation disadvantaged.

## **ARTICLE II. NAME AND PURPOSE**

The name of the Coordinating Board shall be the “CITRUS COUNTY TRANSPORTATION DISADVANTAGED LOCAL COORDINATING BOARD (LCB)”.

The purpose of the LCB is to develop local service needs and to provide information, advice, and direction to the Community Transportation Coordinator (CTC) on the coordination of services to be provided to the transportation disadvantaged within their local service area. In general, the LCB is considered an advisory body. (Section 427.0157, Florida Statutes)

## **ARTICLE III. ADMINISTRATION OF THE LCB**

### **PLANNING AGENCY RESPONSIBILITIES:**

The Hernando/Citrus Metropolitan Planning Organization (MPO) is the Designated Official Planning Agency (DOPA), also uniformly referred to as the Planning Agency, shall provide the Local Coordinating Board (LCB) with sufficient staff support and resources to enable the LCB to fulfill its responsibilities as set forth in Chapter 427, Florida Statutes. This responsibility includes providing sufficient staff to manage and oversee the responsibilities of the LCB. This includes, but is not limited to, assistance in the scheduling of meetings, training board members, evaluating cost effectiveness of the coordinated system in the designed service area, reviewing the local Transportation Disadvantaged Service Plan, preparing, duplicating and distributing meeting packets, and other necessary administrative duties and cost, as appropriate.

### **REGULAR MEETINGS**

The Board shall meet as often as necessary in order to meet its responsibilities. However, as required by Chapter 427.0157, F.S., the Board shall meet at least quarterly with a quorum of its membership. All meetings, including committee meetings, will function under the “Government in the Sunshine Law”. All meetings will provide opportunity for public comments on the agenda.

### **QUORUM**

At all meetings of the Board, the presence in person of ~~at least seven (7)~~ a majority of the voting members shall be necessary and sufficient to constitute a quorum for the transaction of business. In

---

the absence of a quorum, those present may cancel the meeting and reschedule the meeting at a later date.

## MEETING NOTICES

### Section 1. Full Board Meeting Notice

- A All LCB meetings, public hearings, committee meetings, etc., shall be advertised, at a minimum, in the largest general circulation newspaper in the designated service area prior to the meeting.
- B Meeting notice shall include date, time, location, general nature/subject of the meeting, a contact person and number to call for additional information and request accessible formats.
- C Planning agency staff shall provide the agenda meeting package to the Commission for the Transportation Disadvantaged (Commission), LCB members and all other interested parties prior to the meeting. Special consideration to the advanced delivery time of certain technical or detailed documents, such as the TDSP, shall be given for additional review time. The agenda shall include a public participation opportunity.

### Section 2. Emergency Meeting Notices and Committee Meeting Notices

- A The Planning Agency shall give LCB members and others one-week notice, if possible, of the date, time, and proposed agenda for the LCB committee meetings as soon as possible for all emergency meetings.
- B Meeting materials shall be provided as early as possible. Emergency/Committee meetings shall be advertised in the largest general circulation newspaper in the designated service area as soon as possible prior to the meeting.

### Section 3. Minutes

Planning Agency staff is responsible for preparing and maintaining official set of minutes for each LCB meeting. The minutes shall be prepared in a reasonable time following the meeting and shall include an attendance roster indicating what agency or organization or position each member represents and reflect a summary of official actions taken by the LCB. The record of official actions shall include who made and seconded the motion(s), as well as who voted for and against motions. Meeting Minutes shall be provided at the next regularly scheduled LCB meeting for approval. Copies of approved minutes shall be sent to the Commission in the Quarterly Report. Committee meeting minutes may be in the form of a brief summary of basic points, discussions, decisions, and recommendations to the full board.

---

## **ARTICLE IV. MEMBERSHIP**

### **OFFICERS**

#### **Section 1. Chairman**

The DOPA shall appoint one of the Board of County Commissioners of Citrus County to serve as the official Chairperson for all Board meetings.

The DOPA will replace the Chairperson before the two-year term is completed if the Chairperson is no longer in office. The Chairperson may serve more than one consecutive term.

The Chairperson shall preside at all meetings, and in the event of his/her absence, or at his/her discretion; the Vice-Chairperson shall assume the powers and duties of the Chairperson. The Chairperson is responsible for the minutes of the meetings and for all notices and agendas for future meetings. The DOPA staff shall assist the Chairperson with the preparation, duplication, and distribution of all materials necessary for Board members.

