

# Citrus County Transit Development Plan



Final Report

May 2020



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# Citrus County Transit Development Plan

2021-2030 Major Update

May 2020

Prepared for

**Citrus County Transit**

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## Table of Contents

<b>Section 1</b>	<b>Introduction</b>	<b>1-1</b>
Objectives of the Plan .....	1-1	
TDP Checklist.....	1-2	
COVID-19 Pandemic Impact on the TDP .....	1-3	
Organization of This Report.....	1-3	
<b>Section 2</b>	<b>Study Area Conditions</b>	<b>2-1</b>
Study Area.....	2-1	
Population Profile .....	2-1	
Population and Employment Densities.....	2-4	
Age Distribution .....	2-9	
Income Distribution.....	2-12	
Poverty .....	2-12	
Educational Attainment .....	2-12	
Employment Characteristics.....	2-14	
Travel Behavior and Commuting Trends.....	2-15	
Commute Times and Choices .....	2-15	
Commuting Patterns.....	2-17	
Minorities and Limited English Proficiency (LEP) .....	2-19	
Transportation Disadvantaged Population .....	2-23	
Automobile Ownership .....	2-23	
Tourism, Major Activity Centers, and Regional Connections .....	2-25	
Major Employers .....	2-27	
Roadway and Traffic Conditions.....	2-27	
Future Land Use.....	2-29	
<b>Section 3</b>	<b>Existing Service Evaluation</b>	<b>3-1</b>
Overview of Existing Transit Services .....	3-1	
Performance Trend Analysis .....	3-7	
Farebox Recovery Report .....	3-8	
Peer Review Analysis.....	3-8	
Deviated Fixed-Route Peer Analysis.....	3-8	
Traditional Fixed-Route Peer Analysis .....	3-10	
<b>Section 4</b>	<b>Public Involvement</b>	<b>4-1</b>
TDP Public Involvement Activities .....	4-1	
Project Review Committee .....	4-2	
Stakeholder Interviews .....	4-2	
Phase I Grassroots Outreach .....	4-5	
Phase I Public Input Survey .....	4-6	
Phase II Public Outreach.....	4-14	
<b>Section 5</b>	<b>Situation Appraisal</b>	<b>5-1</b>
Review of Plans.....	5-1	
Situation Appraisal .....	5-6	
<b>Section 6</b>	<b>Goals, Objectives, and Policies</b>	<b>6-1</b>
Vision Statement .....	6-1	
Mission Statement.....	6-1	
Goals, Objectives, and Policies .....	6-1	
<b>Section 7</b>	<b>Transit Demand Analysis</b>	<b>7-1</b>
Market Assessment.....	7-1	
Ridership Analysis .....	7-7	



<b>Section 8</b>	<b>10-Year Plan Development and Evaluation.....</b>	<b>8-1</b>
Development of 10-Year Transit Needs .....	8-1	
Service Needs .....	8-3	
Infrastructure/Technology/Other Needs .....	8-4	
Evaluation of Transit Service Needs .....	8-5	
<b>Section 9</b>	<b>10-Year Transit Plan.....</b>	<b>9-1</b>
Service Improvements.....	9-1	
Capital/Infrastructure/Other Needs.....	9-1	
10-Year Financial Plan .....	9-2	
10-Year TDP Implementation Plan.....	9-6	
<b>Section 10</b>	<b>Plan Implementation and Coordination.....</b>	<b>10-1</b>
Post-Adoption Recommendations .....	10-1	
Marketing/Outreach Efforts .....	10-1	
Use of TDP Executive Summary .....	10-1	
Promoting and Fostering TDP Efforts/Relationships .....	10-1	
Plan Coordination/Integration .....	10-1	
Implementation/Action Plan.....	10-2	
<b>Appendix A</b>	<b>PEER AND TREND.....</b>	<b>A-1</b>
Appendix A-1: Performance Trend Analysis.....	A-2	
Appendix A-2: Deviated Fixed Route Peer Review .....	A-3	
Appendix A-3: Traditional Fixed Route Peer Review .....	A-4	
<b>Appendix B</b>	<b>FAREBOX RECOVERY REPORT.....</b>	<b>B-1</b>
<b>Appendix C</b>	<b>Public Involvement Materials .....</b>	<b>C-1</b>
<b>Appendix D</b>	<b>Performance Monitoring Program .....</b>	<b>D-1</b>
Performance Monitoring Program .....	D-2	

## List of Tables

Table 1-1: TDP Checklist .....	1-2
Table 2-1: Population Characteristics, Citrus County, 2000–2017 .....	2-3
Table 2-2: Population Growth, Citrus County and Municipalities, 2010–2018 .....	2-3
Table 2-3: Education Attainment, Citrus County, 2010–2017 .....	2-14
Table 2-4: Commute Modes, Citrus County, 2010–2017 .....	2-15
Table 2-5: Commute Times, Citrus County, 2000–2017 .....	2-16
Table 2-6: Commuter Inflows, Citrus County, 2017 .....	2-17
Table 2-7: Commuter Outflows, Citrus County, 2017 .....	2-17
Table 2-8: Racial Distribution, Citrus County, 2000–2017 .....	2-19
Table 2-9: Languages Spoken at Home, Citrus County, 2017 .....	2-21
Table 2-10: Other Languages Spoken and Ability to Speak English, Citrus County, 2017.....	2-21
Table 2-11: Major Attractions in Citrus County .....	2-25
Table 2-12: Major Employers, Citrus County, 2018 .....	2-27
Table 2-13: Congestion Management Project Areas, Citrus County .....	2-27
Table 3-1: CCT Routes .....	3-1
Table 3-2: CCT Fare Structure .....	3-2
Table 3-3: CCT Vehicle Inventory .....	3-4
Table 3-4: Other Transportation Services, Citrus County .....	3-5
Table 3-5: Trend Analysis, CCT, 2014–2018.....	3-8
Table 3-6: Selected Deviated Fixed-Route Peer Systems.....	3-9
Table 3-7: CCT Deviated Fixed-Route Peer Review Analysis, 2017.....	3-10
Table 3-8: Selected Traditional Fixed-Route Peer Systems .....	3-10
Table 3-9: CCT Traditional Fixed-Route Peer Review Analysis, 2017 .....	3-11
Table 4-1: Public Involvement Activities Summary .....	4-2



Table 4-2: Citrus County TDP Stakeholders .....	4-3
Table 5-1: Local Plans, Policies, and Programs .....	5-3
Table 5-2: Regional Plans, Policies, and Programs .....	5-4
Table 5-3: State and Federal Plans, Policies, and Programs .....	5-5
Table 7-1: Transit Service Density Thresholds .....	7-2
Table 7-2: TOI Variables .....	7-5
Table 7-3: Weekday Ridership Projections and Growth Rates for 2021–2030* .....	7-9
Table 7-4: Annualized Saturday-Only Ridership with 2030 TDP Needs Scenario* .....	7-9
Table 7-5: Total Weekly System Ridership Projections and Overall Growth Rates for 2021–2030* .....	7-10
Table 8-1: Alternative Evaluation Criteria and Weights .....	8-6
Table 8-2: Alternatives Evaluation Results .....	8-9
Table 9-1: CCT TDP 10-Year Financial Plan .....	9-5
Table 9-2: 10-Year Implementation Plan .....	9-6

## List of Figures

Figure 2-1: Population Growth, Citrus County and Municipalities, 2010–2018 .....	2-3
Figure 2-2: Population Projection, Citrus County, 2018–2045 .....	2-4
Figure 2-3: Age Distribution, Citrus County, 2018–2045 .....	2-9
Figure 2-4: Household Income, Citrus County, 2017 .....	2-12
Figure 2-5: Education Attainment, Citrus County, 2017 .....	2-14
Figure 2-6: Employment by Occupation, Citrus County, 2017 .....	2-14
Figure 2-7: Commute Modes, Citrus County, 2017 .....	2-15
Figure 2-8: Average Commuting Times, Citrus County, 2017 .....	2-16
Figure 2-9: Willingness to Use Transit vs. Automobile by Age Group, Citrus County, 2017 .....	2-16
Figure 2-10: Race Distribution, Citrus County, 2017 .....	2-19
Figure 2-11: TD Population and Trips, Citrus County, 2014–2018 .....	2-23
Figure 2-12: Suncoast Parkway Extension into Citrus County .....	2-26
Figure 2-13: Existing Roadway LOS, Citrus County .....	2-28
Figure 2-14: Citrus County 2040 Future Land Use .....	2-30
Figure 3-1: CCT Ridership Trends, 2011–2018 .....	3-2
Figure 4-1: Top Three Transit Improvements for CCT .....	4-5
Figure 4-2: Have you ever used Citrus County Transit's Orange Line deviated fixed-route bus service? .....	4-6
Figure 4-3: Have you ever used Citrus County Transit door-to-door paratransit services? .....	4-6
Figure 4-4: If you currently use Orange Line deviated fixed-route service, how often do you use it? .....	4-7
Figure 4-5: For what purpose do you use the Orange Line? .....	4-7
Figure 4-6: What do you think of Orange Line transit service? .....	4-7
Figure 4-7: Do you think there is a need for additional transit service in Citrus County? .....	4-8
Figure 4-8: Select the top three transit improvements you would most like to see. .....	4-8
Figure 4-9: What one technology improvement would you like to see? .....	4-9
Figure 4-10: Do you own a smart phone? .....	4-9
Figure 4-11: Have you ever paid to use one of the following services rather than Citrus County Transit? .....	4-9
Figure 4-12: If you selected from the aforementioned list, why? .....	4-10
Figure 4-13: Is there a willingness in the community to consider additional local funding for transit? .....	4-10
Figure 4-14: Age .....	4-11
Figure 4-15: Household Income, 2018 .....	4-11
Figure 4-16: Residence ZIP Codes .....	4-12



Figure 4-17: Employment ZIP Codes.....	4-12
Figure 4-18: Public Workshop Participant Feedback on Service Improvements .....	4-14
Figure 4-19: Public Workshop Participant Feedback on Infrastructure and Technology Improvements .....	4-14
Figure 4-20: Lake Region Library Open House Public Workshop Service Improvements.....	4-15
Figure 4-21: Lake Region Library Open House Public Workshop Infrastructure and Technology Improvements .....	4-15
Figure 4-22: Central Ridge Library Open House Public Workshop Service Improvements....	4-16
Figure 4-23: Central Ridge Library Open House Public Workshop Infrastructure and Technology Improvements .....	4-16
Figure 4-24: 10-Year Transit Priorities Service Improvements .....	4-17
Figure 4-25: 10-Year Transit Priorities Infrastructure and Technology Improvements .....	4-17
Figure 7-1: Weekly Ridership Forecast Growth .....	7-11
Figure 8-1: Alternative Evaluation Criteria and Weights .....	8-7
Figure 8-2: Alternatives Evaluation Results .....	8-8
Figure 9-1: Annual Operating and Capital Costs (millions).....	9-3
Figure 9-2: Revenue Distribution by Source .....	9-4
Figure 9-3: Local Revenues for Fixed-Route Operations .....	9-4
Figure 9-4: 10-Year Implementation Plan for Funded Service Improvements .....	9-7

## List of Maps

Map 2-1: Citrus County TDP Study Area .....	2-2
Map 2-2: Population Density, Citrus County, 2021 .....	2-5
Map 2-3: Population Density, Citrus County, 2030 .....	2-6
Map 2-4: Employment Density, Citrus County, 2021 .....	2-7
Map 2-5: Employment Density, Citrus County, 2030 .....	2-8
Map 2-6: Older Adult Population, Citrus County, 2017 .....	2-10
Map 2-7: Youth Ages 17 and Below, Citrus County, 2017.....	2-11
Map 2-8: Income, Citrus County, 2017 .....	2-13
Map 2-9: Commute Inflows and Outflows, Citrus County, 2017 .....	2-18
Map 2-10: Minority Populations, Citrus County, 2017 .....	2-20
Map 2-11: LEP Households, Citrus County, 2017 .....	2-22
Map 2-12: Zero-Vehicle Households, Citrus County, 2017 .....	2-24
Map 3-1: Orange Line Service Area .....	3-3
Map 7-1: 2021 Density Threshold Analysis (DTA) .....	7-3
Map 7-2: 2030 Density Threshold Analysis (DTA) .....	7-4
Map 7-3: 2017 Transit Orientation Index (TOI) .....	7-6
Map 8-1: 2030 Transit Needs Map .....	8-2



## Section 1 Introduction

This study effort was initiated by the Hernando-Citrus Metropolitan Planning Organization (MPO) in collaboration with Citrus County to update the Citrus County Transit (CCT) Transit Development Plan (TDP) for the 10-year period from 2021 through 2030. This TDP represents the County's vision for public transportation during this time period and functions as the strategic guide for public transportation in the community. A major TDP update also allows transit agencies to outline actions to be taken in the following year and set goals for subsequent years. As a strategic plan, the TDP will identify needs in an unconstrained fashion and for which currently there is no funding.

The most recent 10-year TDP major update for the County's deviated fixed-route bus system was adopted in September 2015 for Fiscal Years (FY) 2016–2025. This current major update is due by September 1, 2020, and will extend the 10-year planning horizon to include FYs 2021–2030.

### Objectives of the Plan

The main purpose of this study is to update the 10-year TDP for the deviated fixed-route bus service provided in Citrus County, as currently required by State law. Upon completion, this TDP will result in a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies.

### TDP Requirements

As a recipient of State Public Transit Block Grant funds, the Florida Department of Transportation (FDOT) requires a major update of TDP's every five years to ensure that the provision of public transportation is consistent with the mobility needs of local communities. FDOT formally adopted the current requirements for TDPs on February 20, 2007. Major requirements include the following:

- Major updates must be completed every 5 years, covering a 10-year planning horizon.
- A Public Involvement Plan (PIP) must be developed and approved by FDOT and consistent with the approved MPO public participation plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings at which the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.
- Estimation of the community's demand for transit service (10-year annual projections) must be made using the planning tools provided by FDOT or a demand estimation technique approved by FDOT.

The Florida Legislature added a requirement for the TDP in 2007 with the adoption of House Bill 985. This legislation amended Florida Statute (F.S.) 341.071, requiring transit agencies to "specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio." FDOT subsequently issued guidance requiring the TDP and each annual update to include a 1 to 2-page summary report as an appendix to the major update or annual TDP report on the farebox recovery ratio and strategies implemented and planned to improve it.



## TDP Checklist

This TDP Update meets the requirements for a TDP major update in accordance with Rule Chapter 14-73, F.A.C. Table 1-1 is a list of TDP requirements from Rule 14-73.001 and indicates whether or not the item was accomplished as part of this CCT TDP and its location in this 10-year plan.

**Table 1-1: TDP Checklist**

Public Involvement Process	TDP Section
Public Involvement Plan (PIP) drafted	
TDP includes description of Public Involvement Process	
Provide notification to FDOT	
Provide notification to Regional Workforce Board	
Situation Appraisal	
Land use	
State and local transportation plans	
Other governmental actions and policies	
Organizational issues	
10-year annual projections of transit ridership using approved model TBEST	
Assessment of land uses and urban design patterns that support/hinder transit	
Calculation of farebox recovery	3 & Appendix B
Mission and Goals	
Provider's vision	
Provider's goals	
Provider's objectives	
Alternative Courses of Action	
Develop and evaluate alternative strategies and actions	
Benefits and costs of each alternative	
Implementation Program	
Ten-year implementation program	9
Maps indicating areas to be served	
Maps indicating types and levels of service	
Monitoring program to track performance measures	
Ten-year financial plan listing operating and capital expenses	
Capital acquisition or construction schedule	
Anticipated revenues by source	
Relationship to Other Plans	
Consistent with local government comprehensive plan	
Submission	
✓ Adopted by Citrus County Board of County Commissioners (BOCC)	
✓ Submitted to FDOT	



## COVID-19 Pandemic Impact on the TDP

It should be noted that no public involvement activities were impacted due to social distancing requirements resulting from the COVID-19-related public health crisis unfolding at the time of this plan development. Due to the short schedule set by CCT/MPO, outreach activities were conducted and completed prior to any COVID-19 restrictions in the study area.

## Organization of This Report

Section 2 summarizes the **Study Area Conditions** for the study area of Citrus County. This includes a physical description of the study area, a population profile including population and employment densities, and demographic and socioeconomic characteristics and trends including labor force, income distribution, key population segments, educational attainment, and poverty levels. Additionally, travel behavior and commuting trends are reviewed, including transportation ownership, modes of commuting, regional commute flows, and journey-to-work characteristics. Land use trends, major transit trip generators and attractors, existing roadway conditions, major employers, and tourist and visitor levels also are explored. The information compiled and presented provides the basis for more detailed analysis in subsequent tasks of the CCT 2021–2030 TDP.

Section 3 summarizes the **Existing Services Evaluation** for the CCT system. The analysis documents fixed-route services using National Transit Database (NTD) information and related sources and includes a profile of transportation disadvantaged (TD) and paratransit services in Citrus County. The Trend Analysis presents a detailed examination of operating performance for fixed-route services, and the Peer Review provides a comparison of Citrus County with peer transit systems on its systemwide effectiveness and efficiency indicators to determine how well transit service in Citrus County is performing compared to similar transit agencies.

Section 4 presents **Public Involvement** activities, including a summary review of the outreach efforts conducted and completed and an update on ongoing and planned activities to be held in upcoming weeks and months. TDP outreach efforts have been conducted in two phases and include stakeholder interviews, public input surveys, grassroots outreach events, open house public workshops, presentations, and online platforms and tools.

Section 5 provides the **Situation Appraisal**, which reviews the current planning and policy environment within the county to better understand transit needs. It begins with a review of local plans, policies, and documents, including an overview of what each aims to address and highlights of key implications for transit within Citrus County. Thereafter, strengths and weaknesses of the system are identified, as are key opportunities for enhancing service. In addition, insights are presented based on review of socioeconomic trends, travel trends, public involvement, land use assessments, organizational attributes and funding issues, and technologies within the county.

Section 6 provides the **Goals, Objectives, and Policies** that will serve as a policy guide for implementation of the TDP. Proposed revisions to existing goals and objectives are presented to ensure consistency with the goals of the local community with respect to transportation and land use.

Section 7 presents the results of a **Transit Demand Assessment**, summarizing the various demand and mobility needs assessments conducted as part of the TDP. Included is a market assessment that provides an examination of potential service gaps and latent demand using GIS-based analyses. Assessment techniques for forecasting ridership using ridership projection software are summarized, followed by the results of the ridership forecasts.



Section 8, **Alternatives Development and Evaluation**, presents potential transit improvements for the 10-year transit plan for Citrus County. The proposed improvements were developed without consideration of funding constraints and are prioritized using an evaluation process, which will be used to develop the 10-year implementation and financial plans.

Section 9 summarizes the **10-Year Transit Plan** developed for CCT's transit services and presents the recommended service and capital/technology/policy improvements and unfunded needs. It also includes a discussion of the revenue assumptions and capital and operating costs used. Thereafter, the 10-year phased implementation plan for the TDP is summarized. Service, capital/technology, and policy improvements are programmed for the 10-year period; improvements that may not be funded now but should be considered if additional funding becomes available are also listed.

Section 10 summarizes techniques and approaches for **Plan Implementation and Coordination** after TDP adoption. Identified are implementation strategies and ways to make use of various relationships tools and outreach materials from the TDP process to continue to build support for implementation of CCT's 10-Year Plan.



## Section 2 Study Area Conditions

This section presents a review of the Citrus County study area and documents the existing study area environment to gain an understanding of the conditions in which CCT is operating. This provides a foundation for review or analyze trends and helps identify areas of opportunity for development of future enhanced or expanded transit services. Included are an overview of the study area location, population and employment densities, socio-demographic characteristics and trends, travel behavior and commuting trends, major activity centers, trip generators, tourist and visitor levels, and roadway and traffic conditions. Current and future land use data were collected and reviewed. In addition to summaries for each of these key areas, a series of maps and tables highlights selected population, demographic, and socioeconomic characteristics relevant to this TDP.

Data from the U.S. Census, the American Community Survey (ACS), the Bureau of Economics and Business Research (BEBR) at the University of Florida, the Citrus/Hernando MPO, and CCT were used as primary sources. The data were supplemented by local and regional agencies and other sources, as available.

### Study Area

Citrus County is located on the west coast of Florida and is bordered on the north by Levy and Marion counties, on the east by Sumter County, on the west by the Gulf of Mexico, and on the south by Hernando County. The total land area of the county is 582 square miles. Map 2-1 illustrates the study area.

Citrus is a coastal county known for its preserves and includes two municipalities, Crystal River and Inverness, the County seat. Citrus County's Census-Designated Places include Beverly Hills, Black Diamond, Citrus Hills, Citrus Springs, Floral City, Hernando, Homosassa, Homosassa Springs, Inverness Highlands North, Inverness Highlands South, Lecanto, Pine Ridge, and Sugarmill Woods. Four major highways intersect Citrus County—US-98, US-41, US-19, and SR-44. Approximately one-third of Citrus County's land is devoted to public land or conservation and includes nine parks and preserves.

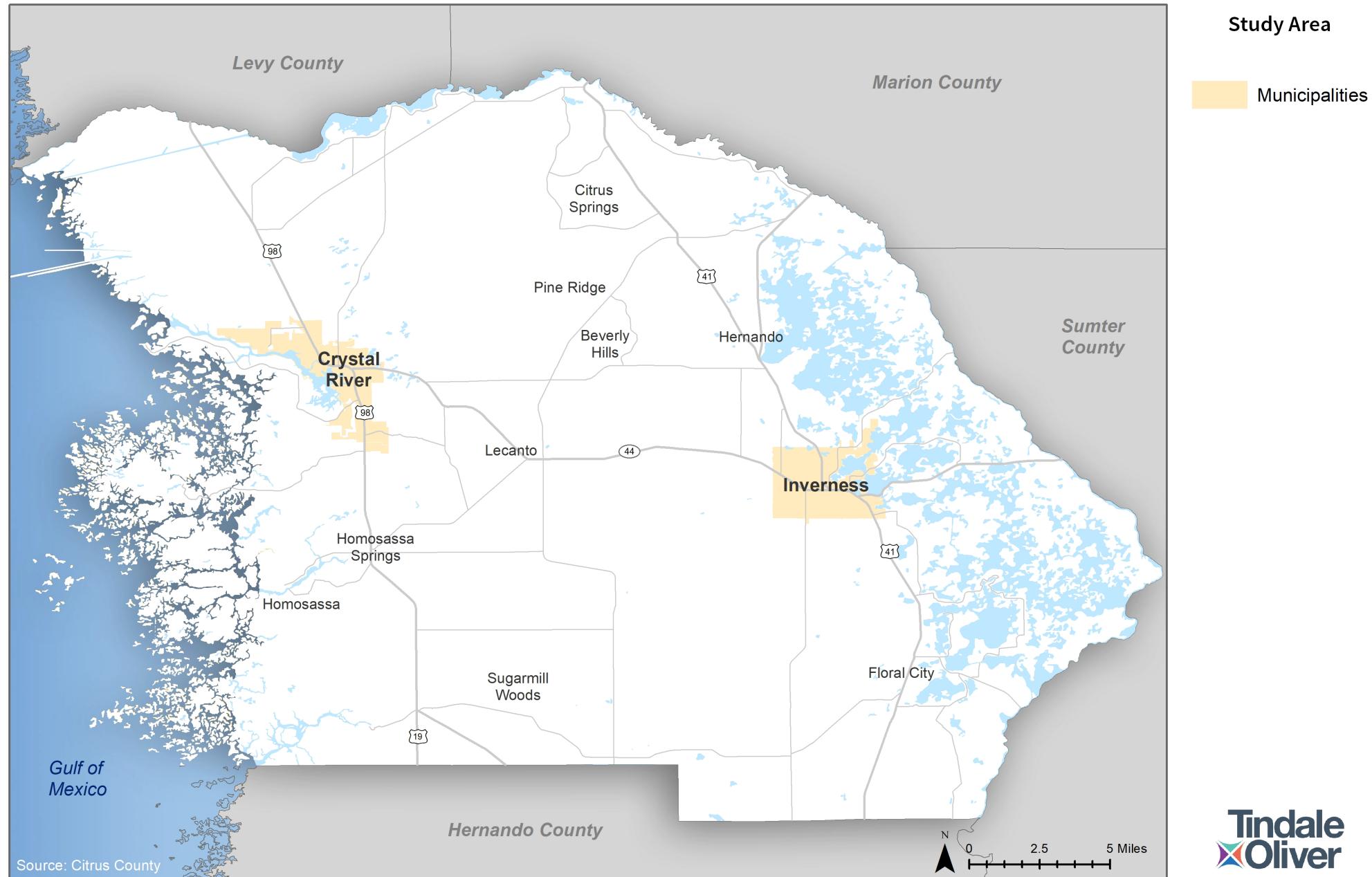
### Population Profile

#### Population Growth

Data from the 2000 and 2010 U.S. Census combined with information from the ACS 2013–2017 5-Year Estimates were used to review and form a population profile of the study area. Table 2-1 shows that the total countywide population grew from 118,085 to 141,236 (approximately 20%) during the 2000–2010 period and increased slightly during 2010–2017. Although the population density increased, an increase in the number of households per square mile over the same period suggests that a growth in the number of housing units occurred in tandem but overall density increased. A total increase of approximately 21 percent of workers was observed during 2000–2017, but a decrease of approximately 6 percent was experienced during 2010–2017. The number of workers in the study area is only about one-third of the total population, which may be due to the higher percentage of older adult population in the county.