#### **Section 2. Vice Chairperson**

At the first quarterly business meeting each year, the Board will elect a Vice-Chairperson. The Vice-Chairperson shall be elected by a majority vote of the Board present and voting at the organizational meeting. The Vice-Chairperson shall serve a term of one (1) year. The Vice-Chairperson may serve more than one consecutive term. In the event of the Chairperson's absence, the Vice-Chairperson shall assume the duties of the Chairperson and conduct the meeting.

### **VOTING MEMBERS**

All members of the Board shall be appointed by the DOPA. The DOPA is the Hernando/Citrus Metropolitan Planning Organization (MPO).

The following agencies and groups shall be represented as voting members on the LCB

1. An elected official from the Board of County Commissioners of the service area, serving as the chairperson.
2. A local representative of the Florida Department of Transportation.
3. A local representative of the Florida Department of Children and Family Services.
4. A local representative of the Public Education Community which could include, but not be limited to, a representative of the Citrus County District School Board, School Board Transportation Office, or Head Start Program in areas where the Citrus County School District is responsible.

- 
5. To the extent existing within Citrus County, a local representative of the Florida Division of Vocational Rehabilitation or the Division of Blind Services, representing the Department of Education.
  6. A person recommended by the Citrus County Veterans Service Office representing the veterans of the county.
  7. A person who is recognized by the Florida Association for Community Action (President), representing the economically disadvantaged in Citrus County.
  8. A person over sixty representing the elderly in Citrus County.
  9. A person with a disability representing the disabled in Citrus County.
  10. Two citizen advocate representatives in Citrus County; one who must be a person who uses the transportation service(s) of the system as their primary means of transportation.
  11. A local representative for children at risk.
  12. To the extent existing within Citrus County, the Chairperson or designee of the local Mass Transit or Public Transit System's Board, except in cases where they are also the Community Transportation Coordinator (the General Manager or designee of the County's Transit System (TheBus).
  13. A local representative of the Florida Department of Elder Affairs.
  14. An experienced representative of the local private for profit transportation industry. In areas where such representative is not available, a local private non-profit representative will be appointed, except where said representative is also the Community Transportation Coordinator.
  15. A local representative of the Florida Agency for Health Care Administration.
  16. A representative of the Regional Workforce Development Board established in Chapter 445, F.S.
  17. A representative of the local medical community, which may include, but not be limited to, kidney dialysis centers, long term care facilities, assisted living facilities, hospitals, local health department or other home and community based services, etc.; and,
  18. Such other voting members as may be designated under Rule 41-2.012(3), F.A.C., as such rule may be amended or renumbered from time to time.

It is the intent of the Commission for the membership of every LCB to not only consist of individuals who represent the appropriate governmental agencies and groups of people as defined above, but also for the membership to represent, to the maximum degree possible, a cross section of their local community/service area.

---

No employee of a CTC shall serve as a voting member of the LCB. However, an elected official serving as Chairperson of the LCB, or other governmental employees that are not employed for the purpose of making provisions for transportation and are not directly supervised by the CTC shall not be precluded from serving as voting members of the LCB.

#### **TECHNICAL ADVISORS**

Upon majority vote of a quorum of the LCB, technical advisors may be approved for the purpose of providing the LCB with technical advice, as necessary.

#### **ALTERNATE MEMBERS**

Governmental Agencies having representation on the Board may appoint an alternate-voting representative as necessary to assure their respective agency representation at Board meetings. Alternates are to be appointed in writing to the Planning Agency by an agency representative. Non-agency alternates may be appointed by the Planning Agency, if desired.

1. Each alternate may vote only in the absence of that member on a one vote per member basis.
2. LCB member alternates must be a representative of the same interest as the primary member.

### **ARTICLE V. TERMS, RESIGNATION AND TRAINING**

#### **TERMS OF APPOINTMENT**

Except for the Chairperson and state agency representatives, the members of the LCB shall be appointed for three (3) year staggered terms with the initial membership being appointed equally for one (1), two (2), and three (3) years. The Chairperson shall serve until replaced by the Board of County Commissioners. All members of the Board may be reappointed for more than one term.