### Map 2-1: Study Area



**Table 2-1: Population Characteristics, Citrus County, 2000–2017**

Metrics	2000	2010	2017	%Change
Population	118,085	141,236	141,373	19.7%
Households	52,634	63,304	62,488	18.7%
Workers	41,644	53,179	50,251	20.7%
Population per household	2.2	2.2	2.3	0.8%
Workers per household	0.8	0.8	0.8	1.6%
Land area (sq. mi.)	582	582	582	-
Population per sq. mi.	202.9	242.7	242.9	19.7%
Households per sq. mi.	90.4	108.8	107.4	18.7%
Workers per sq. mi.	71.6	91.4	86.3	20.7%

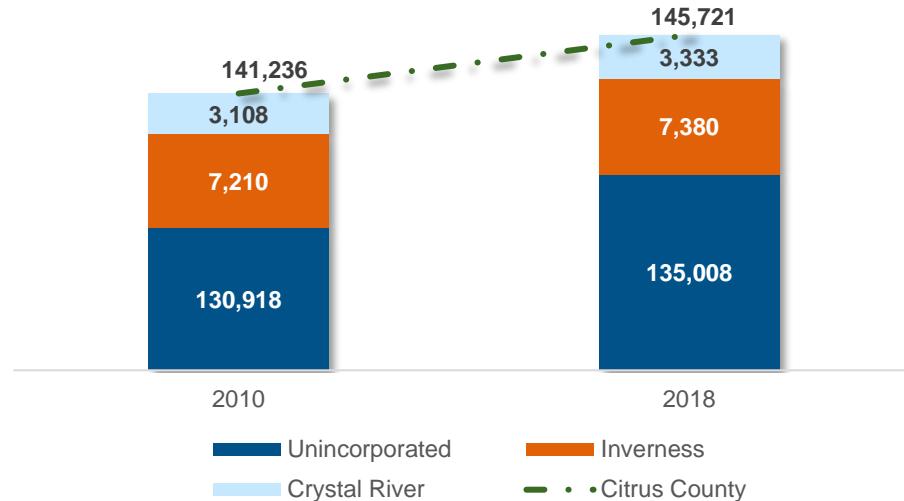
Source: 2000 Census, 2010 Census, and ACS 2013-2017 5-Year Estimates

According to BEBR 2018 population estimates, Crystal River grew at a small but faster rate than Inverness and the unincorporated areas of Citrus County. As shown in Table 2-2 and Figure 2-1, Crystal River's population grew approximately seven percent, Inverness grew approximately two percent, and unincorporated Citrus County grew approximately three percent from 2010 to 2018.

**Table 2-2: Population Growth, Citrus County and Municipalities, 2010–2018**

Location	2010	2018	% Change
Crystal River	3,108	3,333	7.2%
Inverness	7,210	7,380	2.4%
Unincorporated	130,918	135,008	3.1%
Citrus County	141,236	145,721	3.2%

Source: BEBR 2018 Estimates

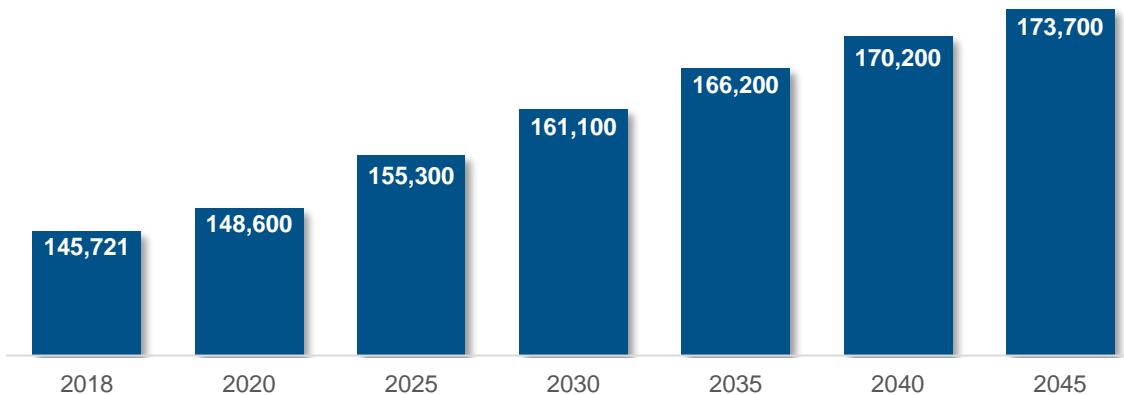
**Figure 2-1: Population Growth, Citrus County and Municipalities, 2010–2018**

Source: BEBR 2018 Estimates

BEBR population estimates indicate that Citrus County's population is projected to grow approximately 7 percent by 2025, from 145,721 to 155,300, and by approximately 19 percent, to 173,700, by 2045. Figure 2-2 shows the population projections for Citrus County from 2018 to 2045.



**Figure 2-2: Population Projection, Citrus County, 2018–2045**



Source: BEBR 2018 Estimates

## Population and Employment Densities

### Population

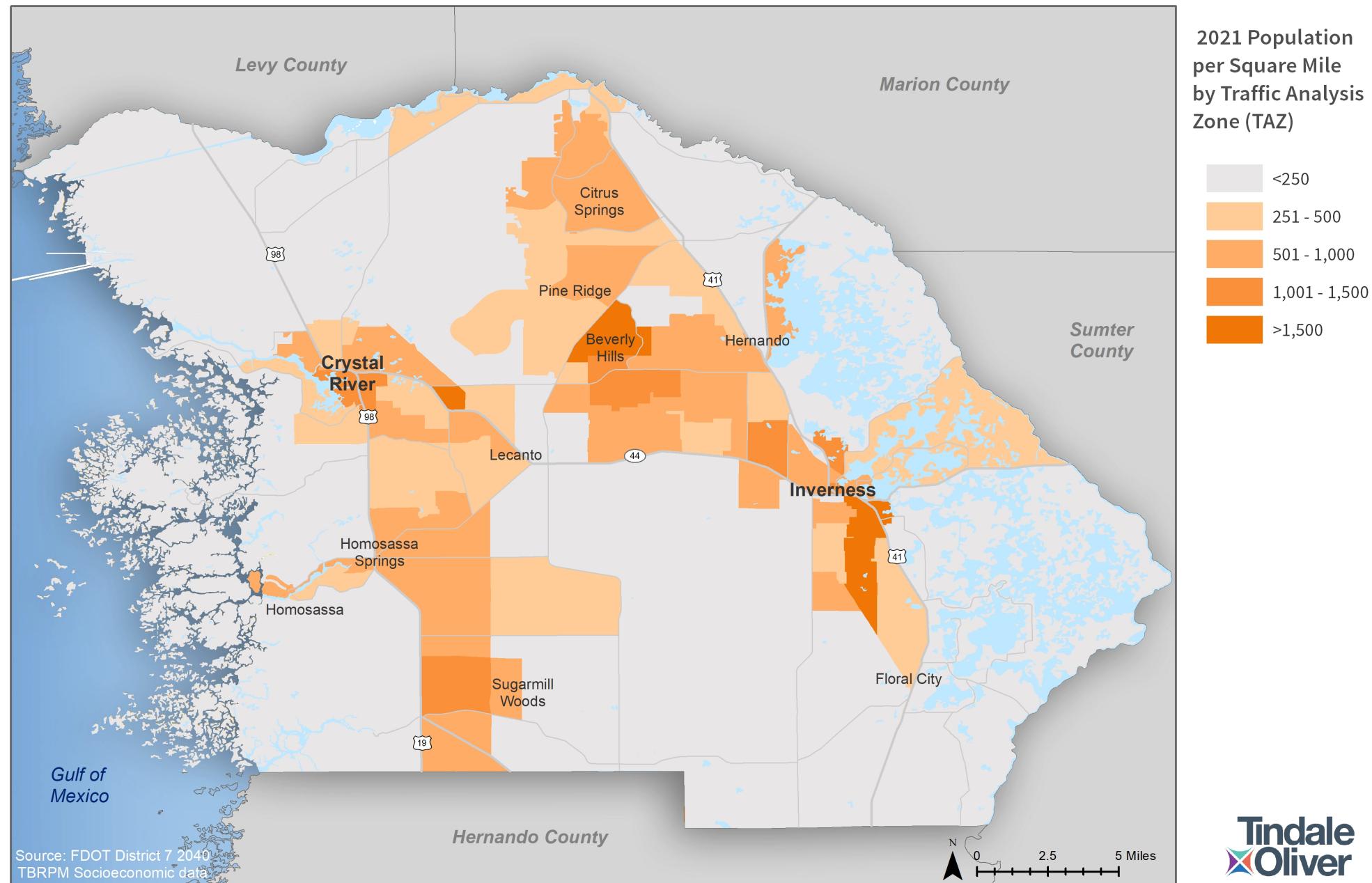
Map 2-2 shows the projected population densities for Citrus County for 2021, developed based on interpolation of socioeconomic data from the FDOT District 7 Tampa Bay Regional Planning Model (TBRPM) for the regional long range plans. Map 2-2 shows that the densest population areas are south of Inverness, in Beverly Hills and central Crystal River, and adjacent to SR-44 and Crystal River. Map 2-3 shows the projected population densities for 2030, indicating that there will be more growth in Beverly Hills, Pine Ridge, and the surrounding areas in the north central portion of the county between US-41 and SR-44. With more than 15,000 people projected to be added to the county by 2030, the key areas projected to experience the most growth are in already-established areas such as Beverly Hills, Lecanto, and Citrus Springs.

### Employment

Map 2-4 shows the projected employment densities for Citrus County for 2021. Employment data also were interpolated for 2021 and 2030 using TBRPM socioeconomic data. Map 2-5 shows the projected employment densities for 2030, the final year of this TDP. In the base year of 2021, 50,692 jobs are concentrated mainly in Inverness, Crystal River, and Lecanto. Looking forward to 2030, the projected employed population will grow by approximately 6,200 jobs. The areas near Homosassa Springs in the southwestern part of the county adjacent to US-98, areas adjacent to Crystal River, and in Citrus Springs adjacent to US-41 will experience the majority of this employment growth. Inverness and Crystal River will continue to be areas of high employment density.

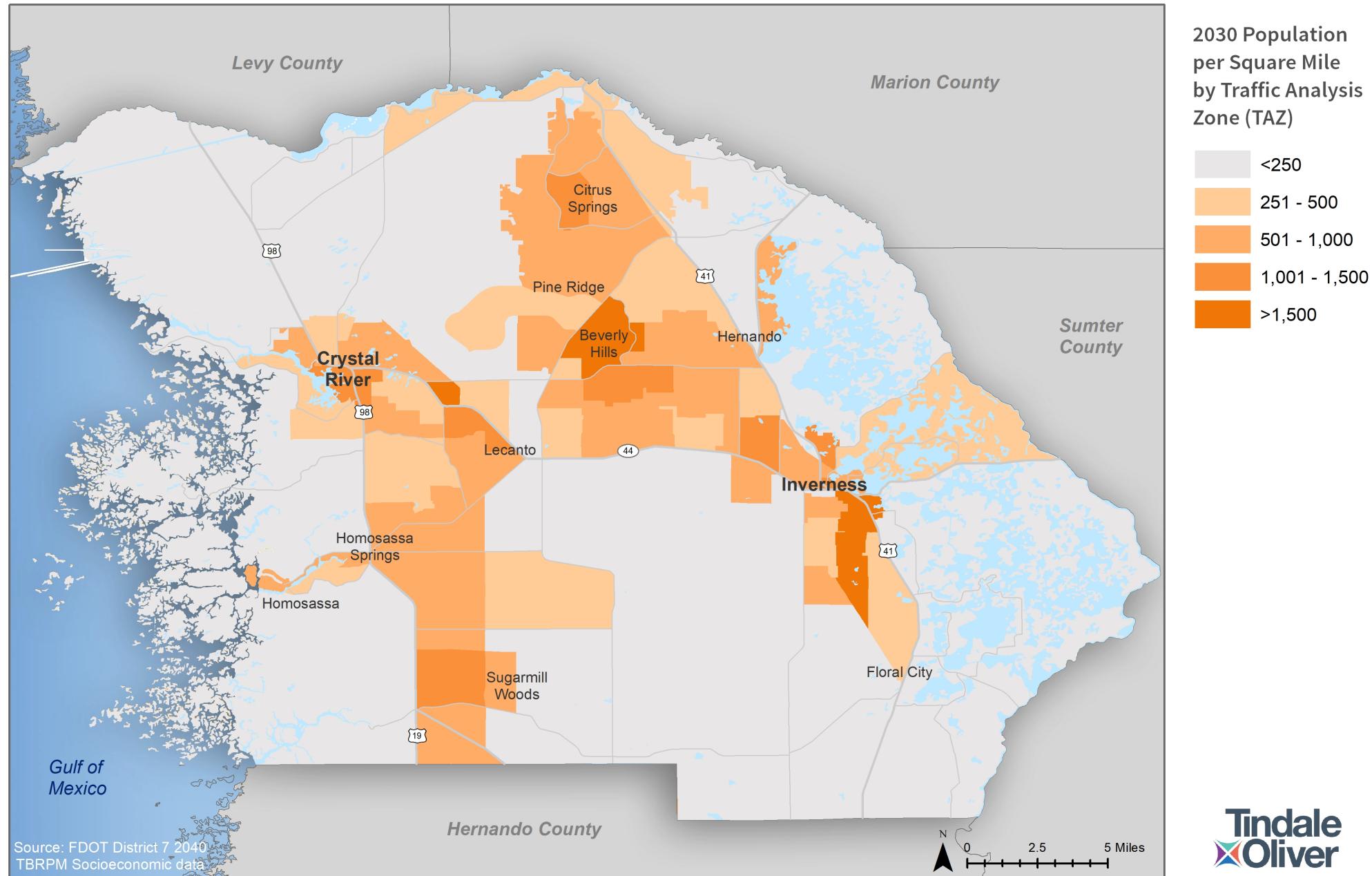


### Map 2-2: 2021 Population



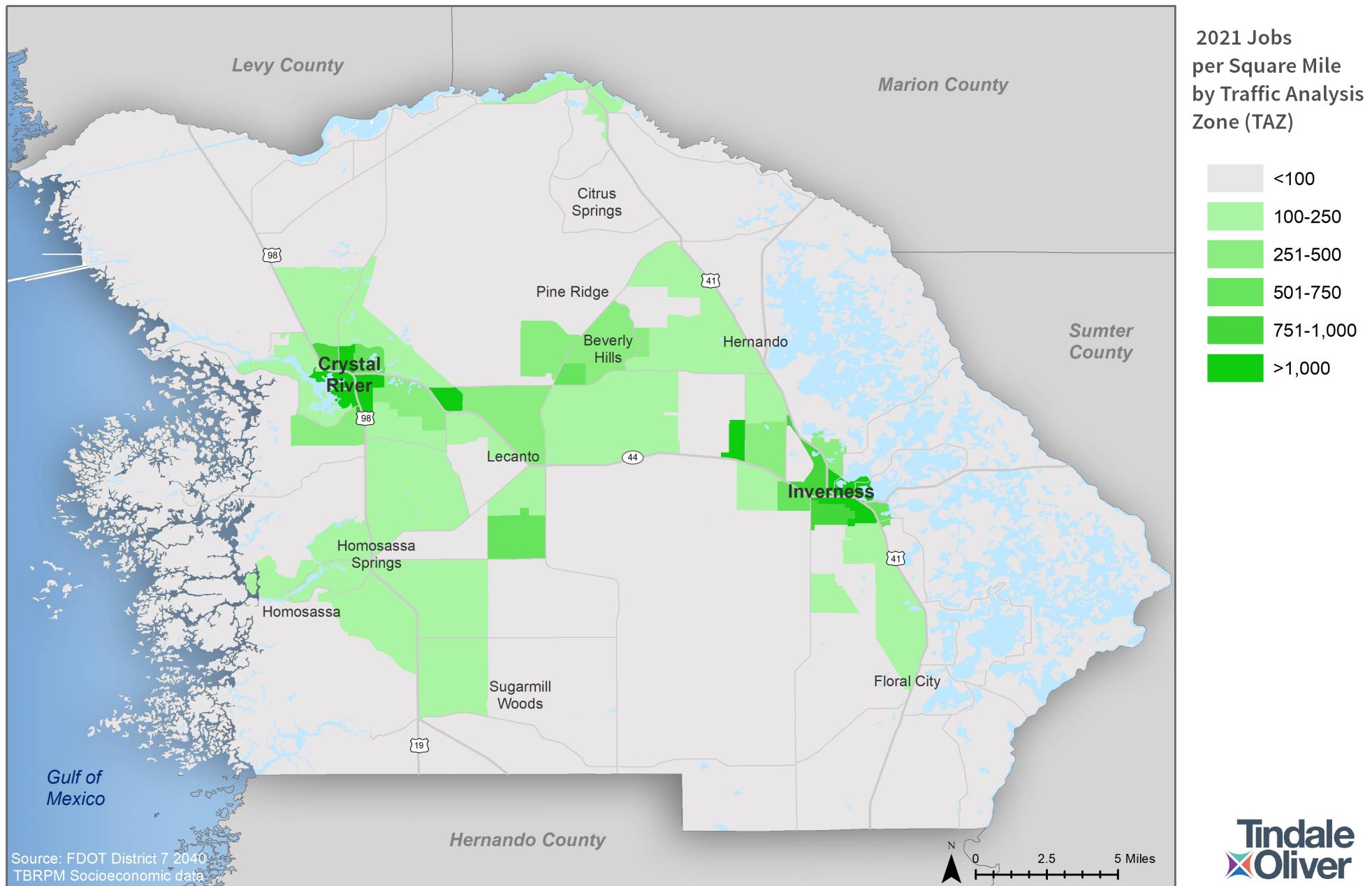


### Map 2-3: 2030 Population



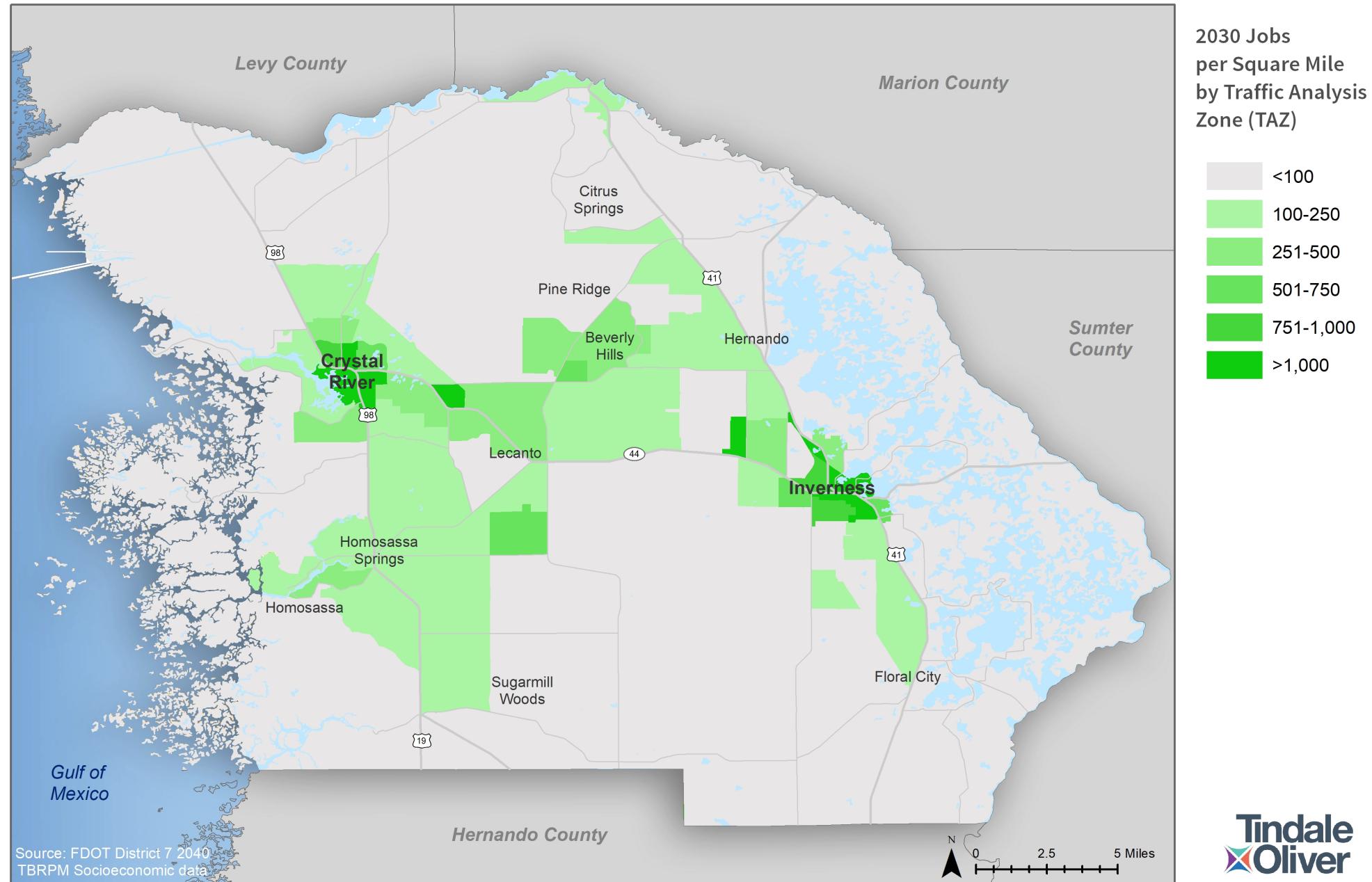


### Map 2-4: 2021 Employment





### Map 2-5: 2030 Employment





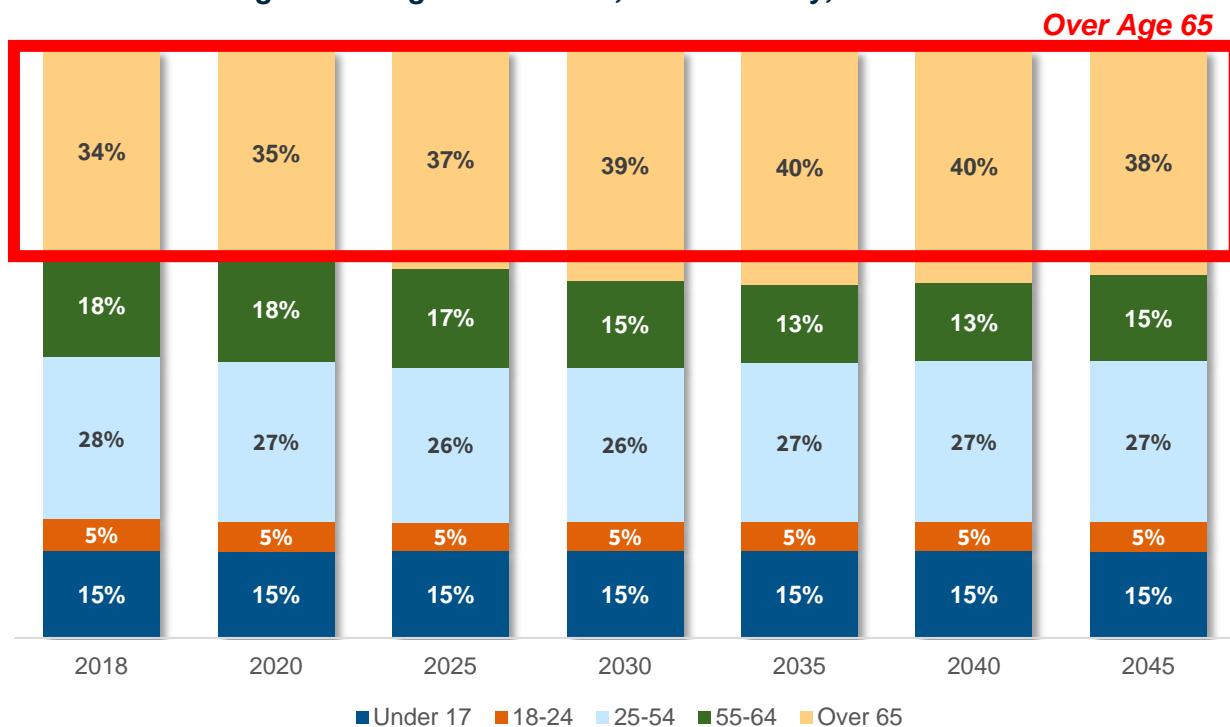
## Age Distribution

Age is an important factor affecting transit demand, as data show that some age segments have a higher tendency to use transit than others. As shown in Figure 2-3, currently half (49%) of Citrus County's population is below age 17 or above age 65, two groups that have a higher inclination to use public transportation. The proportion of populations ages 25–54 is projected to decrease from 28 percent to 27 percent, although it still is the largest population segment of the county.

The proportion of populations over age 65—a population segment known for using transit more than other age groups—will increase from 34 percent in 2018 and peak at 40 percent in 2040 but will decrease to 38 percent in 2045. Populations under age 17 will hold steady at 15 percent, and populations ages 55–64 will decrease from 18 percent in 2018 to 15 percent in 2045.