Each LCB member is expected to demonstrate his or her interest in the LCB activities through regular attendance at scheduled meetings. If any voting member misses three (3) consecutive meetings for unexcused reasons, the LCB Chairman shall review and determine if a recommendation for removal should be provided to the DOPA. If that voting member is an agency representative rather than a citizen member, the DOPA shall send written communication to the agency head, Speaker of the Florida House of Representatives, and the Florida Senate President to report the three consecutive un-excused absences and request a recommendation for a replacement to be appointed by that agency.

#### **MEMBER RESIGNATION**

Any member of the Board may resign at any time by a written notice to the DOPA. Unless otherwise specified in such notice, such resignation shall take effect upon receipt thereof by the Planning Agency.

---

## **TRAINING LCB MEMBERS**

All LCB members should be trained on and comply with the requirements of Section 112.3143, Florida Statutes, concerning voting conflicts of interest.

## **ARTICLE VI BYLAWS AND PARLIAMENTARY PROCEDURES**

### **BYLAWS**

The LCB shall develop and adopt a set of bylaws. Citrus County Code of Ordinances Section 2-41 to 2-49 shall govern the proceedings at the meeting of the LCB. The bylaws shall be reviewed, updated, approved annually, and submitted to the Commission for the Transportation Disadvantaged (CTD).

Outside of the regular annual adoption the bylaws may be recommended for amendment or restatement by a two-thirds (2/3) vote of members present, if a quorum exists, providing the proposed change(s) are mailed to all members at least seven (7) days in advance of the meeting. Any amendment or restatement must be consistent with Rule 41-2 F.A.C. and Chapter 427 F.S. and must be approved by the LCB.

### **VOTING**

At all meetings of the Board at which a quorum is present, all matters, except as otherwise expressly required by law or these bylaws, shall be decided by the vote of a majority of the members of the Board present. All members present at any given meeting shall vote as required unless said member has a conflict of interest by Florida Law.

## **ARTICLE VII BOARD RESPONSIBILITIES**

The LCB Shall:

1. Review and approve the Memorandum of Agreement including the Coordinated Community Transportation Disadvantaged Service Plan, between the Coordinator and the State Commission for the Transportation Disadvantaged (Commission).
2. Annually review, make recommendations, and approve the Transportation Disadvantaged Service Plan (TDSP). The LCB shall ensure that the TDSP has been developed by involving all appropriate parties in the process.
3. Annually, provide the MPO/planning agency with an evaluation of the CTC's performance in general and relative to Insurance, Safety Requirements and Standards as referenced in Rule 41-2.006, FAC, and the performance results of the most recent TDSP (41-2.012(5)(b) FAC). As part of the CTC's performance, the LCB shall also set an annual percentage goal increase (or establish a percentage) for the number of trips provided within the system to be on public transit. The LCB shall utilize the Commission's Quality Assurance Performance Evaluation Tool to evaluate the performance of the CTC. This evaluation Tool and Summary will be submitted to the Commission upon approval by the LCB. In areas where



---

a planning agency serves as the CTC, the planning agency shall abstain from any official actions that represent a conflict of interest, especially in the evaluation process of the CTC.

4. In cooperation with the CTC, review and provide recommendations to the Hernando/Citrus Metropolitan Planning Organization (MPO) and the Commission for the Transportation Disadvantaged (CTD) on all applications for local, state, or federal funds relating to transportation of the transportation disadvantaged in the county to ensure that any expenditures within the county are provided in the most cost effective and efficient manner. The accomplishment of this requirement shall include the development and implementation of a process by which the LCB and CTC have an opportunity to become aware of any federal, state, or local government funding requests and provide recommendations regarding the expenditure of such funds. Such funds may include expenditures for operating, capital or administrative needs. Such a process should include at least:
  - A. The review of applications to ensure that they are consistent with the TDSP. This review shall consider:
    - i. The need for the requested funds or services.
    - ii. Consistency with local government comprehensive plans.
    - iii. Coordination with local transit agencies, including the CTC.
    - iv. Consistency with the TDSP.
    - v. Whether such funds are an adequately budgeted amount for the services expected; and,
    - vi. Whether such funds will be spent in a manner consistent with the requirements of coordinated transportation laws and regulations.
  - B. Notify the Commission of any unresolved funding requests without delays in the application process.
5. Review coordination strategies or service provision to the transportation disadvantaged in the designated service area to seek innovative ways to improve cost effectiveness, efficiency, safety, working hours and types of service in an effort to increase ridership to a broader population (427.0157(5) FS). Such strategies should include:
  - A. Supporting inter-county and intra-county agreements to improve coordination as a way to reduce costs for service delivery, maintenance, insurance, or other identified strategies.
  - B. Seeking the involvement of the private and public sector, volunteers, public transit, school districts, elected officials and others in any plan for improved service delivery.

- 
6. Appoint a Grievance Committee to serve as a mediator to hear and investigate grievances, from agencies, users, transportation operators, potential users of the system, and the CTC's in the designated service area, and make recommendations for the local Coordinating Board or to the Commission, when local resolution cannot be found, for improvement of service. The LCB shall establish a process and procedure to provide regular opportunities for issues to be brought before such committee and to address them in a timely manner in accordance with the Commission's Local Grievance.

Guidelines: Rider brochures or other documents provided to users or potential users of the system shall provide information about the complaint and grievance process including the publishing of the Commission's TD Helpline service when local resolution has not occurred. All materials shall be made available in accessible format, upon request by a citizen. Members appointed to the committee shall be voting members of the LCB pursuant to (41-2.012(5) (c), FAC).

The CTCB does not provide Medicaid Non-Emergency Transportation and therefore does not handle Medicaid Expedited Appeals.

7. Annually review coordination contracts to advise the CTC whether the continuation of said contract provides the most cost effective and efficient transportation available (41-2.008(3) FAC).
8. Annually hold at a minimum, one Public Hearing for the purpose of receiving input regarding unmet needs or any other areas that relate to the local transportation services. The public hearing will be held at a place and time that is convenient and accessible to the general public. In order that additional funding is not used or needed to accommodate this requirement, it is recommended that the public hearing be held in conjunction with a regular business meeting of the Coordinating Board (immediately following or prior to the LCB meeting). A public hearing held jointly with the Commission will satisfy this annual requirement.
9. All coordinating board members should be trained and should comply with the requirements of Section 112.3145, Florida Statutes concerning voting conflicts of interest (41-2.012(5)(d)FAC).
10. Work cooperatively with regional workforce boards established in chapter 445 to provide assistance in the development of innovative transportation services for participants in the welfare transition program (427.0157(7), FS).
11. Evaluate multi-county or regional transportation opportunities (427.0157(6), FS).

## **ARTICLE VIII. COMMITTEES**

The Grievance Committee shall serve as a mediator to hear and investigate grievances, from agencies, users, transportation operators, potential users of the system, and the CTC's in the designated service

---

area, and make recommendations for the local Coordinating Board or to the Commission, when local resolution cannot be found, for improvement of service.

**GRIEVANCE COMMITTEE**

The Grievance Committee shall be comprised of five (5) members of the LCB, with one (1) of the five serving as an alternate in case any of the four are unable to participate (four regular voting members and one member alternate). Members of this committee shall be elected by the LCB at the first meeting of the calendar year. A Chair and a Vice-Chair shall also be elected during this time. Members of this committee shall serve for one (1) year and may serve more than one consecutive term. If at any time a grievance committee member is no longer able to serve, a new member shall be elected as a replacement as soon as possible. There does not need to be a public notification period between the resignation announcement and the election of a replacement.

**ARTICLE IX. GRIEVANCE PROCEDURES**

Grievance procedures are incorporated into the Transportation Disadvantaged Service Plan (TDSP).

**ARTICLE X. CERTIFICATION**

The undersigned hereby certifies that he/she is the Chairperson of the LCB and that the foregoing is a full, true, and correct copy of the Bylaws of the LCB as adopted by the LCB on the ~~10~~<sup>10</sup>th day of February 202~~3~~<sup>3</sup>.