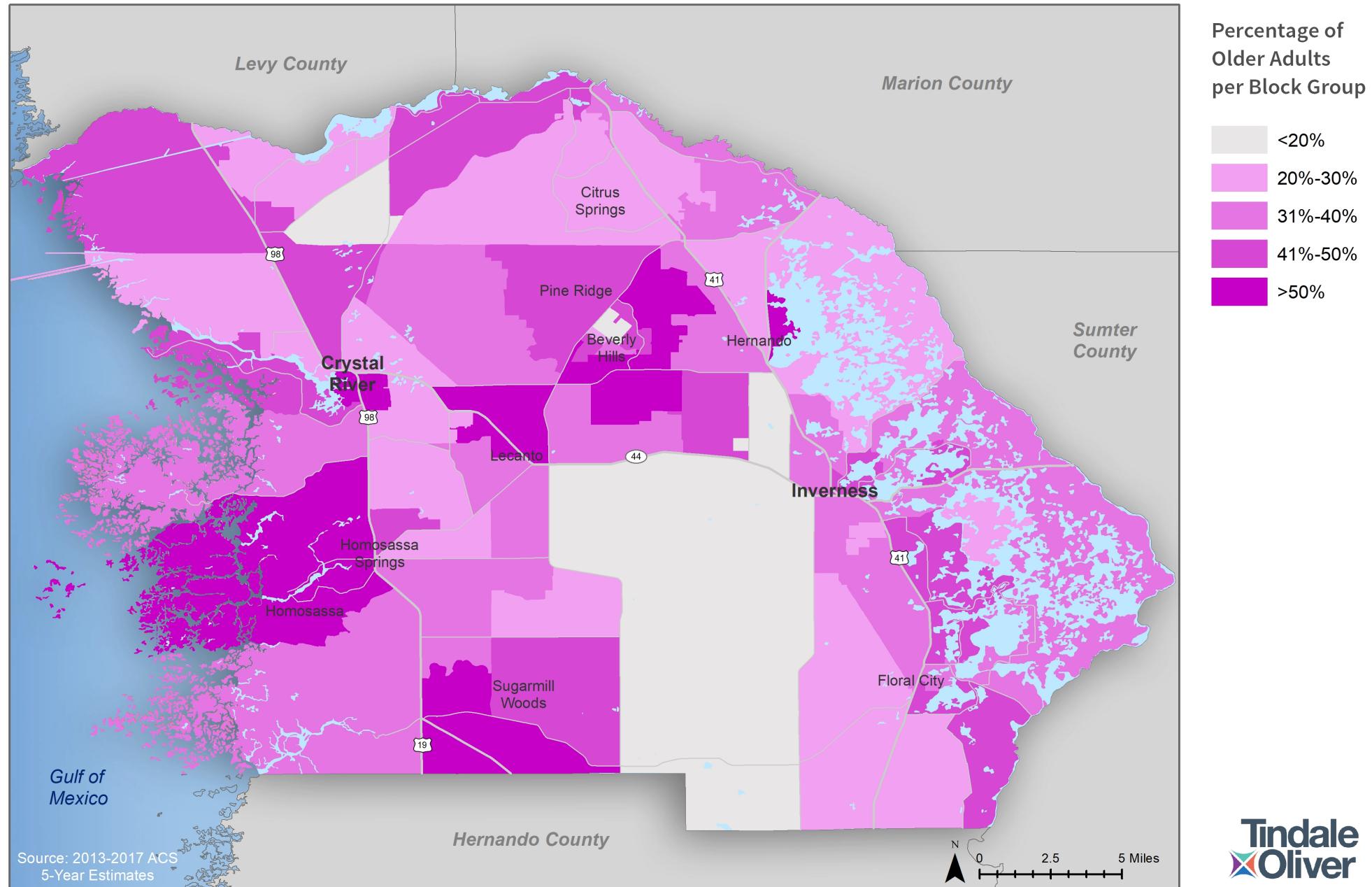
The median age has also increased, from 52.6 to 55.9 from 2000 to 2017, and is higher than Florida's median age of 41.8. Map 2-6 illustrates higher concentrations of older adults, and Map 2-7 shows the geographical distribution of those age 17 or below.

**Figure 2-3: Age Distribution, Citrus County, 2018–2045**

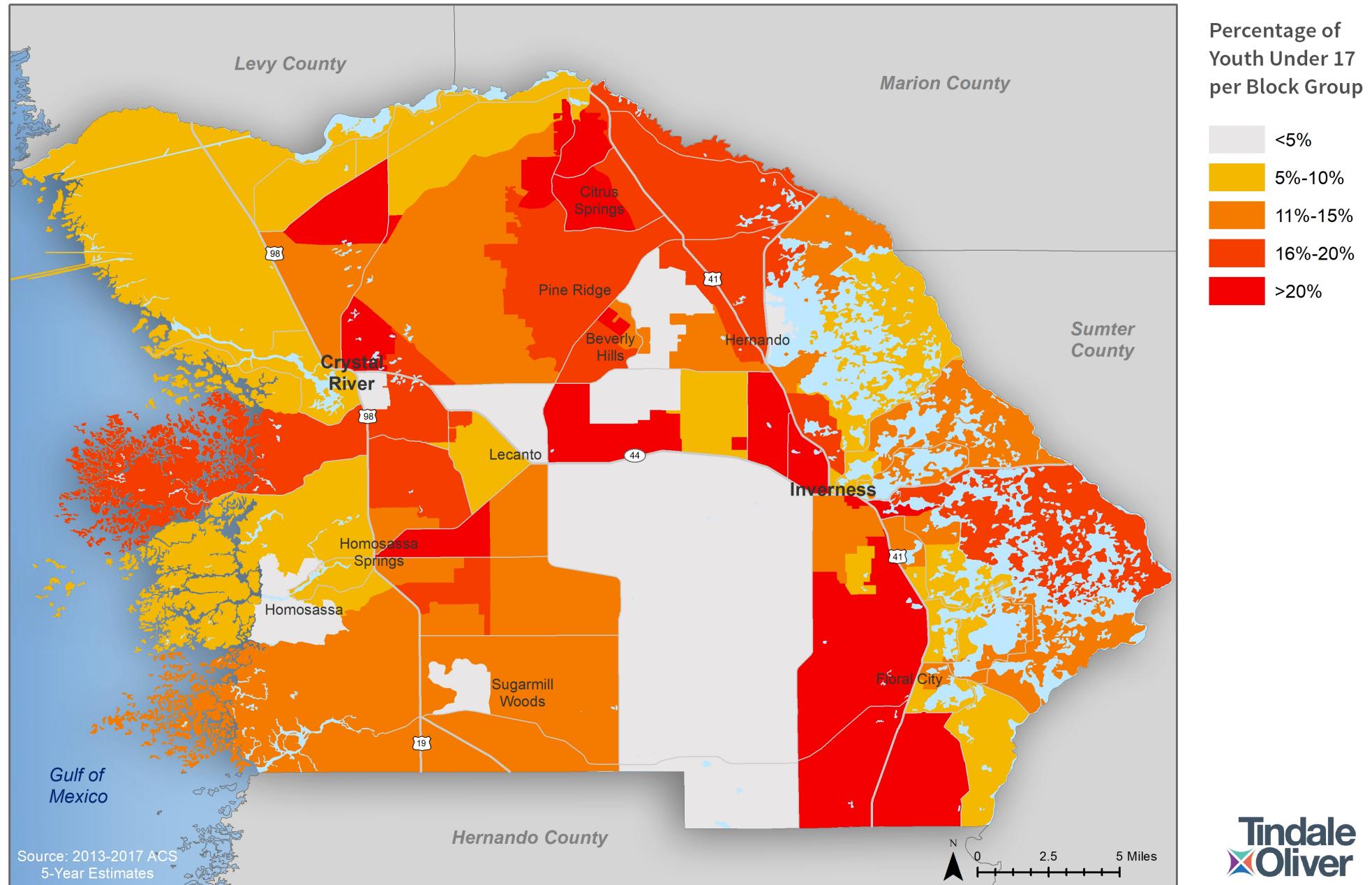


Source: BEBR 2018 Estimates

## Map 2-6: Older Adults



## Map 2-7: Youths, Aged 17 and Below

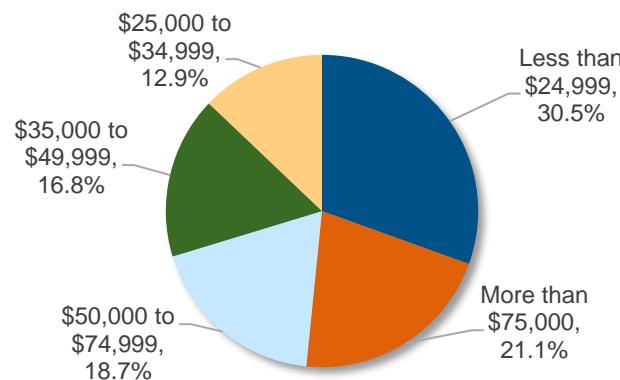




## Income Distribution

Earned annual income can be a key indicator for determining public transit needs of an area, as low-income populations tend to use transit more than higher-income populations. In 2017, 21 percent of Citrus County's 62,488 households had an annual income of more than \$75,000, nearly 19 percent had an income between \$50,000 and \$74,999, and approximately 30 percent had an income of less than \$24,999 annually (see Figure 2-4). Median income in Citrus County increased from \$31,001 in 2000 to \$40,574 in 2017, although it is still below the median state income of \$50,883 and 40 percent below the average U.S. median income of \$57,652.

**Figure 2-4: Household Income, Citrus County, 2017**



Source: ACS 2013–2017 5-Year Estimates

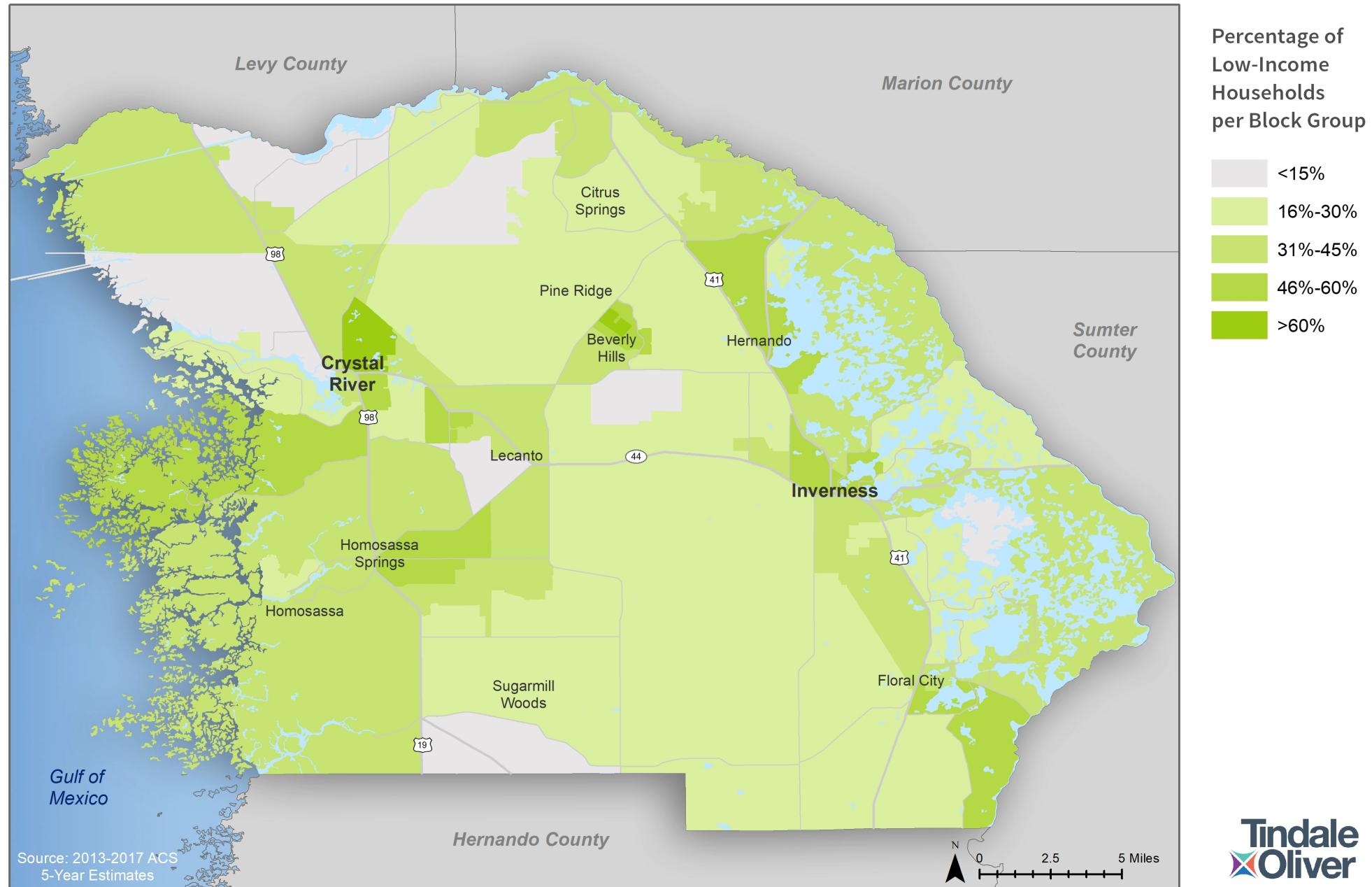
## Poverty

The U.S. Census Bureau defines the poverty threshold as a household income of under \$25,000 for a family of four with two children. Citrus County has had an increase in families living below the poverty level since 2000, when only nine percent were in that category. According to the ACS 2013–2017 5-Year Estimates, approximately 12 percent of Citrus County's population lives below the poverty level, an increase from 9.6 percent in 2010. Since 2000, there has been a 38 percent increase in that segment (8.5% in 2000 to 11.7% in 2017). Continued growth in the number of these transit-dependent riders may indicate a need for more transit service. Map 2-8 shows the geographical distribution of the varying levels of percentages of low-income households.

## Educational Attainment

Education level is an important factor in an area's population make-up, as level of education has been shown to correlate with income and use of public transit. Citrus County's population improved in educational attainment from 2010 to 2017 according to ACS 2013–2017 5-Year Estimates. As shown in Table 2-3, the number of residents that have completed less than a high school degree decreased from 15 percent to 13 percent, and the number of those who have attained only a high school diploma decreased from 39 percent to 38 percent. Residents who completed some college increased marginally, from 30 percent to 32 percent, and those who completed at least a bachelor's degree increased from 17 percent to 18 percent (Figure 2-5).

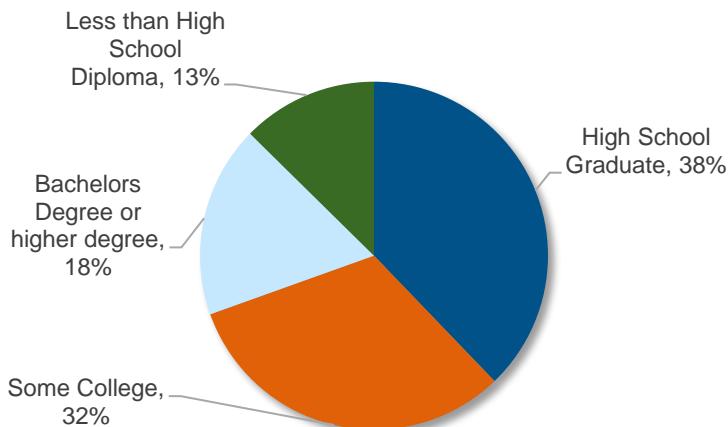
## Map 2-8: Low-Income Households



**Table 2-3: Education Attainment, Citrus County, 2010–2017**

Educational Attainment	2010	2017
Less than high school diploma	15%	13%
High school graduate	39%	38%
Some college	30%	32%
Bachelor's degree or higher degree	17%	18%

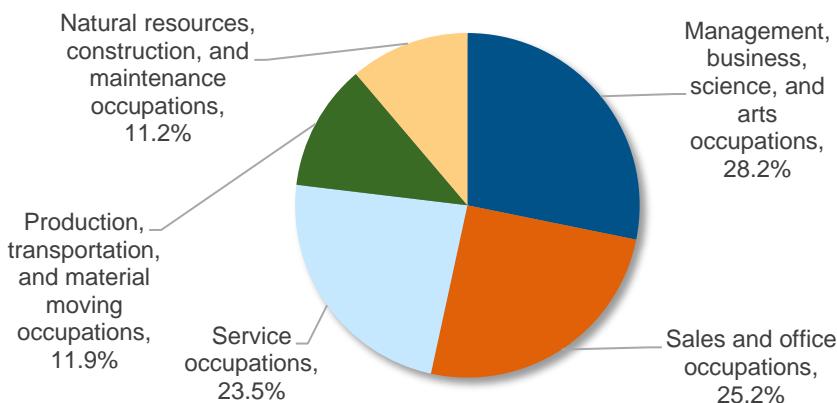
Source: ACS 2013-2017 5-Year Estimates

**Figure 2-5: Education Attainment, Citrus County, 2017**

Source: ACS 2013–2017 5-Year Estimates

## Employment Characteristics

A review of the type of employment in Citrus County was conducted using ACS 2013–2017 5-Year Estimates data and based on occupation sectors, as shown in Figure 2-6. Data for 2017 shows that the top occupations that make up more than half of the jobs in Citrus County are those in management, business, science, and arts (28.2%) and sales and office occupations (25.2%), followed by service occupations (23.5%), production, transportation, and material moving occupations (11.9%), and natural resources, construction, and maintenance occupations (11.2%).

**Figure 2-6: Employment by Occupation, Citrus County, 2017**

Source: ACS 2013–2017 5-Year Estimates

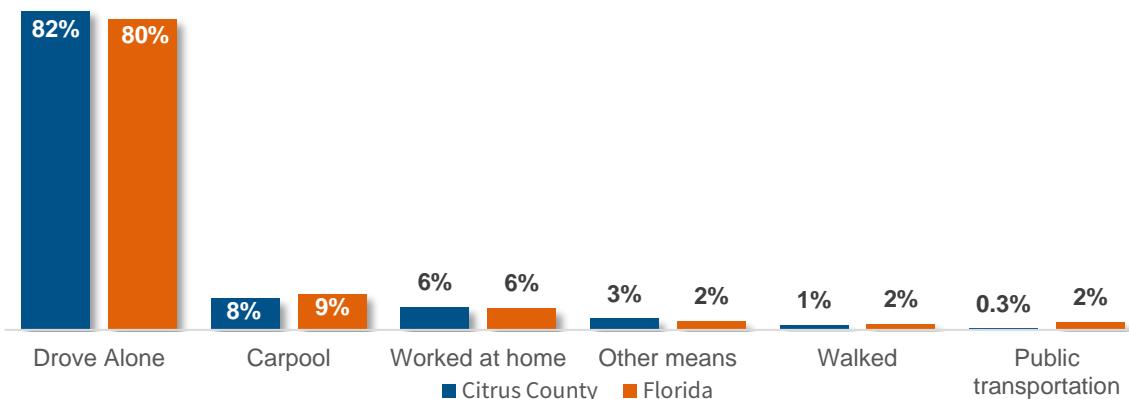


## Travel Behavior and Commuting Trends

### Journey to Work

Data from the ACS 2013–2017 5-Year Estimates were used to assess travel behaviors and patterns in Citrus County for people who commute for work. Figure 2-7 shows that those who lived in Citrus County drove alone (82%), more than the state average (80%). Commuters worked from home (6%) or used other means (3%) at the same rate or more than the state average, but walked (1%), carpooled (8%), and used public transportation (0.3%) less. From 2010 to 2017, the percentage of workers who drove alone increased from approximately 80 percent to 82 percent, and carpooling, walking, and public transportation use decreased (Table 2-4).

**Figure 2-7: Commute Modes, Citrus County, 2017**



Source: ACS 2013-2017 5-Year Estimates

**Table 2-4: Commute Modes, Citrus County, 2010–2017**

Mode	Citrus 2010	Citrus 2017
Drove alone	79.9%	81.7%
Carpooled	11.2%	8.1%
Worked at home	4.8%	5.8%
Other means	2.3%	2.9%
Walked	1.5%	1.2%
Used public transportation (excluding taxicab)	0.4%	0.3%

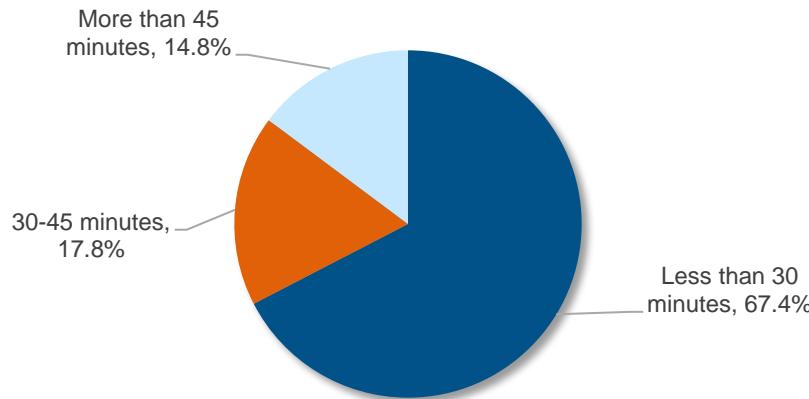
Source: ACS 2013-2017 5-Year Estimates

### Commute Times and Choices

As shown in Figure 2-8, in 2017 the majority of commuters (67%) spent less than 30 minutes traveling to or from work, with nearly 18 percent spending 30–45 minutes. Similar data from 2000 show that overall commute times remained relatively unchanged over the last 17 years, although there has been a slight increase in the number who spend more than 30 minutes commuting and a decrease in those who spend more than 45 minutes (Table 2-5). Further examination of age by mode of travel shows that those over age 55 are more willing to take public transit than those under age 24, at 26 percent and 15 percent, respectively. This is the opposite of recent state and national trends but supports the demand for transit in Citrus County, as it has an increasingly aging population. As shown in Figure 2-9, persons ages 25–44 are the majority of those willing to take transit in Citrus County.



**Figure 2-8: Average Commuting Times, Citrus County, 2017**



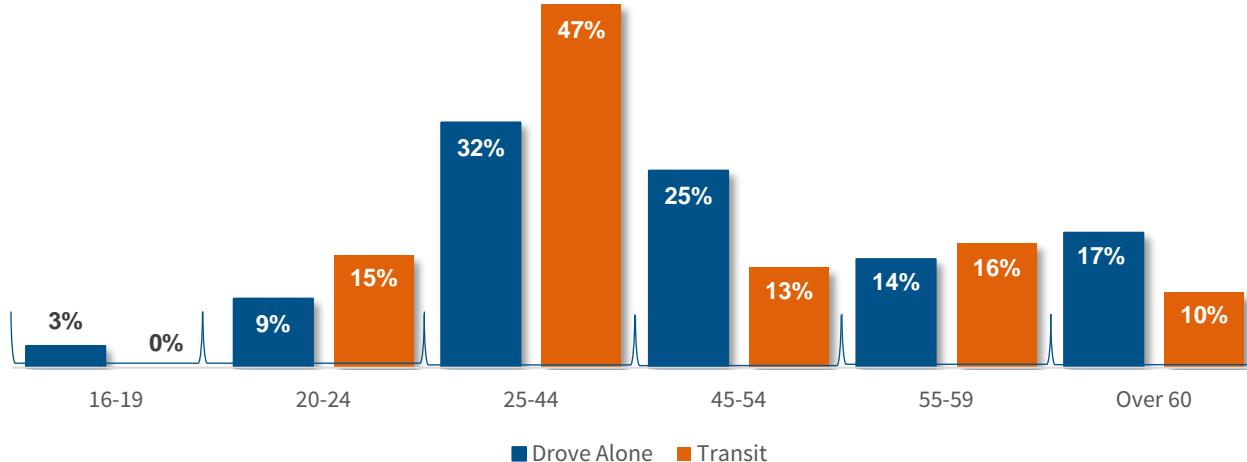
Source: ACS 2013–2017 5-Year Estimates

**Table 2-5: Commute Times, Citrus County, 2000–2017**

Average Commute Time	2000	2017
Less than 30 minutes	67.4%	67.0%
30–45 minutes	17.8%	19.2%
More than 45 minutes	14.8%	13.6%

Source: 2000 Census, ACS 2013–2017 5-Year Estimates

**Figure 2-9: Willingness to Use Transit vs. Automobile by Age Group, Citrus County, 2017**



Source: ACS 2013–2017 5-Year Estimates



## Commuting Patterns

Review and analysis of commute patterns is important for evaluating existing services and the need for regional connections. Of Citrus County's nearly 39,183 workers, 46.5 percent (18,234) also live in the county (Table 2-7).

Marion County is the most popular external county in which to work while living in Citrus County and supplies the most workers to Citrus County, 3,687 and 2,107 respectively (Table 2-6). The three most significant inter-county commute patterns to and from Citrus County, in addition to Marion County, include nearly 2,000 workers who live in Citrus County and commute to Hernando County, approximately 1,800 who live in Hernando County and commute to Citrus County, and approximately 1,600 who live in Citrus County and commute to Orange County. The farthest counties to which commuters travel are Hillsborough and Pinellas to the south and Duval to the north. Overall, Citrus County residents commute to other counties more than residents of surrounding counties commute to Citrus. Map 2-9 illustrates the primary local commuting patterns for Citrus County using LEHD "OntheMap" data.

**Table 2-6: Commuter Inflows, Citrus County, 2017**

Inflow		
County		Percent
Marion	2,107	6.8%
Hernando	1,776	5.7%
Pasco	829	2.7%
Hillsborough	794	2.6%
Pinellas	696	2.2%
Orange	566	1.8%
Levy	471	1.5%
Sumter	470	1.5%
Lake	434	1.4%
Other	4,595	14.8%

*Note: 18,234 individuals live and work in Citrus County, comprising 58.9% of commuter inflow total.*

*Source: "OntheMap," US Census Bureau*

**Table 2-7: Commuter Outflows, Citrus County, 2017**

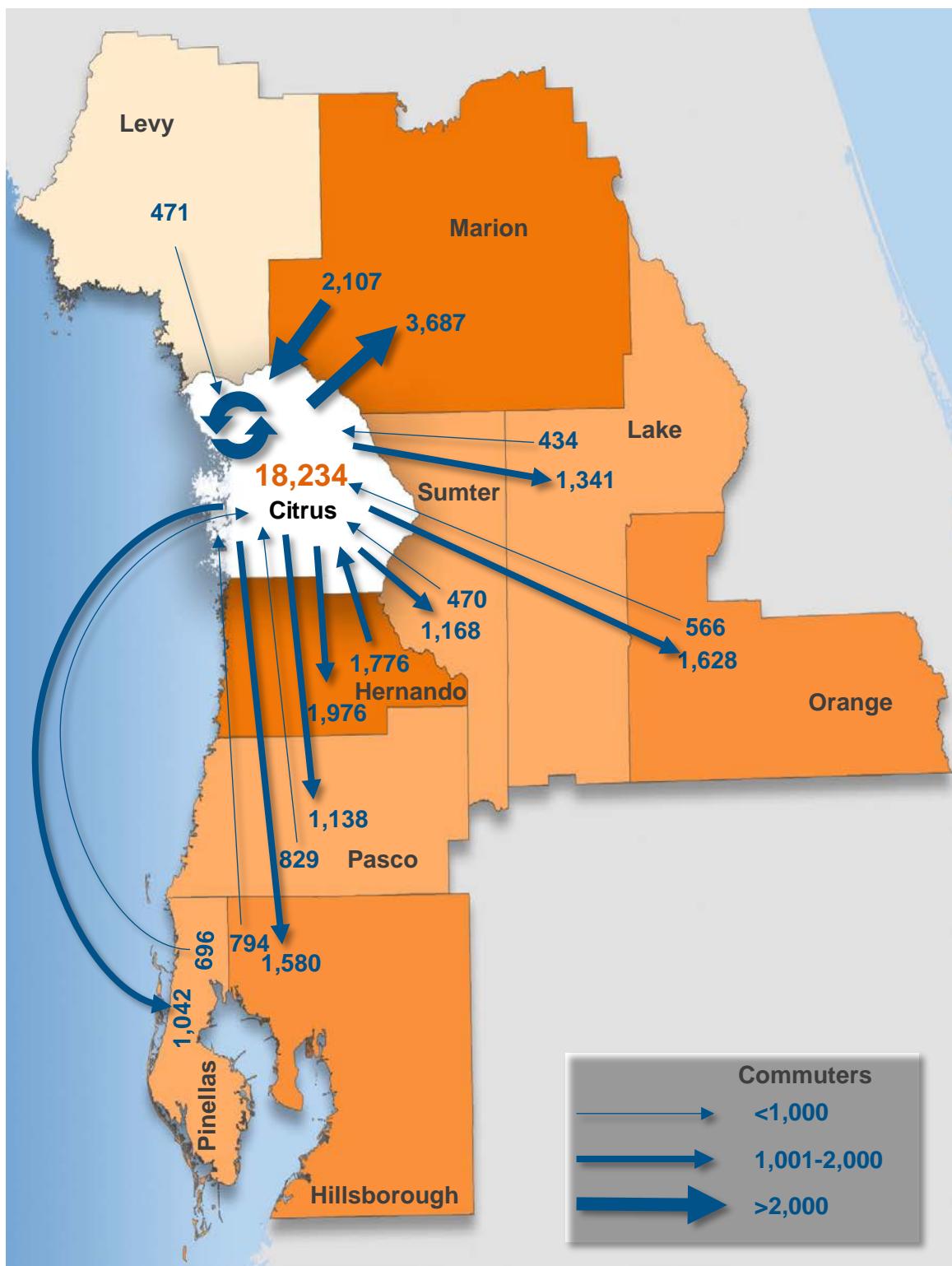
Outflow		
County		Percent
Marion	3,687	9.4%
Hernando	1,976	5.0%
Orange	1,628	4.2%
Hillsborough	1,580	4.0%
Lake	1,341	3.4%
Sumter	1,168	3.0%
Pasco	1,138	2.9%
Pinellas	1,042	2.7%
Duval	837	2.1%
Other	6,552	16.7%

*Note: 18,234 individuals live and work in Citrus County, comprising 46.5% of commuter outflow total.*

*Source: "OntheMap," US Census Bureau*



Map 2-9: Commute Inflows and Outflows, Citrus County, 2017



Source: "OntheMap," US Census Bureau



## Minorities and Limited English Proficiency (LEP)

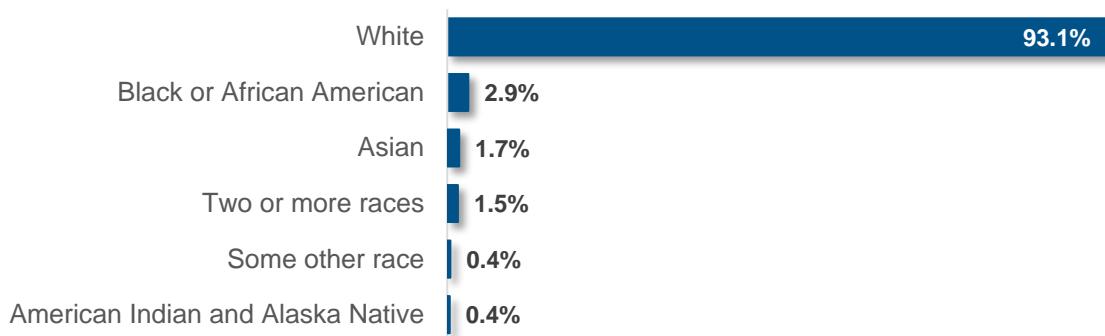
Agencies that use Federal dollars to fund public transit are required to ensure that minorities are not discriminated against in accordance with Title VI of the Civil Rights Act. They also must take reasonable steps to ensure meaningful access to their programs and activities by Limited English Proficiency (LEP) persons, those who speak English "less than very well." Understanding where minorities and LEP populations live in the region helps to ensure that Federal requirements in the planning process are met. Understanding the minority profile of a community also is important in identifying future transit needs, as minorities historically represent a higher percentage of transit riders than the overall population.

### Minorities

Figure 2-10 illustrates the racial and ethnic characteristics of Citrus County. For this analysis, "racial minority" is defined by the U.S. Census Bureau as persons who are a non-White race such as Black/African American, American Indian/Alaska Native, Asian, Native Hawaiian/other Pacific Islander, some other non-White race, or a combination of two or more races.

The majority (93.1%) of Citrus County's population is White, and the remaining 6.9% are minorities of various racial or ethnic groups. Of the minority population, the highest percentage are Black/African American (2.9%), followed by Asian (1.7%). Citrus County has become marginally more diverse since 2000; there has been a 0.5 percent increase of Black/African American population, a 0.9 percent increase in Asian populations, and a 1.9 percent decrease in people who identify as White (Table 2-8). Map 2-10 illustrates where minorities in Citrus County live.

**Figure 2-10: Race Distribution, Citrus County, 2017**



Source: ACS 2013–2017 5-Year Estimate

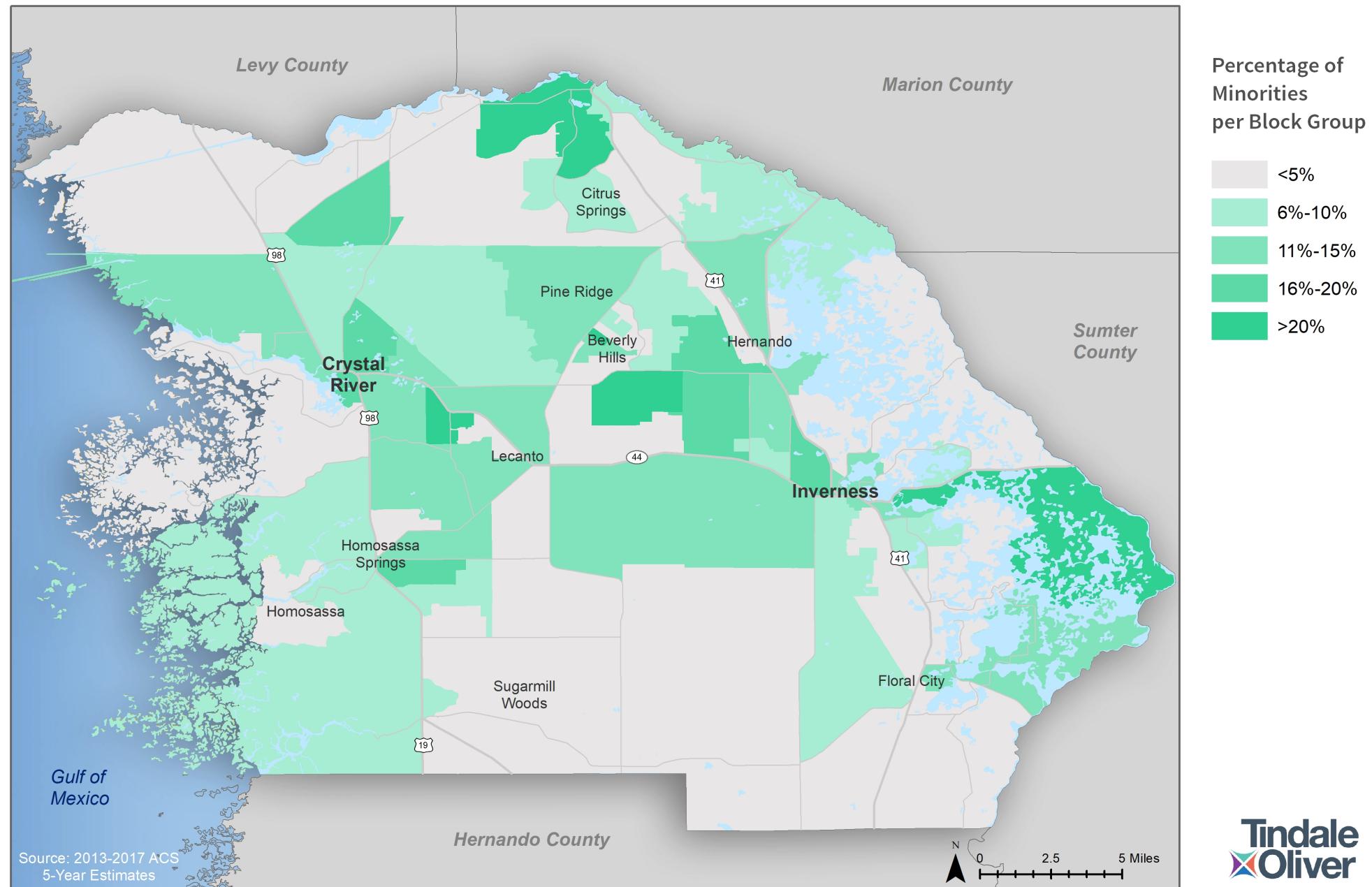
**Table 2-8: Racial Distribution, Citrus County, 2000–2017**

Race	2000	2010	2017
White	95.0%	93.3%	93.1%
Black/African American	2.4%	2.8%	2.9%
American Indian/Alaska Native	0.4%	0.4%	0.4%
Asian	0.8%	1.3%	1.7%
Some other race	0.4%	0.7%	0.4%
Two or more races	1.1%	1.4%	1.5%

Source: ACS 2013-2017 5-Year Estimates



### Map 2-10: Minorities





## Limited English Proficiency (LEP)

Table 2-9 provides a summary of the language spoken at home by Citrus County residents age 5 and older. Approximately 94 percent of that population speaks English only, and the remaining 6 percent speak a language other than English at home; of that number, approximately 2 percent speak English less than "very well." Approximately 6 percent of the population is foreign-born, with more than half (56%) speaking a language other than English at home and 27 percent speaking English less than "very well." The majority (97%) speak English only, and fewer than 1 percent speak English less than "very well." Table 2-10 shows that the majority of those who speak other languages speak English "very well"; those who speak Asian and Pacific Island languages have the highest percentage (45.7%) of residents speaking English less than "very well." Map 2-11 shows the percentage of households by block group with limited English-speaking abilities.

**Table 2-9: Languages Spoken at Home, Citrus County, 2017**

Language	Native	Foreign Born	Total
Population 5 years and older	128,379	7,557	135,936
English-only	97%	44%	94%
Primary other language	3%	56%	6%
Speak English less than "very well"	0.6%	27%	2%

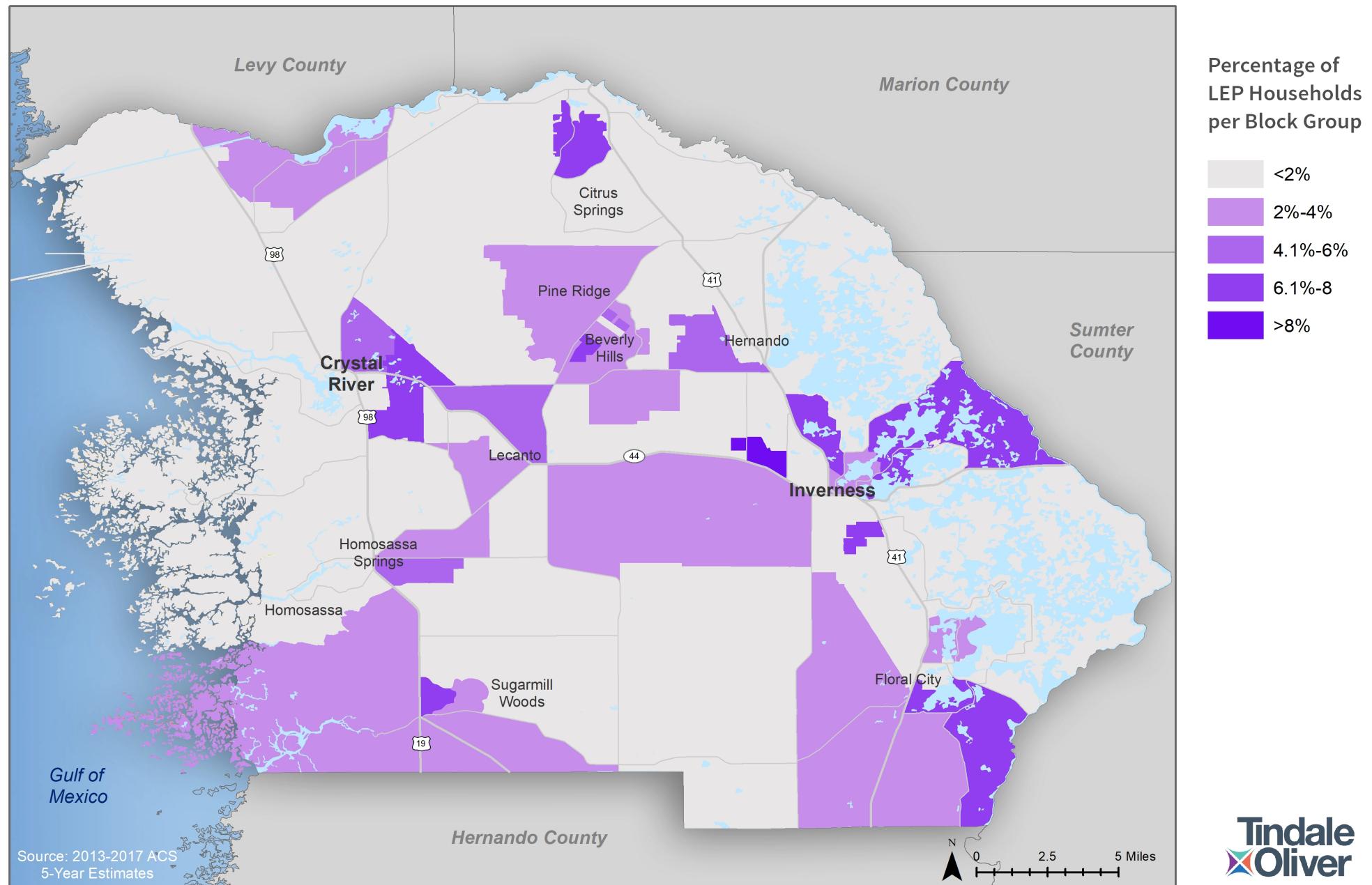
Source: ACS 2013–2017 5-Year Estimates

**Table 2-10: Other Languages Spoken and Ability to Speak English, Citrus County, 2017**

Languages Spoken other than English	% Speak English Only or "Very Well"	% Speak English Less than "Very Well"
<b>Spanish</b>	57.8%	42.2%
Ages 5–17	71.0%	29.0%
Ages 18–64	59.5%	40.5%
Age 65 and over	46.0%	54.0%
<b>Other Indo-European languages</b>	78.6%	21.4%
Ages 5–17	83.9%	16.1%
Ages 18–64	80.0%	20.0%
Age 65 and over	76.7%	23.3%
<b>Asian and Pacific Island languages</b>	54.3%	45.7%
Ages 5–17	73.8%	26.2%
Ages 18–64	49.4%	50.6%
Age 65 and over	55.2%	44.8%
<b>Other languages</b>	86.0%	14.0%
Ages 5–17	100.0%	0.0%
Ages 18–64	100.0%	0.0%
Age 65 and over	77.5%	22.5%

Source: ACS 2013–2017 5-Year Estimates

## Map 2-11: Limited English Proficiency (LEP) Households



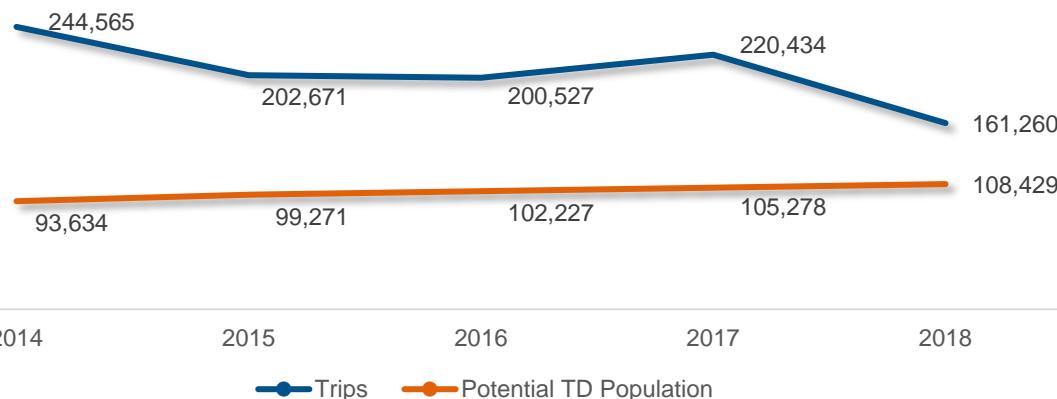


## Transportation Disadvantaged Population

In addition to deviated fixed-route transit, CCT provides transportation for persons who are transportation disadvantaged (TD) in Citrus County. These services provide an important function to help increase access to activities such as health care, employment, and education for older adults, those who have disabilities and/or are low income, and high-risk children or those who are at-risk. The TD population includes individuals who meet the requirements to receive subsidized trips by the Florida Commission for the Transportation Disadvantaged (CTD) Trust Fund, which are allocated to the local Community Transportation Coordinator (CTC) by the CTD. The service is arranged based on need, with medical needs and life-sustaining activities receiving higher priority than work, business, or recreation.

According to the 2018 Florida CTD Annual Operator Report, approximately 74 percent of Citrus County's residents are considered potentially transportation disadvantaged compared to the state's 42 percent. In 2018, Citrus County's TD population was 108,429, representing a 3 percent increase in TD residents since the prior year. Figure 2-11 shows that for 2014–2018, Citrus County experienced a 16 percent increase in its TD population and a 34 percent decrease in the number of trips provided. The noticeable decline in trips, even with the increase in TD population, may be related partially to the reclassification of Medicaid to other providers and the reduction in funding made available to the CTC.

**Figure 2-11: TD Population and Trips, Citrus County, 2014–2018**

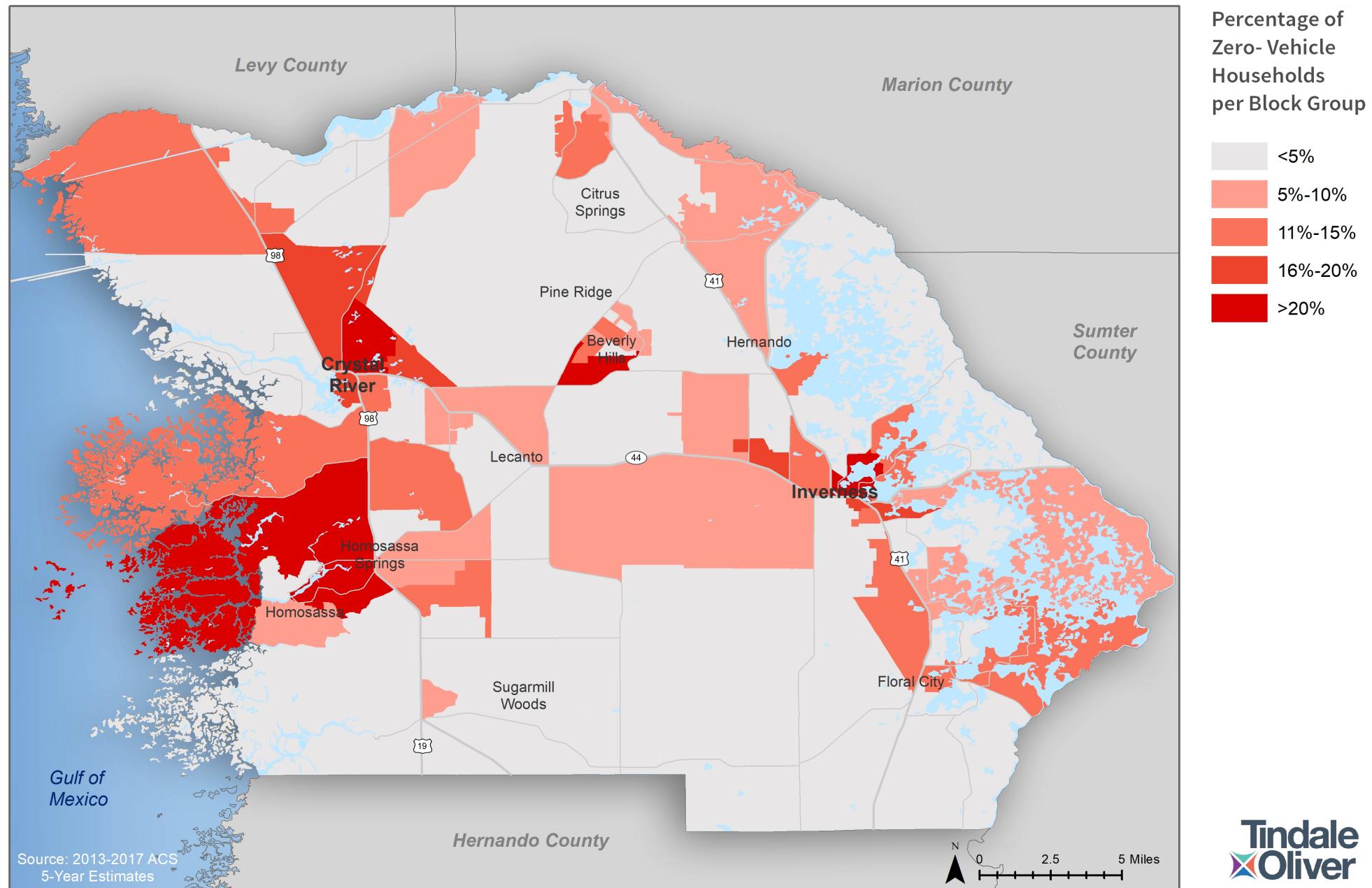


Source: ACS 2013–2017 5-Year Estimates

## Automobile Ownership

Owning a vehicle can be a significant financial burden, particularly for households already near or below the poverty line. Households that do not own a vehicle are referred to as "zero-vehicle households" and are more likely to be dependent on public transportation for work, education, and recreation. According to 2013–2017 ACS 5-Year Estimates, approximately 2 percent of households in Citrus County were considered zero-vehicle households, significantly lower than the statewide rate of 6.6 percent. In Citrus County, approximately 23 percent of households have one vehicle available, and approximately 75 percent have two or more vehicles available. Many areas of the county have varying percentages of zero-vehicle households, with the greatest concentration in the Homosassa area adjacent to US-98 and the coast, Crystal River adjacent to US-98 and SR-44, Beverly Hills, and central Inverness. Map 2-12 shows the distribution of zero-vehicle households by block group in Citrus County.