\_\_\_\_\_  
Ruthie Davis Schlabach, Chairperson  
Citrus County Local Coordinating Board

Dated: \_\_\_\_\_  
February ~~10, 2020, 2021~~<sup>10, 2020, 2023</sup>

clean

# Citrus County Transportation Disadvantaged Local Coordinating Board (LCB) Bylaws

Amended February 9, 2023  
Approved February 10, 2022

Metropolitan Planning Organization  
1661 Blaise Drive  
Brooksville, FL 34601  
352-754-4082

---

## **ARTICLE I. PREAMBLE**

The following sets forth the bylaws, which shall serve to guide the proper functioning of the coordination of transportation services provided to the transportation disadvantaged through the Citrus County Transportation Disadvantaged Local Coordinating Board. The intent is to provide procedures and policies for fulfilling the requirements of Chapter 427, Florida Statutes (F.S.), and Rule 41-2, Florida Administrative Code (F.A.C.), setting forth requirements for the coordination of transportation services to the transportation disadvantaged.

## **ARTICLE II. NAME AND PURPOSE**

The name of the Coordinating Board shall be the “CITRUS COUNTY TRANSPORTATION DISADVANTAGED LOCAL COORDINATING BOARD (LCB)”.

The purpose of the LCB is to develop local service needs and to provide information, advice, and direction to the Community Transportation Coordinator (CTC) on the coordination of services to be provided to the transportation disadvantaged within their local service area. In general, the LCB is considered an advisory body. (Section 427.0157, Florida Statutes)

## **ARTICLE III. ADMINISTRATION OF THE LCB**

### **PLANNING AGENCY RESPONSIBILITIES:**

The Hernando/Citrus Metropolitan Planning Organization (MPO) is the Designated Official Planning Agency (DOPA), also uniformly referred to as the Planning Agency, shall provide the Local Coordinating Board (LCB) with sufficient staff support and resources to enable the LCB to fulfill its responsibilities as set forth in Chapter 427, Florida Statutes. This responsibility includes providing sufficient staff to manage and oversee the responsibilities of the LCB. This includes, but is not limited to, assistance in the scheduling of meetings, training board members, evaluating cost effectiveness of the coordinated system in the designed service area, reviewing the local Transportation Disadvantaged Service Plan, preparing, duplicating and distributing meeting packets, and other necessary administrative duties and cost, as appropriate.

### **REGULAR MEETINGS**

The Board shall meet as often as necessary in order to meet its responsibilities. However, as required by Chapter 427.0157, F.S., the Board shall meet at least quarterly with a quorum of its membership. All meetings, including committee meetings, will function under the “Government in the Sunshine Law”. All meetings will provide opportunity for public comments on the agenda.

---

## QUORUM

At all meetings of the Board, the presence in person of a majority of the voting members shall be necessary and sufficient to constitute a quorum for the transaction of business. In the absence of a quorum, those present may cancel the meeting and reschedule the meeting at a later date.

## MEETING NOTICES

### Section 1. Full Board Meeting Notice

- A All LCB meetings, public hearings, committee meetings, etc., shall be advertised, at a minimum, in the largest general circulation newspaper in the designated service area prior to the meeting.
- B Meeting notice shall include date, time, location, general nature/subject of the meeting, a contact person and number to call for additional information and request accessible formats.
- C Planning agency staff shall provide the agenda meeting package to the Commission for the Transportation Disadvantaged (Commission), LCB members and all other interested parties prior to the meeting. Special consideration to the advanced delivery time of certain technical or detailed documents, such as the TDSP, shall be given for additional review time. The agenda shall include a public participation opportunity.

### Section 2. Emergency Meeting Notices and Committee Meeting Notices

- A The Planning Agency shall give LCB members and others one-week notice, if possible, of the date, time, and proposed agenda for the LCB committee meetings as soon as possible for all emergency meetings.
- B Meeting materials shall be provided as early as possible. Emergency/Committee meetings shall be advertised in the largest general circulation newspaper in the designated service area as soon as possible prior to the meeting.

### Section 3. Minutes

Planning Agency staff is responsible for preparing and maintaining official set of minutes for each LCB meeting. The minutes shall be prepared in a reasonable time following the meeting and shall include an attendance roster indicating what agency or organization or position each member represents and reflect a summary of official actions taken by the LCB. The record of official actions shall include who made and seconded the motion(s), as well as who voted for and against motions. Meeting Minutes shall be provided at the next regularly scheduled LCB meeting for approval. Copies

---

of approved minutes shall be sent to the Commission in the Quarterly Report. Committee meeting minutes may be in the form of a brief summary of basic points, discussions, decisions, and recommendations to the full board.

## **ARTICLE IV. MEMBERSHIP**

### **OFFICERS**

#### **Section 1. Chairman**

The DOPA shall appoint one of the Board of County Commissioners of Citrus County to serve as the official Chairperson for all Board meetings.