## Map 2-12: Zero Vehicle Households





## Tourism, Major Activity Centers, and Regional Connections

Citrus County is home to many natural attractions, including Homosassa Springs State Wildlife Park, Rainbow Springs, Withlacoochee State Trail, Chassahowitzka National Wildlife Refuge, and Three Sisters Springs. These attractions are scattered throughout the county and helped attract approximately half a million people in FY 2018, an eight percent increase from FY 2017 according to the Citrus County Chamber of Commerce. Table 2-10 shows attractions in Citrus County.



Source: Citrus County Chamber of Commerce

**Table 2-11: Major Attractions in Citrus County**

Attraction	Location
Homosassa Springs Wildlife State Park	Homosassa
Three Sisters Springs	Crystal River
Crystal River National Wildlife Refuge	Crystal River
Crystal River Preserve State Park	Crystal River
Crystal River Archaeological State Park	Crystal River
Hunter Springs Park	Crystal River
Fort Cooper State Park	Inverness
Dames Cave	Lecanto
Withlacoochee State Trail	Inverness
Old Courthouse Heritage Museum	Inverness

Source: Citrus County Chamber of Commerce

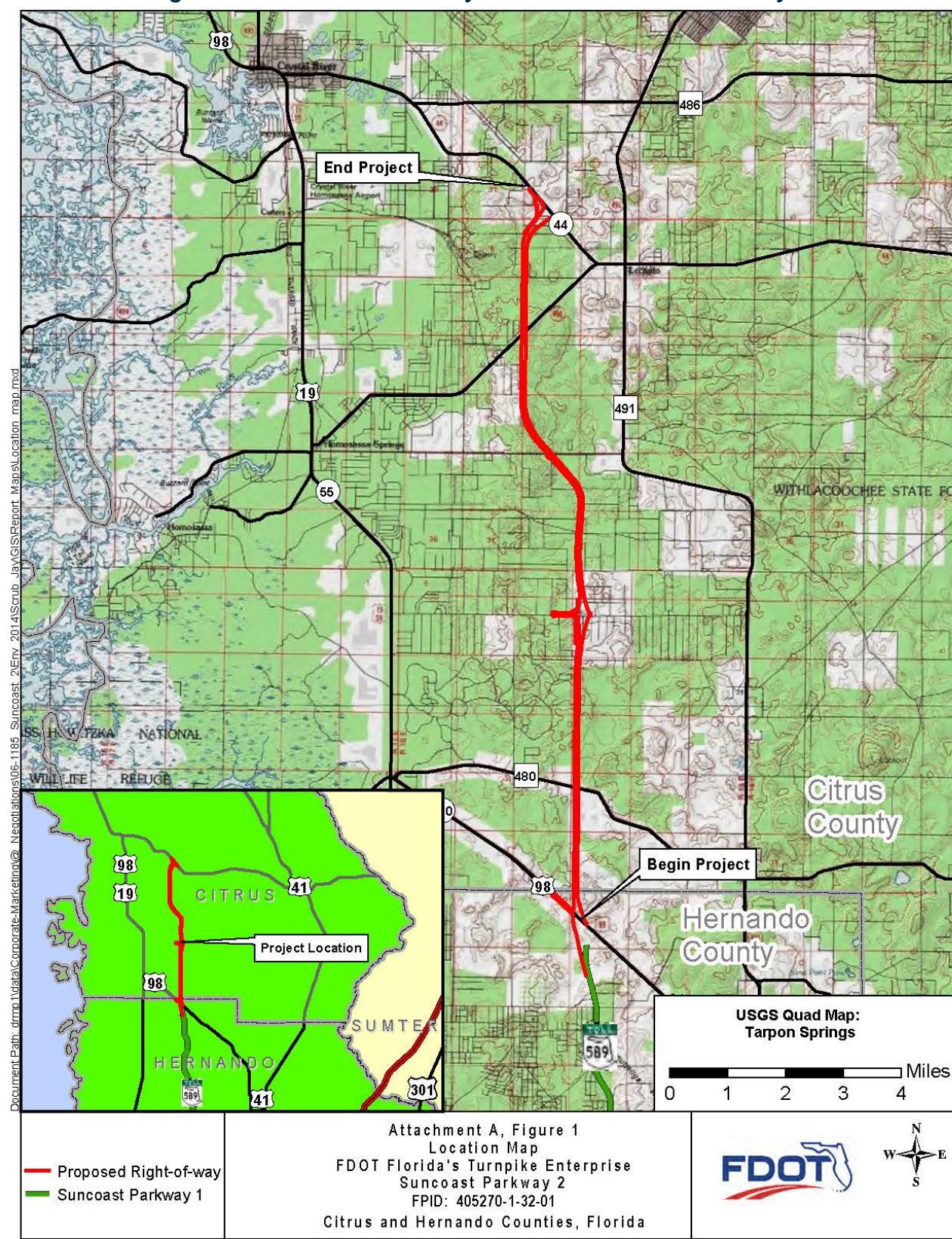
Connecting regionally has become increasingly important for Citrus County, and many efforts are underway to connect the region for all modes, including auto, transit, bike, and pedestrian.

In February 2018, a \$134 million construction project began that will extend the Suncoast Parkway to US-98 and SR-44 in Citrus County from its current location in north Hernando County (Figure 2-12). This two-phase project is funded entirely by toll and concessions revenue and is expected to be completed in 2022. The construction of the 13-mile continuation of the toll road will also include a wildlife corridor, 3 wildlife culverts, an extension of the Suncoast Trail, 15 new bridges, new tollways, and a pedestrian overpass over US-98.

In May 2019, SB 7068 (a toll road bill) was signed by Florida's Governor to expand the Suncoast Parkway from its current end point to the Georgia border, which will connect those in the Tampa Bay area to the Florida Panhandle and the rest of northwest Florida while increasing travel options. This project is a part of Florida's Multi-use Corridors of Regional Economic Significance (M-CORES) program to revitalize rural communities, encourage job creation and provide regional connectivity. Although this northward connection to Georgia may not happen in the near future, the current expansion of Suncoast Parkway into northern parts of Citrus County will bring economic opportunities and easier access for residents and visitors to and from Citrus County.



Figure 2-12: Suncoast Parkway Extension into Citrus County



Source: FDOT



## Major Employers

Major employers in Citrus County in 2018 are listed in Table 2-11 and are from data available from the Citrus County Chamber of Commerce. Currently, Citrus County has not become a base for major industries, but efforts are underway to accommodate large-scale employers. For now, Citrus Memorial Hospital is the top private employer, with approximately 1,000 employees, and the Citrus County School Board is the top public employer, with jobs in 11 elementary schools, 4 middle schools, and 3 high schools in the county. Walmart is the top retail employer, with three locations, in Homosassa, Lecanto, and Inverness.

**Table 2-12: Major Employers, Citrus County, 2018**

Employer	Employees
Citrus County School Board	2,300
Citrus Memorial Hospital	1,000
Walmart	750
Citrus County Board of County Commissioners	500
Seven Rivers Regional Medical Center	500
Duke Energy	500
Citrus County Sheriff	375
Black Diamond Ranch	250

Source: Citrus County Chamber of Commerce

## Roadway and Traffic Conditions

Traffic conditions were analyzed to determine the need for improvements in the county. Figure 2-13 shows the current level of service (LOS) for major roadways in Citrus County, as identified in the Hernando/Citrus MPO's 2040 Long Range Transportation Plan (LRTP). Most major roadways operate at LOS C or better; only two corridors on US-41—between SR-44 and Turner Camp Road and between Independence Highway and Norvell Bryant Highway—are rated LOS D. Table 2-13 identifies the corridors classified by the Hernando/Citrus LRTP as future projects to address potential congestion.

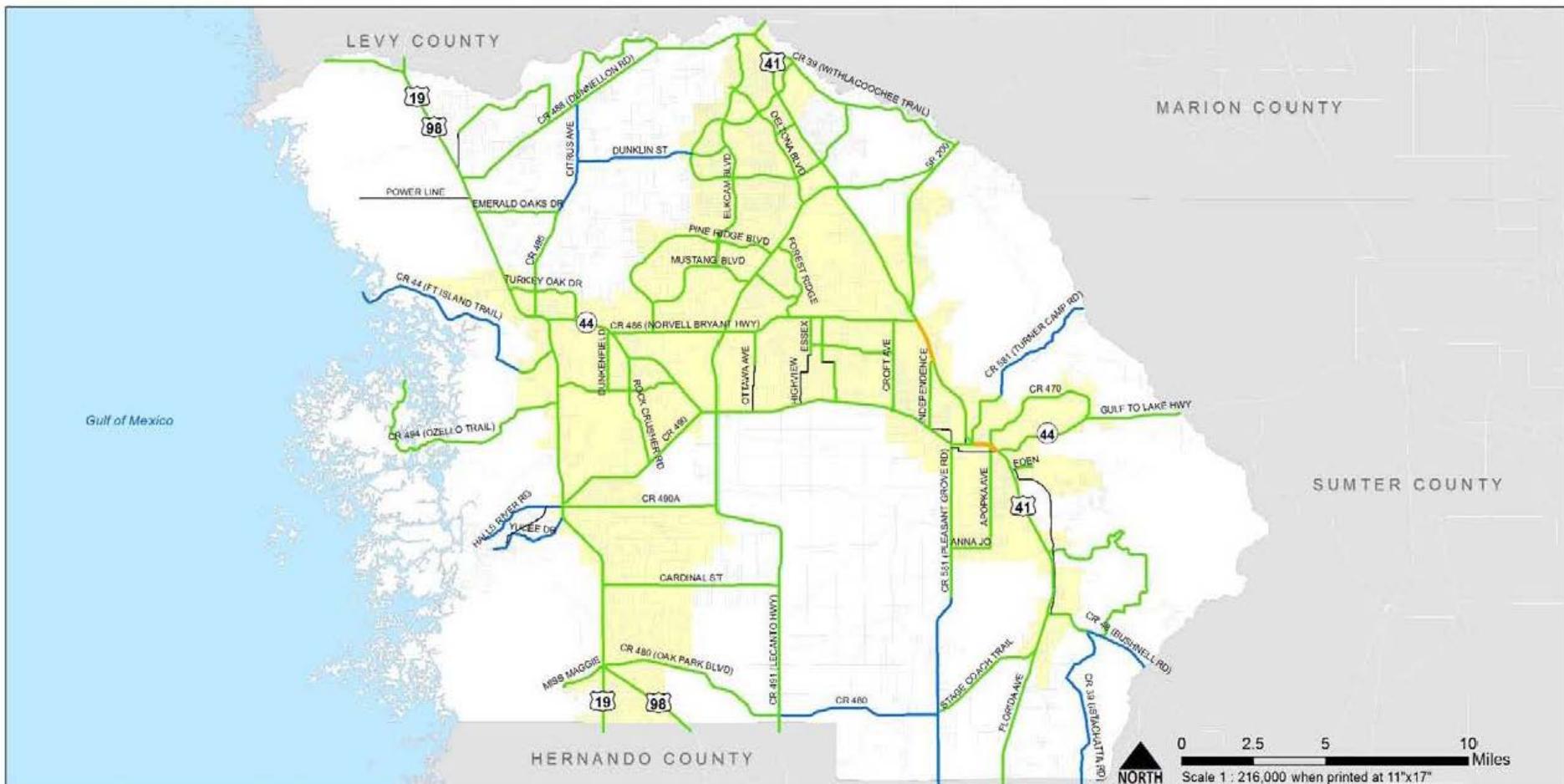
**Table 2-13: Congestion Management Project Areas, Citrus County**

Roadway or Intersection	From	To
US-19/98	US-98	N Basswood Ave
N Citrus Ave	US-19	Emerland Oaks Dr
SR-44	US-19/98	US-41
US-41	E Stage Coach Trail	SR-200
CR-491	W Norvell Bryant Hwy	N Forest Ridge Blvd
W Grover Cleveland Blvd	US-19/98	S Lecanto Hwy
E Watson St	US-19	E Sage St
W Homosassa Trail	US-19/99	W Rosedale Dr
US-41 @ W Dunnellon Rd	—	—
N Independence Hwy @ US-41	—	—

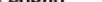
Source: Hernando/Citrus MPO's 2040 Long Range Transportation Plan (LRTP)



**Figure 2-13: Existing Roadway LOS, Citrus County**



**Legend**

<b>Facility LOS</b>	 C	Citrus County Street Centerlines
 No Data	 D	Urban Area
 B		

Data Source: TOA vTIMAS



Source: Hernando/Citrus MPO's 2040 Long Range Transportation Plan (LRTP)



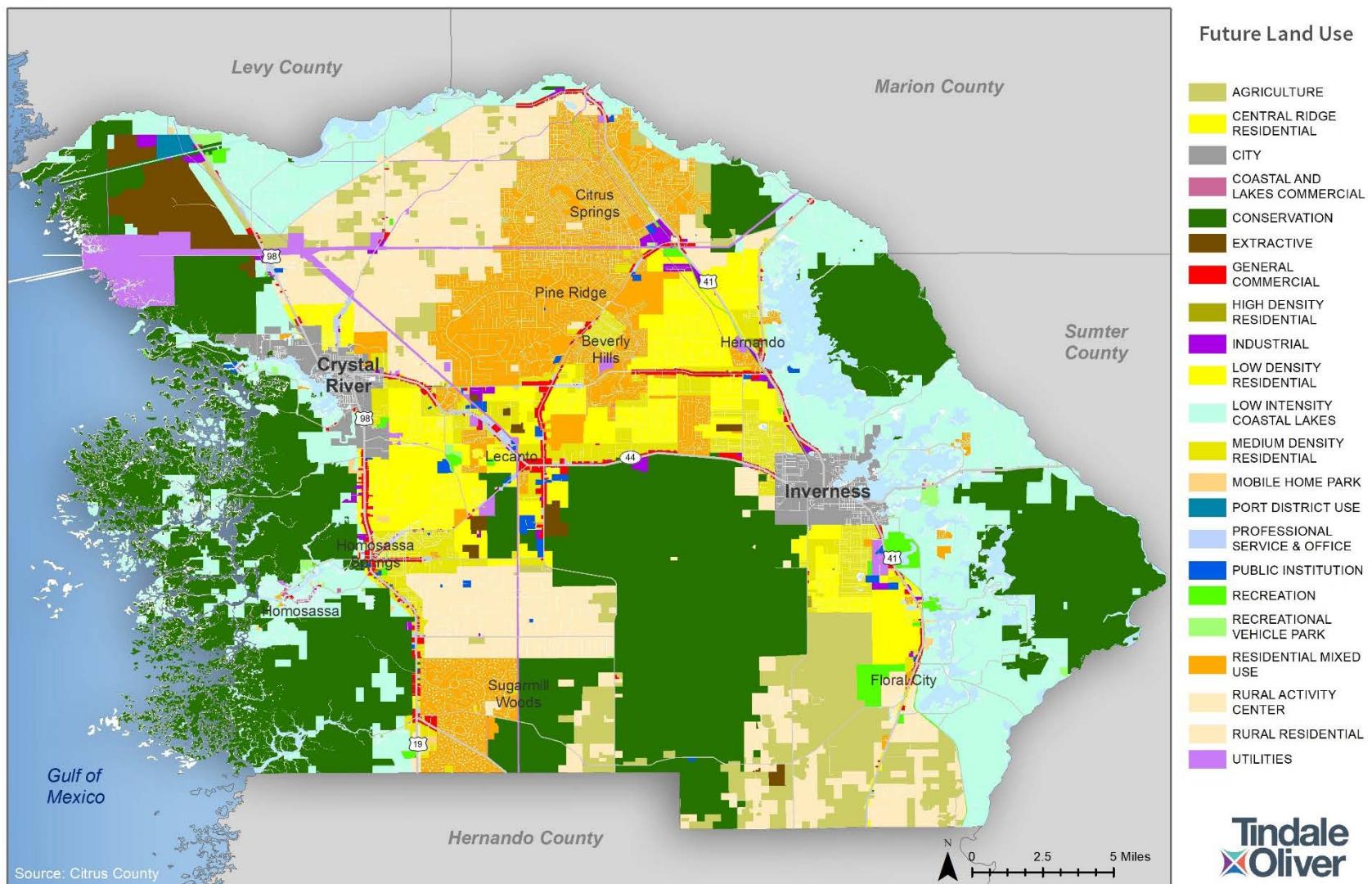
## Future Land Use

A review of current and emerging land uses was conducted for the study area assessment. The future land use maps obtained from Citrus County, shown in Figure 2-13, and existing land use and major planned developments were reviewed. The following key trends were observed:

- A majority of the county is dedicated to conservation (green), low-intensity coastal and lakes, (light green), and agriculture (gold). These areas touch the majority of the county borders and are in the south-central part of the county.
- The majority of residential land is dedicated to low-density residential (light yellow), rural residential (beige), or residential mixed (orange). Residential areas are scattered throughout the county but are concentrated in central part north of SR-44 in Lecanto and adjacent to the City limits of Inverness and Crystal River.
- Most industrial (dark purple) and transportation, communication, and utilities (light purple) uses are located on the west side of the county and, areas north of Crystal River and adjacent to conservation (green).
- Most general commercial (red) uses are along major roadways including US-98, US-41, SR-44, and the northern part of US-19.



Figure 2-14: Citrus County 2040 Future Land Use



Source: Data downloaded from Citrus County; Hernando/Citrus 2040 Long Range Transportation Plan

**Tindale  
Oliver**



## Section 3 Existing Service Evaluation

This section provides a snapshot of the current operating characteristics of the transit system in Citrus County, including a review of key performance indicators. Existing public transportation services in Citrus County include deviated fixed-route service for the general public (the focus of this TDP) and paratransit service for those who are eligible.

Presented is an overview of all major public transportation services and facilities provided by CCT. Information on other transportation services in Citrus County, as available, is summarized to provide a comprehensive overview of services that may be available for residents and visitors to the county. Trend and peer analyses of critical performance indicators for CCT's deviated fixed-route service were conducted to assess how efficiently CCT supplies its transit service and how effectively those services meet area needs.

### Overview of Existing Transit Services

#### Orange Line

CCT's Orange Line is a deviated fixed-route service that serves the general public in Citrus County. Transit services are provided to enhance the ability of county residents to connect to economic opportunities, education centers, lifeline trips, and recreational areas throughout the county. CCT service is offered through the Citrus County Board of County Commissioners (BOCC) and is provided Monday through Friday from 6:00 AM to 6:30 PM, excluding major holidays. All routes operate on 2-hour 15-minute headways. When the Orange Line is in service, all routes begin service at 6:00 AM and end service at 6:30 PM, as shown in Table 3-1.

**Table 3-1: CCT Routes**

Route	Key Locations Served	Weekday Service Frequency	Weekday Span
Beverly Hills	Citrus County Transit, Lecanto Health Department, College of Central Florida, Salvation Army, YMCA, Lecanto Walmart, Central Ridge Library, Water Tower Park, Eagleton Park, Beverly Hills Plaza, Citrus County Resource Center	2 hr, 15 min	6:00 AM–6:30 PM
Crystal River	Citrus County Transit, YMCA, Lecanto Walmart, Meadowcrest Government Center, Crystal River Library, Crystal River City Hall, Crystal River Mall, Crystal River Post Office, Crystal River Winn Dixie, Crystal Square Shopping Center, Publix Hwy 44, Family Dollar Hwy 44	2 hr, 15 min	6:00 AM–6:30 PM
Floral City	Citrus County Transit, Inverness Walmart, Withlacoochee Technical Institute, Inverness Library, Citrus Memorial Hospital, Floral City Library, Keating Park, Courthouse Square, Inverness Publix, Courthouse Square, Winn Dixie	2 hr, 15 min	6:00 AM–6:30 PM
Hernando	Citrus County Transit, Inverness Walmart, Courthouse Square, Inverness Publix, Family Resource Center, Dollar General Hernando, Blind America, Winn Dixie, Beall's	2 hr, 15 min	6:00 AM–6:30 PM

Source: Citrus County Transit

The Orange Line is deviated-route service, which means that some part of the journey can vary from trip to trip depending on when and where the deviations occur. Currently, passengers requesting deviation of the route must be within one-quarter mile from each side of a route and are required to submit their request by phone at least one hour in advance of the time they expect



the bus to pick them up. Deviated drop-offs do not need to be requested ahead of time and can be requested by informing the driver when boarding.

Orange Line service area is illustrated in Map 3-1 and includes Crystal River, Homosassa, Lecanto, Beverly Hills, Inverness, and the northern portion of Floral City. Service currently does not connect to any other transit agencies.

## Fares

The fare structure for Orange Line service is presented in Table 3-2. The current one-way cash fare is \$1.00, and a ticket for unlimited rides in one day is \$2.00. Other fares offered include a monthly ticket for unlimited rides for \$35.00. Riders that qualify for free fares include adults age 60 and older, children under age 12, honorably-discharged veterans, Medicare recipients, and people with disabilities with proof of eligibility. Orange cards are distributed to those who qualify for free fares. Riders can purchase all passes at the CCT administrative building or when boarding with exact change.

**Table 3-2: CCT Fare Structure**

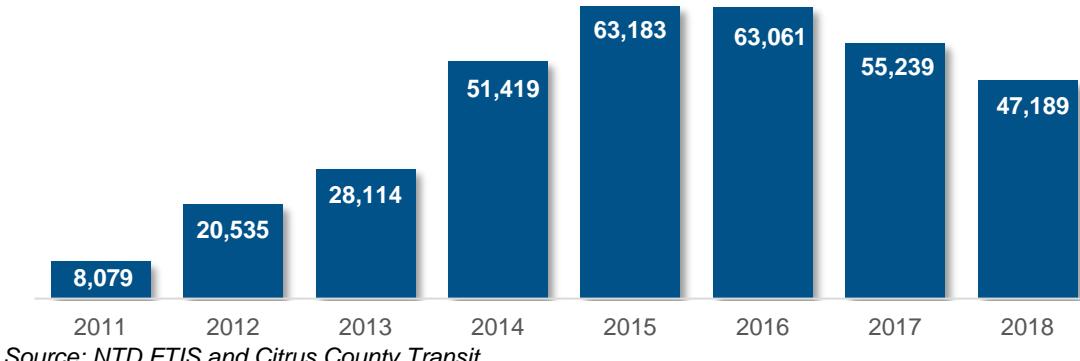
Fare Category	Regular
One-way	\$1.00
Unlimited per day	\$2.00
Monthly ticket (unlimited)	\$35.00
Adults age 60 and older	Free
Children under age 12	
Persons with disabilities	
Honorably-discharged veterans	
Medicare	

Source: CCT

## Ridership Trends

Figure 3-1 summarizes ridership trends on CCT from 2011 to 2018. For 2011–2015, CCT ridership increased steadily by 484 percent, from 8,079 passenger trips to 63,183 in 2015. Ridership decreased marginally in 2016, and by 2018, ridership had decreased by 25 percent from 2015, to 47,189 passenger trips. The overall ridership trend has been upward, whereas the trend in most recent years has been downward, much like other Florida agencies.

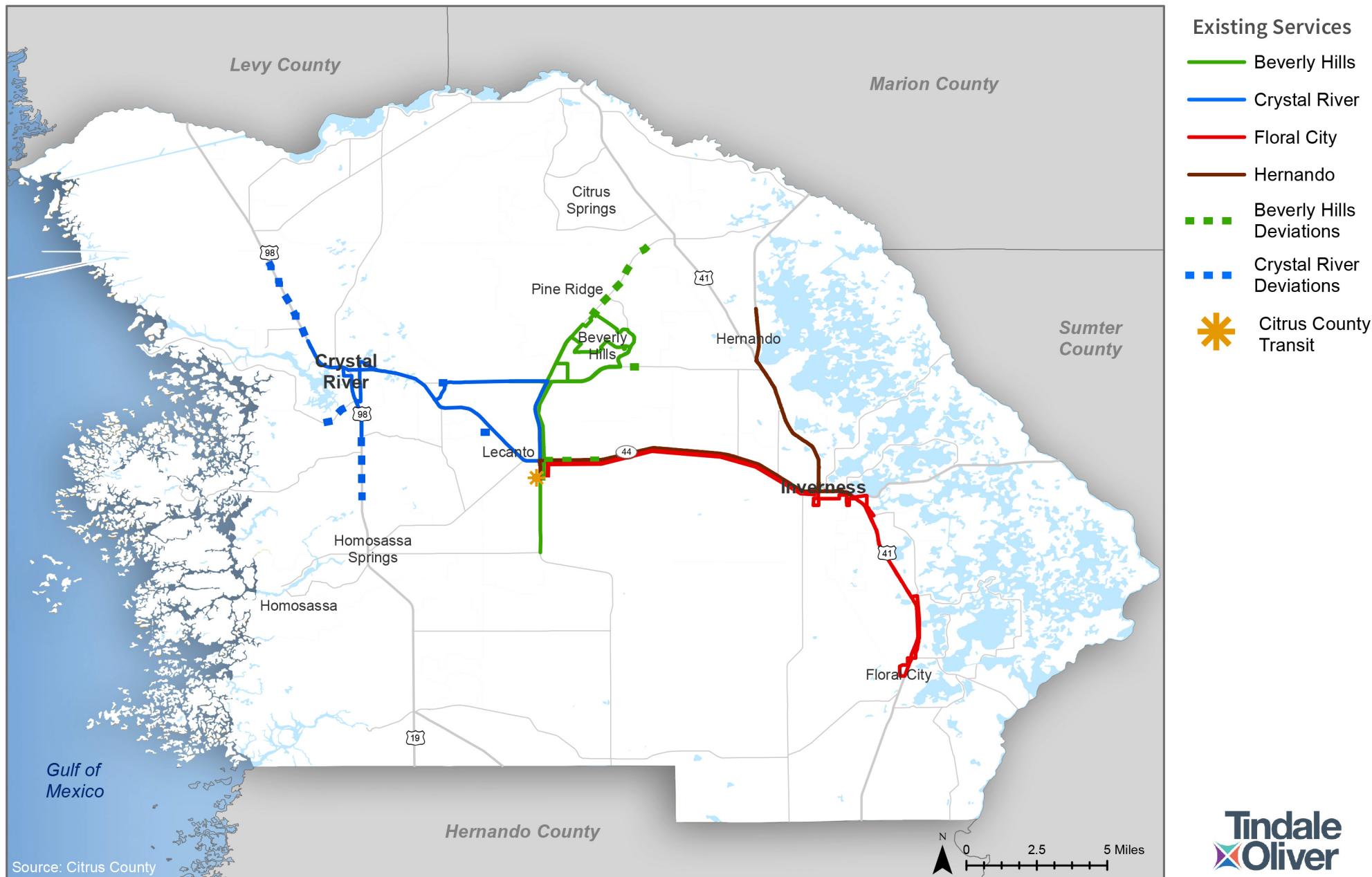
**Figure 3-1: CCT Ridership Trends, 2011–2018**



Source: NTD FTIS and Citrus County Transit



### Map 3-1: Existing Services





## Door-to-Door Paratransit

In addition to Orange Line deviated fixed-route service, the County operates door-to-door paratransit service that is open to everyone. The service operates Monday to Friday from 7:00 AM to 4:30 PM, with reservations required at least two business days prior.