The DOPA will replace the Chairperson before the two-year term is completed if the Chairperson is no longer in office. The Chairperson may serve more than one consecutive term.

The Chairperson shall preside at all meetings, and in the event of his/her absence, or at his/her discretion; the Vice-Chairperson shall assume the powers and duties of the Chairperson. The Chairperson is responsible for the minutes of the meetings and for all notices and agendas for future meetings. The DOPA staff shall assist the Chairperson with the preparation, duplication, and distribution of all materials necessary for Board members.

#### **Section 2. Vice Chairperson**

At the first quarterly business meeting each year, the Board will elect a Vice-Chairperson. The Vice-Chairperson shall be elected by a majority vote of the Board present and voting at the organizational meeting. The Vice-Chairperson shall serve a term of one (1) year. The Vice-Chairperson may serve more than one consecutive term. In the event of the Chairperson's absence, the Vice-Chairperson shall assume the duties of the Chairperson and conduct the meeting.

### **VOTING MEMBERS**

All members of the Board shall be appointed by the DOPA. The DOPA is the Hernando/Citrus Metropolitan Planning Organization (MPO).

The following agencies and groups shall be represented as voting members on the LCB

1. An elected official from the Board of County Commissioners of the service area, serving as the chairperson.
2. A local representative of the Florida Department of Transportation.
3. A local representative of the Florida Department of Children and Family Services.
4. A local representative of the Public Education Community which could include, but not be limited to, a representative of the Citrus County District School Board, School Board

---

Transportation Office, or Head Start Program in areas where the Citrus County School District is responsible.

5. To the extent existing within Citrus County, a local representative of the Florida Division of Vocational Rehabilitation or the Division of Blind Services, representing the Department of Education.
6. A person recommended by the Citrus County Veterans Service Office representing the veterans of the county.
7. A person who is recognized by the Florida Association for Community Action (President), representing the economically disadvantaged in Citrus County.
8. A person over sixty representing the elderly in Citrus County.
9. A person with a disability representing the disabled in Citrus County.
10. Two citizen advocate representatives in Citrus County; one who must be a person who uses the transportation service(s) of the system as their primary means of transportation.
11. A local representative for children at risk.
12. To the extent existing within Citrus County, the Chairperson or designee of the local Mass Transit or Public Transit System's Board, except in cases where they are also the Community Transportation Coordinator (the General Manager or designee of the County's Transit System (TheBus).
13. A local representative of the Florida Department of Elder Affairs.
14. An experienced representative of the local private for profit transportation industry. In areas where such representative is not available, a local private non-profit representative will be appointed, except where said representative is also the Community Transportation Coordinator.
15. A local representative of the Florida Agency for Health Care Administration.
16. A representative of the Regional Workforce Development Board established in Chapter 445, F.S.
17. A representative of the local medical community, which may include, but not be limited to, kidney dialysis centers, long term care facilities, assisted living facilities, hospitals, local health department or other home and community based services, etc.; and,
18. Such other voting members as may be designated under Rule 41-2.012(3), F.A.C., as such rule may be amended or renumbered from time to time.

It is the intent of the Commission for the membership of every LCB to not only consist of individuals who represent the appropriate governmental agencies and groups of people as defined above, but also



---

for the membership to represent, to the maximum degree possible, a cross section of their local community/service area.

No employee of a CTC shall serve as a voting member of the LCB. However, an elected official serving as Chairperson of the LCB, or other governmental employees that are not employed for the purpose of making provisions for transportation and are not directly supervised by the CTC shall not be precluded from serving as voting members of the LCB.

#### **TECHNICAL ADVISORS**

Upon majority vote of a quorum of the LCB, technical advisors may be approved for the purpose of providing the LCB with technical advice, as necessary.

#### **ALTERNATE MEMBERS**

Governmental Agencies having representation on the Board may appoint an alternate-voting representative as necessary to assure their respective agency representation at Board meetings. Alternates are to be appointed in writing to the Planning Agency by an agency representative. Non-agency alternates may be appointed by the Planning Agency, if desired.

1. Each alternate may vote only in the absence of that member on a one vote per member basis.
2. LCB member alternates must be a representative of the same interest as the primary member.