CCT's demand-response door-to-door service offers its services anywhere within the county's 773 square-mile area and transports riders to their planned destinations. The fare is \$5.00 for a one-way trip and a \$1.00 transfer fee; currently, only one transfer is allowed. A discounted one-way fare of \$3.00 is offered to low-income riders, and children age 12 and under ride free.

## Transportation Disadvantaged

CCT's TD program provides door-to-door paratransit service funded primarily by the CTD for eligible county residents through the County Transit Division. The TD program is available only to qualified Citrus County residents with a disability or those age 60 or older, are low-income, or unable to transport themselves. The fare for eligible riders is \$3.00 per one-way trip. Passengers must meet eligibility requirements and be pre-registered. Reservations are required by 12:00 PM at least two days in advance of travel, and service runs from 5:45 AM to 7:00 PM. Service throughout the county is provided Monday through Friday, excluding major holidays; service to Dunellon, Ozello, Red Level, and Citronelle are available only on certain weekdays.

## Existing Transit Facilities

CCT currently operates its services from a County-owned facility in Lecanto, which also hosts administration offices. It also is the only transfer center in the Citrus County. Fleet maintenance services for CCT buses and support vehicles are provided by Citrus County.

### Vehicle Inventory

Citrus County maintains a fleet of 11 vehicles for its deviated fixed-route services, as shown in Table 3-3. All vehicles are within their useful life, according to FTA standards, with an average age of 4.9 years.



**Table 3-3: CCT Vehicle Inventory**

ID	Vehicle Type	Total Vehicles	Manufacturer	Model	Year	Vehicle Length	Seating Capacity	Standing Capacity
360787	Cutaway	2	Turtle Top	Odyssey	2016	23 ft	16	3
349637	Cutaway	3	Turtle Top	Odyssey	2015	22 ft	14	3
349636	Cutaway	6	Turtle Top	Odyssey	2013	22 ft	14	3

Source: CCT

## Inventory of Other Transportation Service Providers

To understand the complete picture of transit services in Citrus County, it is important to identify other transit services available. As shown in Table 3-4, several agencies support Citrus County in providing travel options for the general public and TD passengers. These privately-operated and contracted service providers offer various levels of transportation services for specific client groups.



Table 3-4: Other Transportation Services, Citrus County

Provider	Types of Services Provided			Levels of Service		Fare Structure	Types of Vehicles	Phone	Email
	General Service Area	Eligible Trip Purposes	Eligible Riders	Days of Operation	Hours				
American Cancer Society Program	All Florida counties	Medical	Cancer patients	Mon-Fri	8am–6pm	Varies	Sedan	(800) 227-2345	n/a
AAA Transportation and Taxi	Floral City, Hernando, Inverness	Local transport and airport transport	Private pay	Mon-Sun	24/7	Varies	Sedan	(352) 860-0800	n/a
Corporate Angel Network, Inc.	All Florida counties	Medical	Cancer patients	Mon-Fri	9am–5pm	Free	Airlift	(914) 328-1313	info@corpangelnetwork.org
Dash Transport, Inc.	Citrus, Lake, Marion, Sumter	Medical, Recreation	Disabled, older adult, private customer	Mon-Sun	24/7	\$75–\$150 round trip	Ambulatory van, wheelchair van	(352) 637-3736	dash.transport@godash.net
Greyhound	Statewide	Any	All	Mon-Sun	5am–10:45 pm	Fares dependent on distance	Bus	(813) 229-2174	webmaster@greyhound.com
Mobility Freedom of Florida	All Florida counties	Recreation	Disabled	Mon-Fri	9am–5pm	\$80–\$135 dependent on use	Wheelchair van	(352) 429-3972	cindy@mobilityfreedom.com
Nature Coast Transportation	Alachua, Citrus, Marion, Lake	Medical	Disabled, elderly, general public	Mon-Sun		Varies	Ambulatory van, wheelchair van	(352) 249-4777	n/a
Rides for Rosie	Citrus, Levy	Medical	Cancer patient	Mon-Sun	24/7	Free	Sedan	(352) 726-3723	Ttaxi66@aol.com



Table 3-3: Other Transportation Services, Citrus County (cont.)

Provider	Types of Services Provided			Levels of Service		Fare Structure	Types of Vehicles	Phone	Email
	General Service Area	Eligible Trip Purposes	Eligible Riders	Days of Operation	Hours				
<b>All Other Transportation Providers</b>									
Sunnyvale Medical Transport, Inc.	All Florida counties	Medical	Cancer patients, disabled, older adult, general public, private pay customer	Mon-Sun	24/7	Varies	Bus	(863) 381-3565	dwrkwklw@gmail.com
Terry's Taxi	Citrus, Hernando, Levy, Marion, Pasco, Sumter	Errands, medical, other, shopping	Disabled, older adult, Medicaid, private pay customer	Mon-Sun	24/7	\$3 flat rate, \$1.50 per mile	Sedan	(352) 726-3723	Ttaxi66@aol.com
The BusBank	All Florida counties	Recreation, shopping	Disabled, older adult, Medicaid, private pay customer	Mon-Fri	8am-6pm	Varies	Bus	(312) 476-6100	sales@busbank.com
Touching Hearts at Home	Citrus, Lake, Marion, Sumter	Errands, medical, nourishment, other, recreation, shopping	Cancer patient, disabled, older adult, private pay customer	Mon-Fri	8am-6pm	Varies	Sedan	(352) 414-5316	jhaskins@touchin ghearts.com
TransCare Plus, Inc.	Citrus, Hernando, Pasco	Medical	ADA, cancer patient, disabled, older adult, general public	Mon-Sun	24/7	Varies	Ambulatory van, stretcher van, wheelchair Van	(352) 340-5096	transcare plus@gmail.com



## Performance Trend Analysis

To assess how efficiently CCT supplies transit service and how effectively those services meet the needs of the area, a trend analysis of critical performance indicators and measures was conducted to examine the performance of its demand-response services over a five-year period. This section presents the results of the trend analysis.

Data from the Florida Transit Information System (FTIS) were used to conduct this evaluation, which includes validated NTD data for transit agencies in Florida. As part of the overall performance review of the system, this analysis will help assess the extent to which the fixed-route service is meeting its goals and objectives. The analyses include statistical tables and graphs that summarize selected performance indicators and effectiveness and efficiency measures for the selected time period.

### Analysis Indicators and Measures

Various performance measures were used to present the data that relate to overall system performance. Three categories of indicators and performance measures were analyzed for the trend analysis of the existing fixed-route service:

- **Performance Indicators** – quantity of service supply, passenger and fare revenue generation, and resource input
- **Effectiveness Measures** – extent to which the service is effectively provided
- **Efficiency Measures** – extent to which cost efficiency is achieved

The trend analysis is organized by the type of measure or indicator and is summarized in Table 3-5 to illustrate CCT's performance over the past five years. A detailed summary is provided in Appendix A.

### Trend Analysis Summary

- **General Indicators** – Passenger trips decreased by approximately 8 percent (1.5% per year, on average), a somewhat lower decrease than decreases in transit ridership regionally and nationally. The decrease in revenue hours is consistent with the ridership drop for the same period. Revenue miles decreased by approximately 30 percent, indicating that less service is being supplied overall. Although total operating expense increased (54.8%) over the five-year period, it has decreased since 2017.
- **Effectiveness Measures** – Passenger trips per revenue hour decreased by approximately 19 percent, and passenger trips per revenue mile increased by approximately 30 percent, suggesting that passengers may be using CCT in more concentrated periods and not during all hours of service. Additionally, revenue miles per capita (28%) increased, and passenger trips per capita decreased (-25%), supporting a more condensed use of the transit services offered.
- **Efficiency Measures** – The farebox recovery rate decreased by approximately 76 percent, operating expense per revenue mile increased by 120 percent, operating expense per passenger trip increased by 69 percent, and operating expense per capita increased by 15 percent. These metrics correspond with the increased operating expense and decline of other general indicators in the same time period, suggesting that there may be opportunities for CCT to improve its cost efficiency. The decrease in average fare (-76%) and farebox recovery (-76%) suggest that riders are not paying the full fare, leading to a decrease in fares covering as much of operating expenses.



Table 3-5: Trend Analysis, CCT, 2014–2018

Indicator/Measure	2014	2015	2016	2017	2018	% Change (2014–18)
<b>General Indicators</b>						
Service Area Population	n/a	n/a	30,858	30,858	30,858	None*
Service Area Pop. Density	n/a	n/a	630	630	630	None*
Passenger Trips	51,419	63,183	63,061	55,239	47,189	-8.2%
Revenue Miles	312,384	312,384	172,270	170,430	219,761	-29.7%
Revenue Hours	n/a	n/a	13,455	13,338	12,352	-8.2%*
Total Operating Expense	\$414,000	\$515,000	\$555,472	\$676,213	\$640,851	54.8%
Vehicles in Max Service	n/a	n/a	9	8	11	22.2%*
<b>Effectiveness Measures</b>						
Revenue Miles per Capita	n/a	n/a	5.58	5.52	7.12	27.6%*
Passenger Trips per Capita	n/a	n/a	2.04	1.79	1.53	-25.2%*
Passenger Trips per Revenue Mile	0.16	0.20	0.37	0.32	0.21	30.5%
Passenger Trips per Revenue Hour	n/a	n/a	4.69	4.14	3.82	-18.5%*
<b>Efficiency Measures</b>						
Operating Exp per Capita	n/a	n/a	\$18.00	\$21.91	\$20.77	15.4%*
Operating Expense per Passenger Trip	\$8.05	\$8.15	\$8.81	\$12.24	\$13.58	68.7%
Operating Exp per Revenue Mile	\$1.33	\$1.65	\$3.22	\$3.97	\$2.92	120.0%
Farebox Recovery	6.27%	5.26%	n/a	1.72%	1.28%	-75.7%
Average Fare	\$0.50	\$0.43	\$0.47	\$0.21	\$0.17	-65.6%

\*2014 and 2015 data not available; thus, trend is for 2016–2018.

Source: NTD FTIS and Citrus County

## Farebox Recovery Report

In addition to summarizing the most recent farebox recovery trend for deviated fixed-route service, as shown in Table 3-5, a more detailed analysis and a set of recommendations to improve the farebox recovery was developed and is provided as part of Appendix B.

## Peer Review Analysis

Peer system review analyses were conducted to assess how the current fixed-route-based system in Citrus County compares to other similar systems or peer systems/agencies. Two peer analyses were conducted, with the first comparing the current Orange Line to agencies with similar service type of deviated fixed-route service and the second comparing the Orange Line with comparable agencies but without deviated fixed-route service. The peer review analysis for both deviated fixed-route and regular fixed-route systems, when combined with the trend analysis of an overall transit performance evaluation, provides an excellent starting point for understanding the efficiency and effectiveness of a transit system.

## Deviated Fixed-Route Peer Analysis

### System Selection Methodology

CCT provides deviated fixed-route service, so a peer system selection is different from a traditional peer selection process for fixed-route service providers. The peer selection process for CCT was as follows:



- *Obtain and review 2017 NTD data* – NTD 2017 data were obtained from the FTIS database and reviewed to select transit systems that provide deviated fixed-route transit services. When reviewing comparable peers, the type of service provided, surrounding activity centers, and number of deviated fixed-routes provided were considered for fairness in selection.
- *Select comparable Florida transit systems* – Transit agencies that provide deviated fixed-route services in Florida were given priority as candidate peers for locational similarity. The only Florida transit agency providing similar services that closely compares to CCT—Desoto-Arcadia Regional Transit—was selected due to its population size, passenger trips, revenue hours, and revenue miles.
- *Select comparable out-of-state transit systems* – Out-of-state systems providing deviated fixed-route services were reviewed, and those with similar LOS (as measured by passenger trips, revenue miles, and revenue hours) were selected as candidate peer systems. Several systems were selected initially, but only one system, Medina County Public Transit in Ohio, was selected after reviewing and assessing the appropriate metrics.

The final peers selected for conducting the deviated fixed-route peer analysis are presented in Table 3-6.

**Table 3-6: Selected Deviated Fixed-Route Peer Systems**

Agency Name	Location
Desoto-Arcadia Regional Transit (DART)	Arcadia, FL
Medina County Public Transit	Medina County, OH

### Deviated Fixed-Route Peer Analysis Results

Results of the peer review analysis of Citrus County's deviated fixed-route are shown in Table 3-8. Findings are presented by key indicators/measures in terms of their deviation above or below the peer group mean and a general assessment of the result.

- **General Performance Indicators** – CCT scored above the peer average in all general indicators when compared with other deviated fixed-route systems. Scoring above the peer average in revenue miles (0.3%) and revenue hours (5.2%) indicates that CCT provides approximately the same amount service as its peers. Providing a higher rate of passenger trips (61.9%) and supplying approximately the same amount of service indicates that CCT is more productive than the other systems, serving more passengers with the same amount of service supply. CCT has spent about 15 percent more than the peers but has produced more than 60 percent more riders.
- **Effectiveness Measures** – CCT placed above the peer average in most effectiveness measures. Scoring above the peer mean in passenger trips per revenue hour (61.6%) and passenger trips per revenue mile (54.1%) shows the effectiveness of CCT's current services. CCT also maintains a younger fleet than its peers (-45.1%), which could suggest higher-quality service.
- **Efficiency Measures** – CCT has a higher operating expense per revenue mile (15.7%) and operating expense per revenue hour (10.4%), but it has done well with the key efficiency indicators of operating expense per passenger trip, which is 28 percent lower than its peers, suggesting that agency services are cost-efficient.

**Table 3-7: CCT Deviated Fixed-Route Peer Review Analysis, 2017**

Passenger Trips	61.9%	Good
Revenue Hours	5.2%	Good
<b>Effectiveness Measures</b>		
Passenger Trips per Revenue Mile	54.1%	Good
<b>Efficiency Measures</b>		
Operating Expense per Revenue Mile	15.7%	Could improve
Farebox Recovery	-57.4%	Could improve

Source: NTD FTIS

### Traditional Fixed-Route Peer Analysis

A traditional fixed-route peer review was conducted for Orange Line. Peer system selection was conducted using 2017 NTD data available in the FTIS database, and data for all systems reported in NTD were then compared with 2017 data for CCT. The pool of possible peers was assessed and scored through an assessment of nine standard variables, including the following:

- Geography (southeastern U.S.)
- Average speed (revenue miles/revenue hours)
- Passenger trips
- Revenue miles
- Revenue hours
- Service area population
- Service area population density
- Total operating expense
- Vehicles operated in maximum service

The peers were selected based on geographic location (southeastern states), including Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, and Virginia. Fixed-route systems operating in these states were added to the pool of possible peers and analyzed based on the eight remaining criteria. A potential peer received 1.0 point when one of the eight criteria was within 1 standard deviation of CCT's performance value and 0.5 points for each criterion that fell within 2 standard deviations. Table 3-7 shows the final set of selected peer systems for the peer system review analysis. Initially, Hernando County's TheBus and Ashland Bus System were selected; however, after reviewing relevant factors such as passenger trips and operating expense, they were determined to not be an appropriate peer for CCT's current system.

**Table 3-8: Selected Traditional Fixed-Route Peer Systems**

Agency Name	Location
Bristol Tennessee Transit System	Bristol, TN
Clay County Council on Aging, Inc.	Green Cove Springs, FL
Gadsden Transportation Services	Gadsden, AL



## Traditional Fixed-Route Peer Analysis Summary

In summary, the traditional fixed-route peer analysis includes the following observations:

- **General Performance Indicators** – CCT placed below the peer mean in passenger trips (-6.7%) and revenue miles (-1.7%) but above the peer mean in total operating expense (65.3%) and vehicles operated during maximum service (60.0%). Although CCT scored above the peer average on vehicles operated during maximum service, it scored below the peer average for passenger trips, indicating that it has more vehicles serving fewer trips than its traditional fixed-route peers.
- **Effectiveness Measures** – Scoring below the peer mean in the average fleet age indicates that CCT maintains a younger fleet than its peers and, in combination with vehicles operated during maximum service above the peer average, indicates that CCT possibly provides higher-quality service than its peers. Scoring above the peer mean in passenger trips per capita (52.2%) but scoring below in passenger trips per revenue hour (-26.2%) and passenger trips per revenue mile (-21.6%) suggests that CCT serves more passengers for its service area population (-69.0%), but it does not use the service as much as its peers' riders.
- **Efficiency Measures** – CCT placed above the peer mean in most efficiency measures except for farebox recovery (-72.6%) and average fare (-56.0%). Scoring below the peer mean in these categories suggests that CCT's fares do not cover as much operating cost, and the agency experiences higher operating costs than its peers in all metrics. Overall, CCT could increase efficiency for all metrics by decreasing total operating expense.

**Table 3-9: CCT Traditional Fixed-Route Peer Review Analysis, 2017**

Indicator/Measure	CCT % from Mean	Assessment
<b>General Indicators</b>		
Service Area Population	-69.0%	-
Service Area Population Density	-30.4%	-
Passenger Trips	-6.7%	Could improve
Revenue Miles	-1.7%	Good
Revenue Hours	15%	Good
Total Operating Expense	65.3%	Could improve
Vehicles Operated During Max Service	60.0%	Good
<b>Effectiveness Measures</b>		
Passenger Trips per Capita	52.2%	Good
Passenger Trips per Revenue Hour	-26.2%	Could improve
Passenger Trips per Revenue Mile	-21.6%	Could improve
Average Age of Fleet	-29.2%	Good
<b>Efficiency Measures</b>		
Operating Expense per Capita	182.3%	Could improve
Operating Expense per Passenger Trip	59.4%	Could improve
Operating Expense per Revenue Mile	42.2%	Could improve
Operating Expense per Revenue Hour	31.0%	Could improve
Farebox Recovery	-70.0%	Could improve
Average Fare	-52.1%	Could improve

Source: NTD FTIS



## Section 4 Public Involvement

Conducting public outreach is important for engaging the community and incorporating their opinions into the TDP planning process. This section summarizes the findings from the public involvement activities undertaken as part of the Citrus County 10-Year TDP.

One of the first public outreach activities for the Citrus County TDP was to prepare a Public Involvement Plan (PIP) that described activities planned to be undertaken during the development of this TDP. Activities included were to provide numerous opportunities for involvement by the general public and representatives of local agencies and organizations. The PIP was prepared and submitted for FDOT review and approval prior to implementing TDP outreach activities.

The remainder of this section summarizes the direct and indirect public involvement techniques for the TDP and their results.



### Direct Involvement Techniques

Activities that directly engage the public and stakeholders in “hands-on” workshops and/or discussions about the project, such as open house public workshops, stakeholder interviews, public input surveys (printed and online), and presentations to elected officials.



### Information Distribution Techniques

Materials or methods to inform the general public and stakeholders about the project, including social media outreach, emails, and other materials such as fact sheets, fliers, presentation boards, and media releases.



### TDP Public Involvement Activities

Citrus County TDP public input efforts employed several outreach techniques such as stakeholder interviews, grassroots outreach events, open house public workshops, and online survey efforts to obtain input and raise awareness about CCT services and to assess public perception of transit services in the community. Surveys were distributed during these activities to collect opinions from the general public for use in a comprehensive analysis of CCT services. Completed surveys were analyzed related to opinions and for suggested improvements from CCT users, the public, and stakeholders. Table 4-1 summarizes the public involvement activities included as part of the TDP.

**Table 4-1: Public Involvement Activities Summary**

Outreach Activity	Timeframe	Participants
<b>Phase I</b>		
<b>Grassroots Outreach Events</b>		
Healthy Living Fair	November 2019	17
<b>Stakeholder Interviews</b>		
Community Stakeholders	September–November 2019	20
<b>Transit Surveys</b>		
Transit Needs Survey	October–December 2019	41
<b>Phase II</b>		
<b>Open House Public Workshops</b>		
Open House Public Workshop- Inverness	January 28th, 2020	42
Open House Public Workshop- Beverly Hills	January 28th, 2020	63
<b>Transit Surveys</b>		
Transit Priorities Survey	January–April 2020	160
<b>Phase I and Phase II Outreach</b>		
Email	August 2019– April 2020	45
Website/Facebook		Many
<b>Total Public Outreach Participants</b>		<b>388</b>

## Project Review Committee

A Project Review Committee was established at the beginning of the project to provide input throughout the TDP and to evaluate deliverables. The composition of the team included staff from Citrus County/CCT and the MPO. Applicable project deliverables were distributed to the team for review and comment.

A project kickoff meeting was held in August 2019 with the Project Review Committee to discuss and initiate the TDP planning process. During the meeting, the Committee reviewed the scope of services, identified key TDP objectives, discussed public involvement needs, and assessed necessary data needs. In addition, numerous phone meetings were held with Committee members as needed to discuss project progress and obtain input on various TDP tasks.

## Stakeholder Interviews

Stakeholder interviews were conducted via one-on-one meetings to gather input from business, policy, agency, or civic/community leaders regarding the future of CCT in the community and to enhance consideration of location conditions for transit as assessed through the perceptions and attitudes of stakeholders within the community. In total, 20 key stakeholders identified by the MPO/CCT were contacted, and interviews were conducted by phone in September, October, and November 2019. Table 4-2 provides a summary of persons contacted and/or interviewed as part of outreach efforts.

An interview script (see Appendix C) was developed with a list of questions and discussion topics to guide the discussions, and each stakeholder was provided the same questions and topics. The input received was reviewed, and major themes were identified and are summarized in the following sections.

**Table 4-2: Citrus County TDP Stakeholders**

Name	Organization	Role
Wu Chen	Crystal River Airport	Owner
Andrew Chan	City of Inverness Airport	Co-owner
Bruce Register	Citrus County Economic Development	Director
John Murphy	Citrus County Chronicle	Office Manager
Ken Frink	City of Crystal River	City Manager
Eric Williams	City of Inverness	Assistant City Manager
Marilyn Farmer	School Board Transportation	Transportation Director
Josh Wooten	Citrus County Chamber of Commerce	President and CEO
Vernon Lawter	Central Florida Community College	Vice President
Gloria Bishop	Withlacoochee Technical Institute	Director
Brittany Jackson	Century 21	Association Executive
Scott Lethco	Walmart Supercenter – Homosassa	Manager
Tracy Singer	Walmart Supercenter – Inverness	Manager
Cindy Lacoriss	Regional Workforce Board	Center Manager
Melissa Walker	Key Training Center	Executive Director
Ginger West	Family Resource Center	Director
Duwayne Sipper	The Path (Beverly Hills)	Executive Director
Ralph Aleman	Citrus Memorial Hospital	CEO
Troy Gronotte	Seven Rivers Regional Medical Center	Director of Plan Operations
Tito Rubio	Florida Dept. of Health Citrus County	Administrator

### General Perceptions

- **Necessary service** – All stakeholders agreed that CCT is a positive addition to the community and it provides a necessary service for the area and has done a good job providing its services. The service is known for connecting persons with low mobility and populations from traditional transit markets such as low-income persons and older adults to necessary lifeline trips.
- **Essential for economic opportunities** – Stakeholders repeatedly mentioned that service was necessary to connect workers to jobs along the main corridors.
- **Current service fits traditional market needs** – Stakeholders agreed that the service is perceived by the community as being for traditional transit markets. Due to the frequency and span of service constraints, stakeholders indicated it was not convenient to access work on a daily basis and more useful for those with a flexible schedule.