### **ARTICLE V. TERMS, RESIGNATION AND TRAINING**

#### **TERMS OF APPOINTMENT**

Except for the Chairperson and state agency representatives, the members of the LCB shall be appointed for three (3) year staggered terms with the initial membership being appointed equally for one (1), two (2), and three (3) years. The Chairperson shall serve until replaced by the Board of County Commissioners. All members of the Board may be reappointed for more than one term.

Each LCB member is expected to demonstrate his or her interest in the LCB activities through regular attendance at scheduled meetings. If any voting member misses three (3) consecutive meetings for unexcused reasons, the LCB Chairman shall review and determine if a recommendation for removal should be provided to the DOPA. If that voting member is an agency representative rather than a citizen member, the DOPA shall send written communication to the agency head, Speaker of the Florida House of Representatives, and the Florida Senate President to report the three consecutive un-excused absences and request a recommendation for a replacement to be appointed by that agency.

#### **MEMBER RESIGNATION**

Any member of the Board may resign at any time by a written notice to the DOPA. Unless otherwise specified in such notice, such resignation shall take effect upon receipt thereof by the Planning Agency.

---

## TRAINING LCB MEMBERS

All LCB members should be trained on and comply with the requirements of Section 112.3143, Florida Statutes, concerning voting conflicts of interest.

## ARTICLE VI BYLAWS AND PARLIAMENTARY PROCEDURES

### BYLAWS

The LCB shall develop and adopt a set of bylaws. Citrus County Code of Ordinances Section 2-41 to 2-49 shall govern the proceedings at the meeting of the LCB. The bylaws shall be reviewed, updated, approved annually, and submitted to the Commission for the Transportation Disadvantaged (CTD).

Outside of the regular annual adoption the bylaws may be recommended for amendment or restatement by a two-thirds (2/3) vote of members present, if a quorum exists, providing the proposed change(s) are mailed to all members at least seven (7) days in advance of the meeting. Any amendment or restatement must be consistent with Rule 41-2 F.A.C. and Chapter 427 F.S. and must be approved by the LCB.

### VOTING

At all meetings of the Board at which a quorum is present, all matters, except as otherwise expressly required by law or these bylaws, shall be decided by the vote of a majority of the members of the Board present. All members present at any given meeting shall vote as required unless said member has a conflict of interest by Florida Law.

## ARTICLE VII BOARD RESPONSIBILITIES

The LCB Shall:

1. Review and approve the Memorandum of Agreement including the Coordinated Community Transportation Disadvantaged Service Plan, between the Coordinator and the State Commission for the Transportation Disadvantaged (Commission).
2. Annually review, make recommendations, and approve the Transportation Disadvantaged Service Plan (TDSP). The LCB shall ensure that the TDSP has been developed by involving all appropriate parties in the process.
3. Annually, provide the MPO/planning agency with an evaluation of the CTC's performance in general and relative to Insurance, Safety Requirements and Standards as referenced in Rule 41-2.006, FAC, and the performance results of the most recent TDSP (41-2.012(5)(b) FAC). As part of the CTC's performance, the LCB shall also set an annual percentage goal increase (or establish a percentage) for the number of trips provided within the system to be on public transit. The LCB shall utilize the Commission's Quality Assurance Performance Evaluation Tool to evaluate the performance of the CTC. This evaluation Tool and Summary will be submitted to the Commission upon approval by the LCB. In areas where

---

a planning agency serves as the CTC, the planning agency shall abstain from any official actions that represent a conflict of interest, especially in the evaluation process of the CTC.