### Vision for Transit

- **Increased frequency** – Stakeholders repeatedly mentioned the need for routes that run more frequently as a key improvement priority for the next 10 years, and reducing wait times for buses was noted as a way to attract new riders and improve the experience for current riders. Some stakeholders suggested that the increase in frequency would help improve economic opportunities for employees of the businesses along the corridors served and could help shoppers better reach their destinations and improve economic conditions for businesses.
- **Increased service supply** – Most stakeholders commented on the need for weekend service to help improve ridership, as there are missed economic opportunities for those who rely on the service to connect to weekend jobs. These services may also help connect those with limited mobility to reach recreational opportunities or places of



worship. Expanding the span of service was mentioned by stakeholders who felt that transit services should be used as an economic development tool so ridership would grow, as those with very early or later shifts could depend on the service.

- **Increased connectivity** – Providing quick local and regional connectivity was mentioned as a way to attract more ridership, as was local small-area connectivity, including neighborhood loops/shuttles that feed into current services on major arterial roadways. Connecting regionally to the north and south were seen as a needed future improvement to provide access to area colleges, the Social Security office in Ocala, and transit services in Hernando County as way to connect to the Tampa Bay area.
- **Adding technology** – It was often mentioned that a real-time bus locator app would help riders plan trips better within the area. Due to low-frequency service and harsh weather, stakeholders agreed that it is important for riders to be able to track buses and anticipate their arrival at stops.
- **Marketing** – Stakeholders noted that implementing a marketing or educational campaign regarding existing services was necessary. Although CCT was known to those that did not have another travel method, awareness of choice rider markets (those who have a choice to use their car or take the bus) was believed to be low. Marketing to youth and college students via social media was cited as an inexpensive way to capture new ridership and raise awareness of the service.

## Transit Funding

- **Private partnerships** – Partnering with Transportation Network Companies (TNCs) such as Lyft or Uber was mentioned, as there is an increasingly aging population within the county who are potentially low mobility. These services were also mentioned as a supplement to first/last mile services for those who would like to take transit but for whom a stop is not within walking distance. Stakeholders commented that these on-demand services could complement and enhance current deviated fixed-route services. Other private partnerships mentioned were with education centers or larger businesses in the county, which could create a more constant ridership demand.
- **Local funding** – When asked about implementing a local tax to expand service options, only a few stakeholders agreed that it was a good idea; most were unsure or not amenable to increased taxes and believed that most residents would not support it.

## General Comments

- Need weekend services; some employees have to refuse shifts due to their inability to get to work.
- Need to implement technology to help riders plan trips to/from their destinations.
- Need direct connections from/to Crystal River to Inverness.
- Need more direct routes instead of long circular routes.
- More residents visit Ocala and Marion County than Hernando County.
- Need bike racks at bus stops and on transit vehicles to improve first/last mile connectivity.
- Transit is important for the growing retired population in the county.



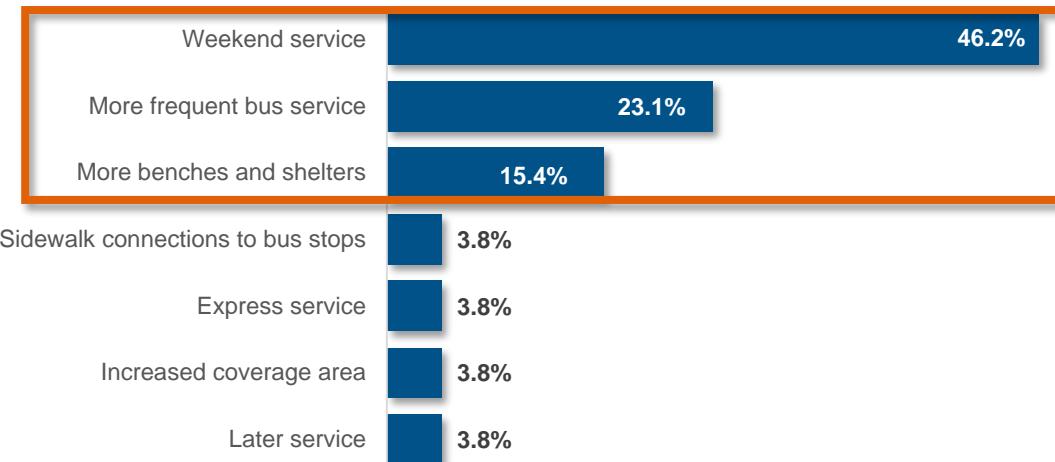
- Need park-and-ride facilities for those who want to use the service but do not live close enough to a route to access it by walking.
- Need more marketing or an awareness campaign; people see the buses but do not know where they go or what the schedule is.
- The Suncoast Parkway extension will accelerate growth in the county; Citrus County needs to be proactive with planning for transit services in these areas.
- Those who use paratransit services or rideshare options might use the Orange Line if it becomes more frequent.

## Phase I Grassroots Outreach

Staff from CCT and the Hernando/Citrus MPO conducted an outreach event at the Healthy Living Fair at the Citrus County Resource Center on November 8, 2019, during which surveys were distributed to obtain input from those attending. In addition, transit information and schedules were handed out to attract new riders and spread awareness of the service. Staff engaged more than 17 people to provide information on the study, and 17 surveys were completed. Key highlights/themes of the input received include the following:

- More than half of survey participants had used CCT's Orange Line deviated fixed-route service and 75 percent had used door-to-door paratransit services.
- The top three trip purposes were shopping, work, and school.
- More than 85 percent agreed that Orange Line transit services must be provided.
- Nearly 93 percent agreed that there is a need for additional transit services in the county.
- Approximately half of participants agreed that there is "definitely" a willingness in the community to consider additional local funding.
- The top three transit improvements participants requested were weekend service (46.2%), more frequent service (23.1%), and more benches and shelters (15.4%).

**Figure 4-1: Top Three Transit Improvements for CCT**





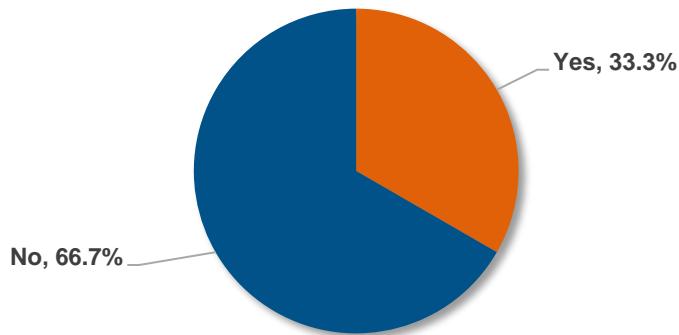
## Phase I Public Input Survey

An online survey was conducted to obtain input from the general public on existing and future transit service and capital needs; it was available from October to December 2019 and was provided via email, to TDP stakeholders to share with their staff and clients, and on the CCT website as well as at grassroots outreach events. In total, 17 questions were asked to gauge familiarity of transit in the community and willingness to use it. In addition, information was gathered on community transit needs, public awareness of transit, and issues with current services in Citrus County. The survey also gathered demographic information from survey participants. Overall, 41 surveys were completed. The following describes results from the survey.

### Input on Existing Services

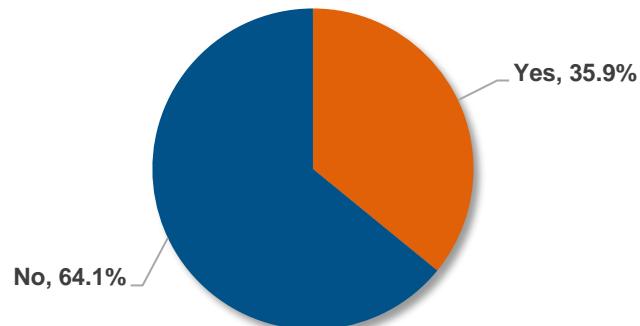
It is important to gauge participant familiarity with service to evaluate their responses. When asked if they had ever used CCT's Orange Line deviated fixed-route bus service, approximately 67 percent responded that they had not used it.

**Figure 4-2: Have you ever used Citrus County Transit's Orange Line deviated fixed-route bus service?**



Participants were asked if they had ever used door-to-door paratransit services; approximately 64 percent had not and 36 percent had.

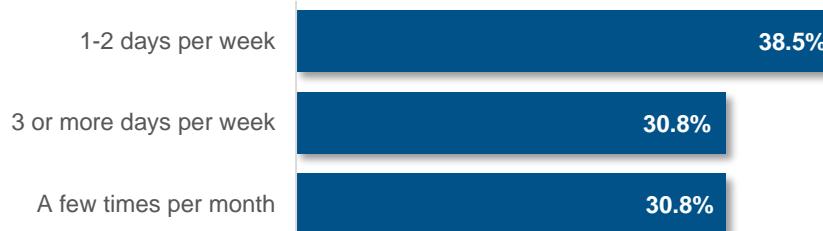
**Figure 4-3: Have you ever used Citrus County Transit door-to-door paratransit services?**





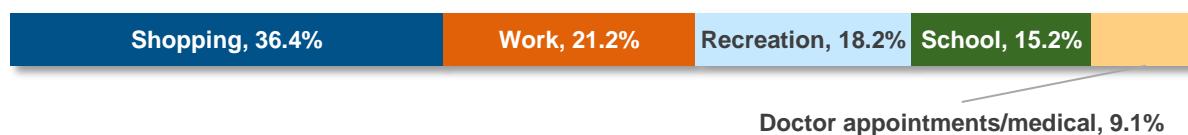
When asked how often they used the Orange Line deviated fixed-route service, the most common response (39%) was 1–2 days per week; the remaining responses were 3 or more days per week (30.8%) and a few times per month (30.8%).

**Figure 4-4: If you currently use Orange Line deviated fixed-route service, how often do you use it?**



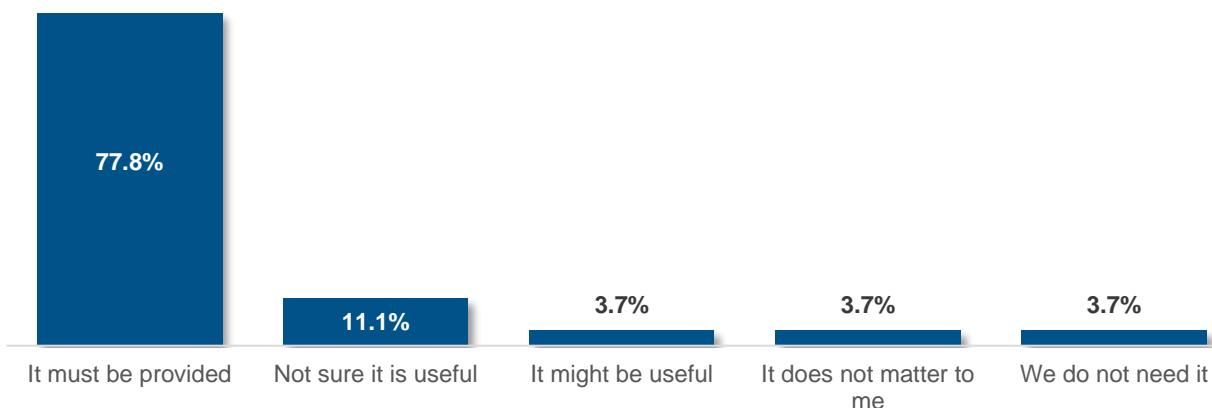
To ensure that transit services are providing appropriate services/covering all need segments, survey respondents were asked for what purpose they use the Orange Line. The most common answer was for shopping (36.4%), followed by work (21.2%), recreation (18.2%), school (15.2%), and doctor appointments/medical (9.1%).

**Figure 4-5: For what purpose do you use the Orange Line?**



Although 67 percent indicated they had never used the Orange Line, nearly 78 percent agreed that the service must be provided, 11 percent said they were not sure it was useful, and the remaining 11 percent were unsure, did not care, or said it was not needed.

**Figure 4-6: What do you think of Orange Line transit service?**

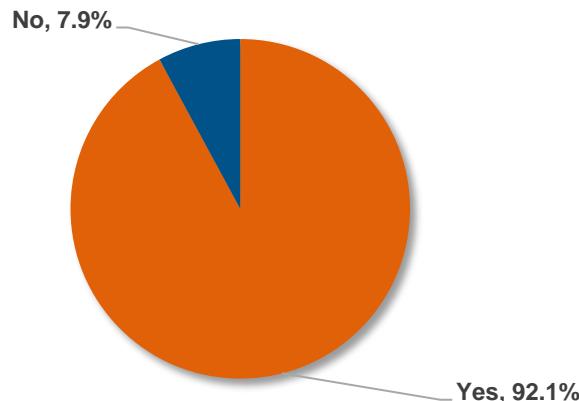




## Need for Additional Transit Services

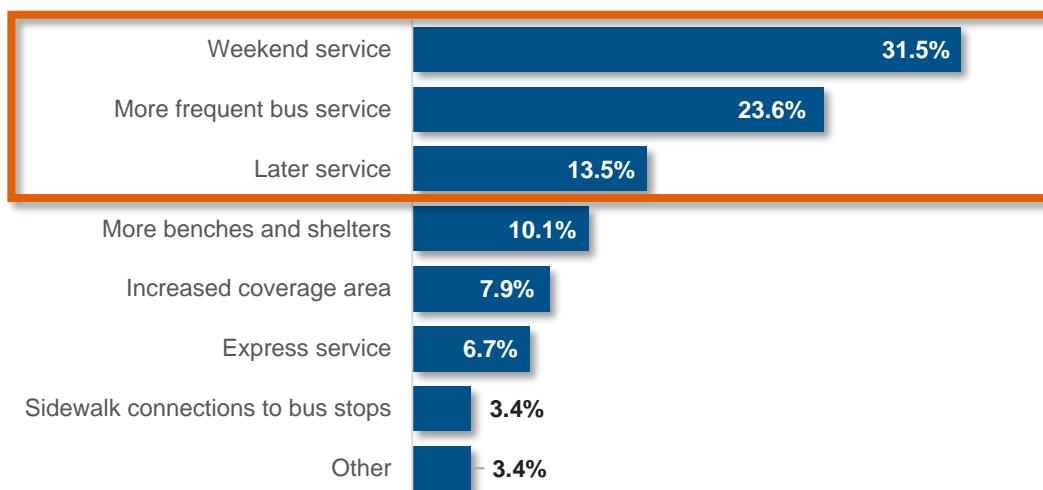
Approximately 92 percent agreed that there is a need for additional services in Citrus County; the remaining 8 percent disagreed.

**Figure 4-7: Do you think there is a need for additional transit service in Citrus County?**



When asked about the transit improvements they would like to see, respondents' top three responses were weekend service (31.5%), more frequent bus service (23.6%), and later service (13.5%). Other responses included more benches and shelters (10.1%), increased coverage area (7.9%), express service (6.7%), sidewalk connections to bus stops (3.4%), and other (3.4%). Respondents who selected increased coverage area or express service specified a desire for express bus service to Hernando County and Ocala and increased coverage in Inverness, Citrus Springs, and within neighborhoods.

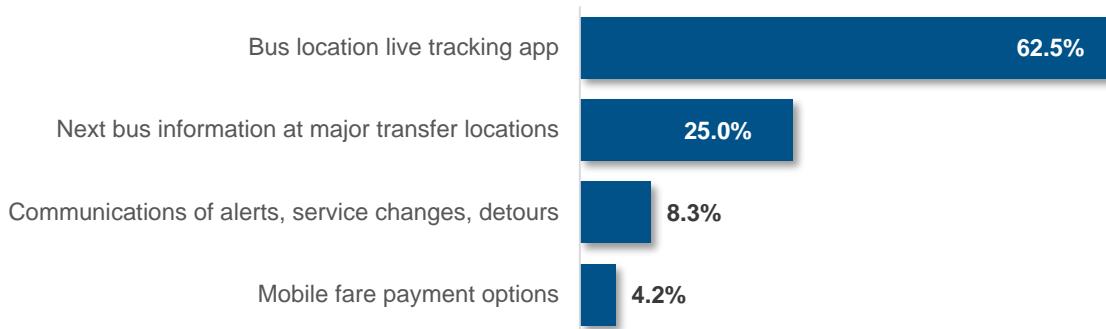
**Figure 4-8: Select the top three transit improvements you would most like to see.**



Participants were asked to choose a technology improvement they would like to see. The most popular response was a bus location live tracking app (62.5%); other responses included next bus information at major transfer locations (25.0%), communication of alerts, service changes, and detours (8.3%), and mobile fare payment options (4.2%).

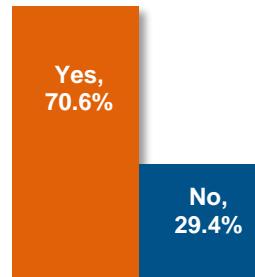


**Figure 4-9: What one technology improvement would you like to see?**



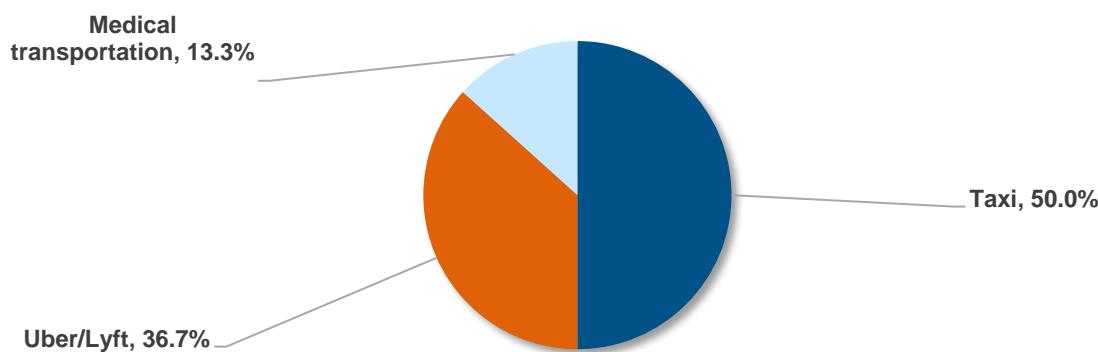
Respondents were asked if they own a smart phone. Approximately 71 percent indicated they did and 29 percent said they did not.

**Figure 4-10: Do you own a smart phone?**



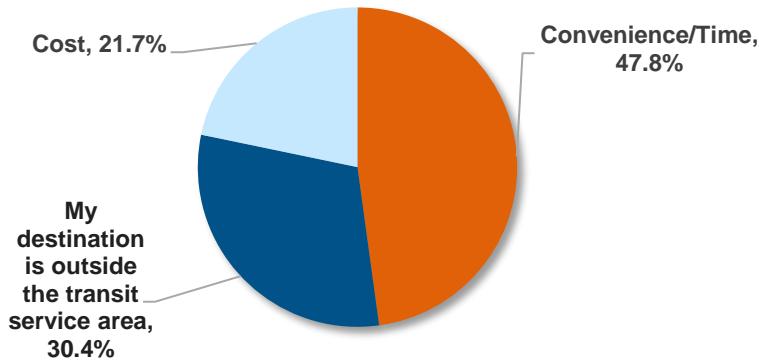
When asked about their use of other transit alternatives alternative to CCT, respondents were given three choices—taxi, Uber/Lyft, and medical transportation. Half (50.0%) used a taxi, 36.7 percent used Uber/Lyft, and 13.3 percent used medical transportation. Participants also were asked why they chose that option; the most popular reason was convenience/time (47.8%), followed by their destination being outside the transit service area (30.4%) and cost (21.7%).

**Figure 4-11: Have you ever paid to use one of the following services rather than Citrus County Transit?**



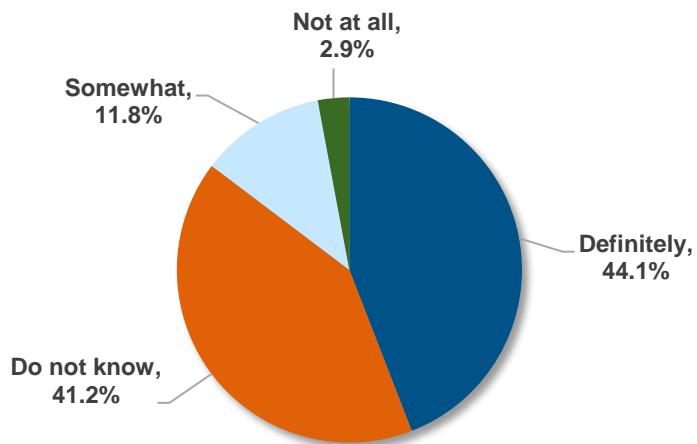


**Figure 4-12: If you selected from the aforementioned list, why?**



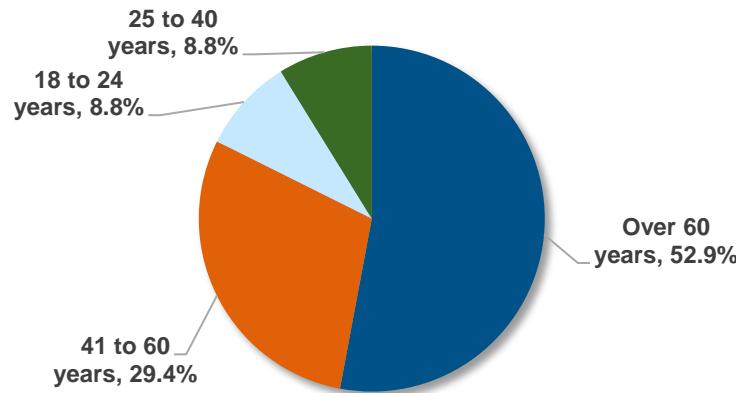
In total, 92 percent agreed that there was a need for additional transit; of that, approximately 44.1 percent agreed that there was “definitely” a willingness in the community to consider additional local funding for transit, 41.2 percent said they did not know, 11.8 percent said “somewhat,” and 2.9 percent responded “not at all.”

**Figure 4-13: Is there a willingness in the community to consider additional local funding for transit?**



### Survey Respondent Profile

Demographic information is important for collecting key information about the respondent and can help construct a profile of participants. Respondents were asked to provide their age and income and the ZIP code of their residence and employment. In total, 52.9 percent of respondents were age 60 and over, 29.4 percent were ages 41–60, 8.8 percent were ages 18–24, and 8.8 percent were ages 25–40.

**Figure 4-14: Age**

The top three responses were less than \$10,000 (37.5%), between \$50,000 and \$74,999 (20.8%), and between \$10,000 and \$19,000 (16.7%).

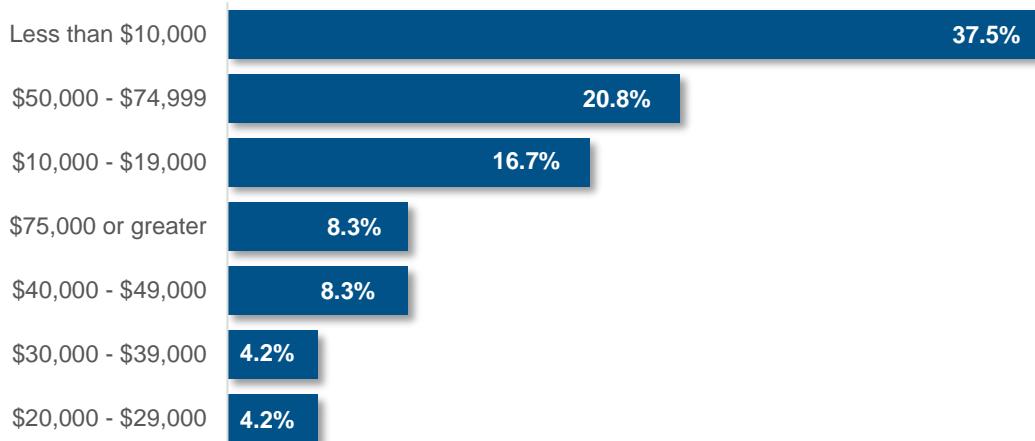
**Figure 4-15: Household Income, 2018**

Figure 4-16 and Figure 4-17 illustrate the geographic distribution of respondent-reported residences and employment. It should be noted that approximately 20 percent of respondents indicated that they were retired and did not have a place of employment.