4. In cooperation with the CTC, review and provide recommendations to the Hernando/Citrus Metropolitan Planning Organization (MPO) and the Commission for the Transportation Disadvantaged (CTD) on all applications for local, state, or federal funds relating to transportation of the transportation disadvantaged in the county to ensure that any expenditures within the county are provided in the most cost effective and efficient manner. The accomplishment of this requirement shall include the development and implementation of a process by which the LCB and CTC have an opportunity to become aware of any federal, state, or local government funding requests and provide recommendations regarding the expenditure of such funds. Such funds may include expenditures for operating, capital or administrative needs. Such a process should include at least:
  - A. The review of applications to ensure that they are consistent with the TDSP. This review shall consider:
    - i. The need for the requested funds or services.
    - ii. Consistency with local government comprehensive plans.
    - iii. Coordination with local transit agencies, including the CTC.
    - iv. Consistency with the TDSP.
    - v. Whether such funds are an adequately budgeted amount for the services expected; and,
    - vi. Whether such funds will be spent in a manner consistent with the requirements of coordinated transportation laws and regulations.
  - B. Notify the Commission of any unresolved funding requests without delays in the application process.
5. Review coordination strategies or service provision to the transportation disadvantaged in the designated service area to seek innovative ways to improve cost effectiveness, efficiency, safety, working hours and types of service in an effort to increase ridership to a broader population (427.0157(5) FS). Such strategies should include:
  - A. Supporting inter-county and intra-county agreements to improve coordination as a way to reduce costs for service delivery, maintenance, insurance, or other identified strategies.
  - B. Seeking the involvement of the private and public sector, volunteers, public transit, school districts, elected officials and others in any plan for improved service delivery.

- 
6. Appoint a Grievance Committee to serve as a mediator to hear and investigate grievances, from agencies, users, transportation operators, potential users of the system, and the CTCs in the designated service area, and make recommendations for the local Coordinating Board or to the Commission, when local resolution cannot be found, for improvement of service. The LCB shall establish a process and procedure to provide regular opportunities for issues to be brought before such committee and to address them in a timely manner in accordance with the Commission's Local Grievance.

Guidelines: Rider brochures or other documents provided to users or potential users of the system shall provide information about the complaint and grievance process including the publishing of the Commission's TD Helpline service when local resolution has not occurred. All materials shall be made available in accessible format, upon request by a citizen. Members appointed to the committee shall be voting members of the LCB pursuant to (41-2.012(5) (c), FAC).

The CTC does not provide Medicaid Non-Emergency Transportation and therefore does not handle Medicaid Expedited Appeals.

7. Annually review coordination contracts to advise the CTC whether the continuation of said contract provides the most cost effective and efficient transportation available (41-2.008(3) FAC).
8. Annually hold at a minimum, one Public Hearing for the purpose of receiving input regarding unmet needs or any other areas that relate to the local transportation services. The public hearing will be held at a place and time that is convenient and accessible to the general public. In order that additional funding is not used or needed to accommodate this requirement, it is recommended that the public hearing be held in conjunction with a regular business meeting of the Coordinating Board (immediately following or prior to the LCB meeting). A public hearing held jointly with the Commission will satisfy this annual requirement.
9. All coordinating board members should be trained and should comply with the requirements of Section 112.3145, Florida Statutes concerning voting conflicts of interest (41-2.012(5)(d)FAC).
10. Work cooperatively with regional workforce boards established in chapter 445 to provide assistance in the development of innovative transportation services for participants in the welfare transition program (427.0157(7), FS).
11. Evaluate multi-county or regional transportation opportunities (427.0157(6), FS).

## ARTICLE VIII. COMMITTEES

The Grievance Committee shall serve as a mediator to hear and investigate grievances, from agencies, users, transportation operators, potential users of the system, and the CTCs in the designated service

---

area, and make recommendations for the local Coordinating Board or to the Commission, when local resolution cannot be found, for improvement of service.

**GRIEVANCE COMMITTEE**

The Grievance Committee shall be comprised of five (5) members of the LCB, with one (1) of the five serving as an alternate in case any of the four are unable to participate (four regular voting members and one member alternate). Members of this committee shall be elected by the LCB at the first meeting of the calendar year. A Chair and a Vice-Chair shall also be elected during this time. Members of this committee shall serve for one (1) year and may serve more than one consecutive term. If at any time a grievance committee member is no longer able to serve, a new member shall be elected as a replacement as soon as possible. There does not need to be a public notification period between the resignation announcement and the election of a replacement.

**ARTICLE IX. GRIEVANCE PROCEDURES**

Grievance procedures are incorporated into the Transportation Disadvantaged Service Plan (TDSP).

**ARTICLE X. CERTIFICATION**

The undersigned hereby certifies that he/she is the Chairperson of the LCB and that the foregoing is a full, true, and correct copy of the Bylaws of the LCB as adopted by the LCB on the 9th day of February 2023.

\_\_\_\_\_  
Ruthie Davis Schlabach, Chairperson  
Citrus County Local Coordinating Board

Dated: \_\_\_\_\_  
February 09, 2023