Figure 4-16: Residence ZIP Codes

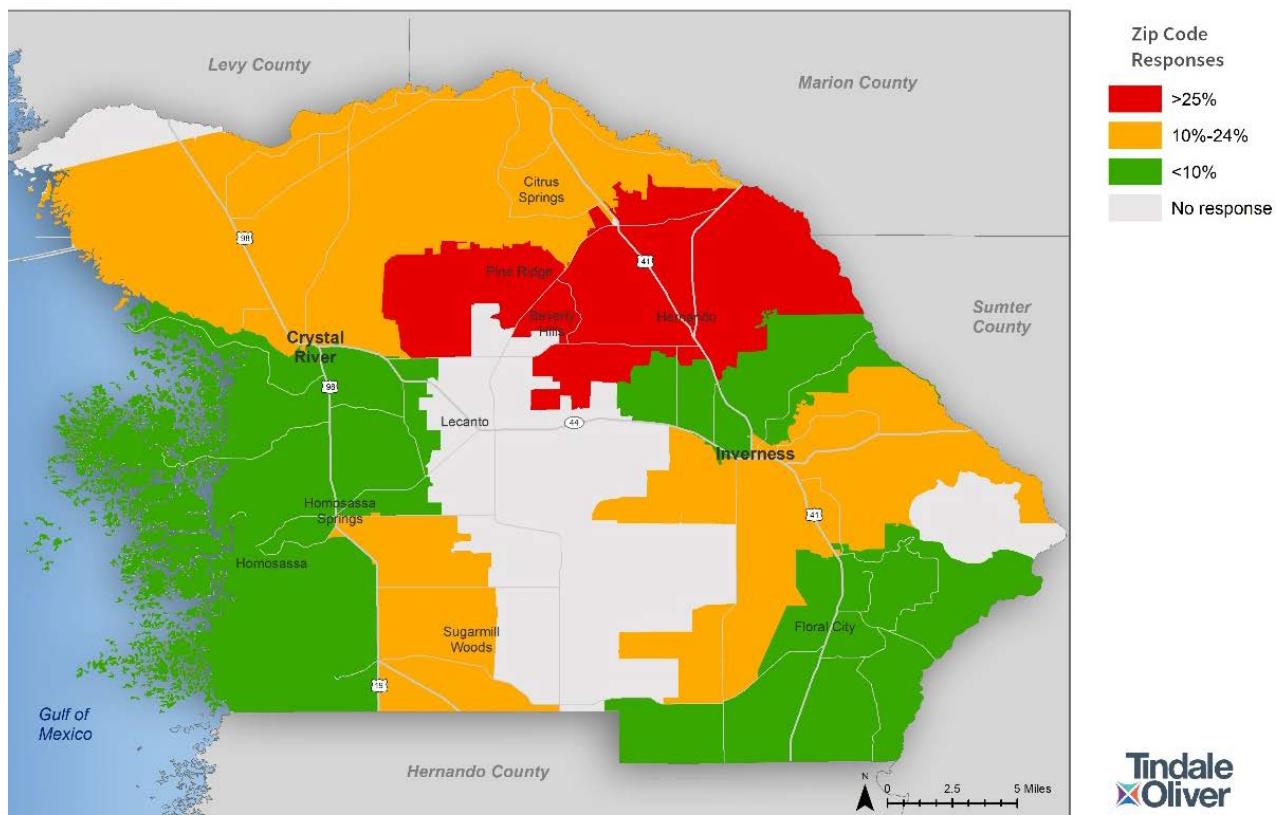
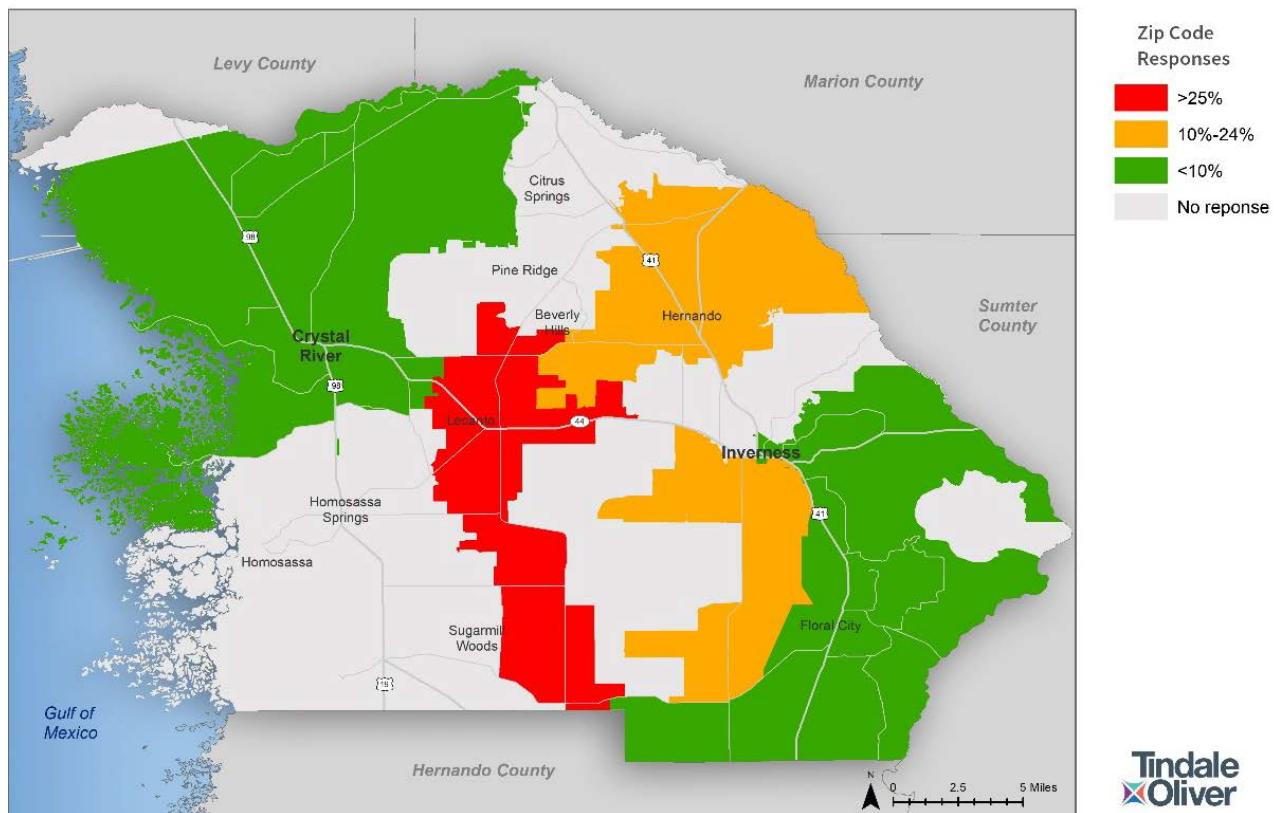


Figure 4-17: Employment ZIP Codes





## Phase I Public Outreach Summary

Involving the general public can aid in obtaining essential information on existing and future transit needs as perceived by the residents and workers of Citrus County. In addition, stakeholders provide confirmation on key public needs and why such needs exist and provide expertise and experience related to what can be done to address those needs. Phase I of the TDP outreach relied primarily on stakeholders and the general public to understand the community's vision for transit. Key findings from the analysis of Phase I outreach are as follows:

- **Adding weekend service** is a top priority, as indicated during grassroots outreach events and by surveys and stakeholder interviews. It was the top choice indicated when asked about necessary transit services in the grassroots outreach (46.2%) and on the needs survey (31.5%). Stakeholders agreed that adding weekend service would help support those in retail/service-based jobs and those who could not regularly access shopping or worship opportunities.
- **Implementing a longer span of service** was supported by the public as one of the top three future improvement choices. Stakeholders indicated that many work shifts start earlier or end later than the current span of service, and those who work in industries with earlier job starts or later shifts may be inclined to take transit but cannot depend on it currently.
- **Frequency** was mentioned repeatedly as necessary to attract new ridership while also improving the experience of current riders. A significant number of grassroots outreach participants and survey respondents agreed that this is a needed improvement. Stakeholders also mentioned, with many noting that current services are not as accessible to most, as workers cannot depend on it to get to work in a timely manner.
- **Enhancing current services** more than adding new service areas or going to new locations was noted in stakeholder interviews and public input survey results. More than three quarters of survey respondents agreed that CCT is a necessary service, and more than 90 percent agreed that additional transit services are needed in the county. Developing local, small-area connectors/loops were mentioned as necessary to assist residents connecting to grocery stores, medical appointments, or educational needs. Stakeholders also supported the need to expand services regionally to connect residents to economic and recreational opportunities. Stakeholders and the public participants agreed that expanding coverage to connect with SunTran would be valuable for residents traveling to regional medical centers and Social Security offices.



## Phase II Public Outreach

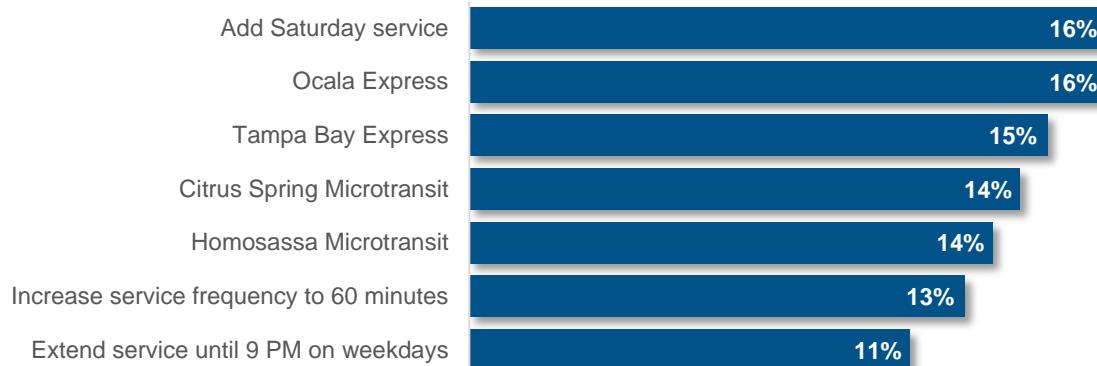
### Open House Public Workshops

Two workshops were held to identify general public attitudes towards various transit improvement options for Citrus County and to obtain feedback to help prioritize the identified improvements. Each was an open-house style format at which participants could come and go as they pleased and engage in discussions. Each attendee was encouraged to complete a transit priorities survey.

The workshops were attended by 105 participants, with 55 completing surveys. Figure 4-18 is a summary of the service improvements to existing services and potential new additions ranked by favorability.

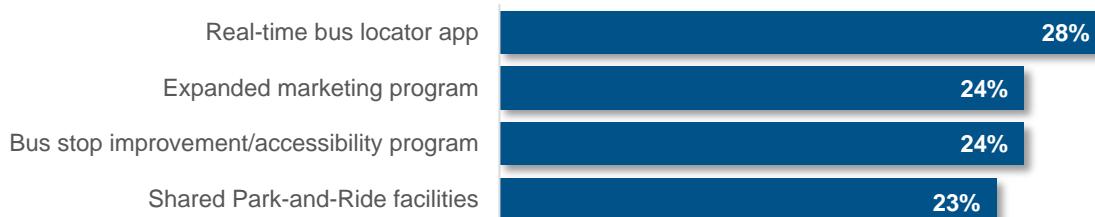


**Figure 4-18: Public Workshop Participant Feedback on Service Improvements**



Adding Saturday service (16%), an Ocala Express (16%), and a Tampa Bay Express (15%) were the top three improvements with the greatest support from participants at both workshops. Overall, they agreed on the need for a real-time bus locator app (28%), an expanded marketing program (24%), and a bus stop improvements/accessibility program (24%).

**Figure 4-19: Public Workshop Participant Feedback on Infrastructure and Technology Improvements**



To help CCT identify and prioritize transit service and capital improvements for the next 10 years, two open-house public workshops were held on January 28, 2020 and are summarized below.



### Open House Public Workshop #1, Lakes Region Library

The first open house public workshop was held at the Lakes Region Library on January 28, 2020, from 10:00 AM to 12:00 PM. The library is located in Inverness, one of the more densely populated areas in Citrus County and is accessible via the CCT Floral City route. The event attracted 42 people who viewed the display boards and materials showing the 10-year draft transit needs plan, 2021 and 2030 population and employment growth information, employment and dwelling unit density maps, and transit orientation maps. Fact sheets and information about individual CCT routes also were available. In total, 20 attendees completed surveys.

Adding Saturday service (18%), implementing a microtransit zone in Homosassa (16%), and establishing an Ocala Express (16%) were the top three service improvements chosen. Adding a Tampa Bay Express, which would connect to the TBARTA network, and increasing service frequency to 60 minutes were the lowest priorities. A real-time bus locator app (29%) and expanded marketing programs (25%) were the two most popular infrastructure and technology improvements indicated.



**Figure 4-20: Lake Region Library Open House Public Workshop Service Improvements**



**Figure 4-21: Lake Region Library Open House Public Workshop Infrastructure and Technology Improvements**





### Open House Public Workshop #2, Central Ridge Library



Also on January 28, 2020, a second public workshop was held in Beverly Hills at the Central Ridge Library from 2:00–4:00 PM. The workshop was attended by 63 participants who interacted and provided valuable feedback; 35 completed surveys.

Similar to the first public workshop, display boards illustrating growth in the county, density maps for the corresponding study years, transit orientation, and the 10-year transit needs maps were available, as were fact sheets and individual bus information for those who were interested in learning more about CCT current services.

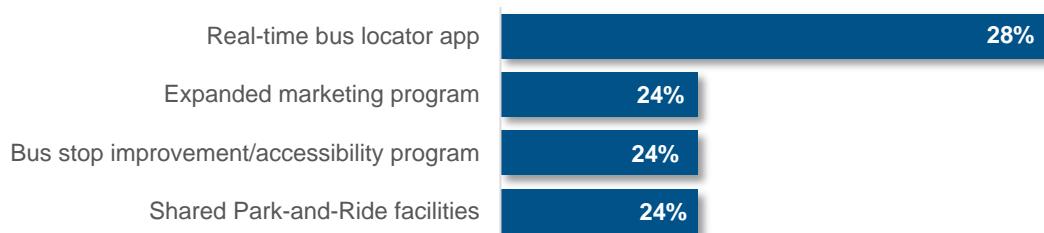
A Tampa Bay Express (18%), an Ocala Express (16%), and adding Saturday service (15%) were the top three most popular service improvements. Most participants expressed that they were eager to connect to the TBARTA network, as they were seasonal residents who used the Tampa International Airport, and many regularly used mass transit when they were at their other residence. Participants echoed the needs expressed in the first workshop for a real-time bus locator app (28%) and expanding the marketing program (24%).



**Figure 4-22: Central Ridge Library Open House Public Workshop Service Improvements**



**Figure 4-23: Central Ridge Library Open House Public Workshop Infrastructure and Technology Improvements**

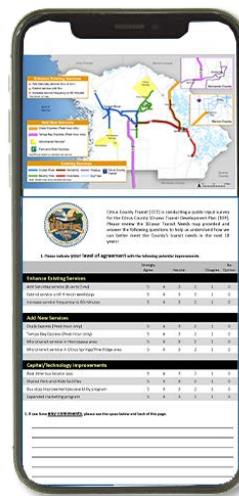




## 10-Year Transit Priorities Survey

Starting in January 2020, a survey was available to workshop participants and the general public to gather critical public input that identified transit improvements and to identify infrastructure and technology needs. In total, 160 surveys were completed by April 2020. A copy of the survey instrument is provided in Appendix C.

Adding Saturday service (17%), increasing frequency to 60 minutes (15%), and implementing an Ocala Express (15%) received the most support related to service improvements for CCT. Support for Saturday service was significant throughout the public involvement process, as demand for weekend service was evident in the first phase of public involvement. Comments from the survey reiterated the need for a dedicated service to Ocala, covered bus stops, and more ways to access existing bus route information. Most service improvements were viewed favorably.



**Figure 4-24: 10-Year Transit Priorities Service Improvements**



All potential infrastructure and technology improvements received support, with results similar to those shown in both open house public workshops. A real-time bus locator app (29%) and a bus stop improvement/accessibility program (25%) were top priorities. Shared park-and-ride facilities (23%) and an expanded marketing system (23%) also were received favorably.

**Figure 4-25: 10-Year Transit Priorities Infrastructure and Technology Improvements**





## Section 5     Situation Appraisal

A TDP is a strategic planning document that includes an appraisal of factors inside and outside the transit service area that affect the provision of transit services. Florida Rule 14-73.001 on TDPs requires that, at a minimum, a TDP Situation Appraisal should include the effects of land use, State and local transportation plans, other governmental actions and policies, socioeconomic trends, organizational issues, and technology of the transit system. The following sections summarize efforts completed to date for this TDP to complete this requirement and provide a basis for developing transit needs and strategies.

Reviews of Federal, State/regional and local plans were conducted to develop an assessment of the planning environment for CCT. This assessment serves as a supplement for the formulation/update of the future goals and objectives for transit in Citrus County.

### Review of Plans

Numerous agencies/organizations develop plans and policies for addressing local and regional transportation issues, and various Federal and State plans and regulations may impact the provision of transit services in Citrus County. The plans and policy review was intended to help CCT understand, support, and stay consistent with relevant local and regional goals/policies while pursuing its own goal of creating a viable and accessible transit system in Citrus County. Following is a summary of relevant transportation planning and programming documents, with emphasis on issues that have implications for transit services in Citrus County. Selected plans produced in Citrus County related to land use also were reviewed to call attention to community goals, objectives, and policies that may have implications for current and future transit services.

The following local, regional, State, and Federal plans and studies were reviewed to understand current transit policies and plans with potential implications for transit services in Citrus County:

#### Local Plans



- Crystal River Comprehensive Plan (CP)
- City of Inverness Comprehensive Plan (CP)
- Citrus County Comprehensive Plan (CP)
- Citrus County TDP Major Update
- Citrus County TDP Annual Progress Report
- Citrus County Transportation Disadvantaged Service Plan (TDSP)
- Hernando/Citrus MPO 2040 Long Range Transportation Plan (LRTP)



## Regional Plans



- Pasco County Public Transit 2019–2028 TDP Major Update
- Hernando County, TheBus, 2020–2029 TDP Major Update
- SunTran 2018–2027 TDP Major Update
- 2017 Crystal River Congestion Management Process Study
- Tampa Bay Regional Transit Feasibility Plan
- Tampa Bay Area Regional Transit Authority (TBARTA) Master Plan
- Tampa Bay Area Regional Transit Authority (TBARTA) Transit Development Plan (TDP)

## State and Federal Plans



- State of Florida Transportation Disadvantaged 5-Year/20-Year Plan
- FDOT's Complete Streets Implementation Update: Handbook and Design Manual
- Florida Transportation Plan: Horizon 2060 (FTP)
- Fixing America's Surface Transportation (FAST) Act
- State of Florida Transportation Disadvantaged 5-Year/20-Year Plan

These transportation planning and programming documents are summarized in Table 5-1, Table 5-2, and Table 5-3 by geographic applicability, type of plan, responsible agency, overview of plan/program, and key considerations for the Situation Appraisal.



Table 5-1: Local Plans, Policies, and Programs

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
<b>Crystal River Comprehensive Plan</b>	City of Crystal River	2011	Crystal River	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for the city.	<p>Key implications pertaining to this TDP include:</p> <ul style="list-style-type: none"> <li>Identified need for fixed route system to connect Crystal River to Inverness, Homosassa, and Lecanto.</li> <li>Need for internal fixed routes within City limits.</li> <li>Need to establish infrastructure to support fixed route system, such as bus stops, transit centers, and other necessities.</li> </ul>
<b>City of Inverness Comprehensive Plan</b>	City of Inverness	2016	City of Inverness	Primary policy document that addresses land use, transportation, capital projects, public facilities, recreation, government coordination, conservation, and development goals, among others, for city.	<p>Discusses intention to include multimodal transit design into roadway design to reduce single occupant commuting and promote alternative transportation options. Other highlights include:</p> <ul style="list-style-type: none"> <li>Mandating businesses that provide more than 250 parking spots or residential developments with more than 200 units must also provide transit stops with amenities.</li> <li>Communication with Crystal River and Citrus County to establish and support any transit routes.</li> <li>Mentions desire to have proposed direct service between Crystal River and Inverness.</li> </ul>
<b>Citrus County Comprehensive Plan</b>	Citrus County	2012	Citrus County	Addresses land use, transportation, capital projects, public facilities, and economic development goals, among others, for the county.	<p>Discusses intention to improve density and reduce urban sprawl, invest in multimodal centers, and upgrade number of existing transit shelters to ADA compliance standards. Prescribes several transit-supportive goals, objectives, and policies, such as need to develop transit-oriented land use strategies, reduce traffic congestion by improving transit services, enhancing existing transit services by reducing headways and providing park-and-ride services, construct new sidewalks and pathways to increase connectivity to pedestrian access to bus stops and bicycle networks, implement Complete Streets policies, ensure transportation facilities are ADA compliant, and coordinate with other transit agencies to meet regional mobility needs and improve opportunities for county.</p>
<b>Citrus County TDP Major Update</b>	Citrus County	2016	MPO	Emphasizes transit improvements and additions in key corridors; outlines cost feasible plan and focuses on connections with Hernando and Marion counties.	<p>Identified funded and unfunded projects to enhance bus services, including express services to Marion and Hernando counties, park-and-ride facilities, and increasing headway to 60 minutes on existing routes. Increasing frequencies recommended for all routes operated by CCT. New local route proposed on US-41 to Citrus Springs, flex service proposed in North Lecanto.</p>
<b>Citrus County TDP Annual Progress Report</b>	Citrus County	2019	MPO	TDP Annual Progress Report, provides status report on transit improvements identified in adopted major TDP update.	<p>Provides updates on a variety of projects including facility, service, and capital projects:</p> <ul style="list-style-type: none"> <li>In process of purchasing transit software and radio systems for existing transit fleet.</li> <li>Up-to-date with vehicle replacement and acquisition plan.</li> <li>Continuation of transit marketing program and promotion of TDM strategies.</li> <li>Mentions long-term goal of transforming from deviated fixed-route system to traditional fixed-route system.</li> </ul>
<b>CCT Transportation Disadvantaged Service Plan (TDSP)</b>	Citrus County	2019	Hernando County/MPO	Major TDSP update, emphasizes improvements and additions that serve needs of transportation disadvantaged population in an efficient and cost-effective manner.	<p>Identifies key populations in need (older adults, veterans, low-income populations). Guiding policies as part of outlined goals and objectives, relevant to broader CCT system include:</p> <ul style="list-style-type: none"> <li>Adjusting deviations to meet demands of TD population, complying with ADA laws to ensure TD population can ride CCT.</li> <li>Augmenting current fixed-route service gaps.</li> <li>Transferring eligible and qualified riders from paratransit service to deviated fixed-route system to improve cost effectiveness and resource efficiency.</li> </ul>
<b>Hernando/Citrus MPO 2045 Long Range Transportation Plan</b>	Hernando & Citrus counties	2019	Hernando/ Citrus MPO	Major update to LRTP that includes Citrus County's 20-year vision of transportation projects for the area.	<p>Highlights on improving service in long term include:</p> <ul style="list-style-type: none"> <li>Expanding and enhancing existing routes.</li> <li>Adding express bus routes throughout county connecting Crystal River, Inverness, Homosassa, and Lecanto to the south via US-41, Suncoast Parkway, and US-19.</li> <li>Add park and rides throughout county in Crystal River, Beverly Hills, Homosassa, and Inverness.</li> </ul>



Table 5-2: Regional Plans, Policies, and Programs

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
<b>Hernando County, TheBus, 2020-2029 TDP Major Update</b>	Hernando County	2019	Hernando/Citrus MPO	Major update to TDP. Focuses on enhancing existing services, adding routes to eastern county portion without service, and adding more regional service connections. Also mentions need a new transit transfer center and growing need for park-and-ride lots.	TheBus does not currently provide service to Citrus County. Update acknowledges need for more regional connection but does not identify any planned service needs that would connect Citrus and Hernando counties. Reviews major service changes, including expanding services and reducing headways. Key transit alternatives proposed include: <ul style="list-style-type: none"> <li>• Adding connector and express route to eastern portion of county.</li> <li>• Adding regional connecting route to Pasco County.</li> <li>• Adding limited weekend services.</li> </ul>
<b>Pasco County Public Transit 2019-2028 TDP Major Update</b>	Pasco County	2018	Pasco County MPO	Emphasizes cross-county connectivity and additional regional connections to surrounding counties. Also proposes improving frequency of some existing services, adding Super stops, aiding peak service times with improved frequencies, adding Sunday service, adding evening services on select routes.	PCPT does not currently provide service to Citrus County and does not mention any planned services to connect to Citrus County. Update acknowledges regional connections are important. Key transit alternatives include: <ul style="list-style-type: none"> <li>• Adding regional connectors.</li> <li>• Reducing headways on key routes.</li> <li>• Adding new transit and administrative facilities.</li> </ul>
<b>SunTran 2018-2027 TDP Major Update</b>	Ocala/Marion County	2017	Ocala/Marion Transportation Planning Organization (TPO)	Highlights reducing congestion and adding connectivity to economic centers, activity centers, and other areas of interest. Also recommends adding Sunday service to existing routes, improving bus stop infrastructure, improving ADA accessibility, establishing park-and-ride lots, and additional express routes.	SunTran services do not currently serve or connect to Citrus County. Currently, no planned services to connect to Citrus County, with planned services focusing on enhancing current services and connection of surrounding neighborhoods to Ocala's center. Other key alternatives include: <ul style="list-style-type: none"> <li>• Adding regional connector to Lake County.</li> <li>• Reducing headways on all existing routes.</li> <li>• Adding flex route services to major residential areas.</li> <li>• Adding downtown circulator.</li> </ul>
<b>Bikeways and Trails Master Plan</b>	Citrus/Hernando County	2018	Hernando/Citrus MPO	Evaluates overall mobility and future of bicycling in Hernando and Citrus counties. Discusses safety, connectivity, equity/livability, health, economic development facets relative to counties.	Currently, there are 63 miles of bike lanes and 83 miles of trail in Citrus County. County has committed six more miles of bike lanes and 18 more trail miles to add to its current network. Majority of existing bike lanes are paved shoulders. There is dedicated bike lane connecting Inverness to coast adjacent through Crystal River and two segments of road in Beverly Hills have buffered bike lanes. Bike lanes and trails considered solutions to connecting first/last mile of transit gaps. Expansion of bike lines and trails is supportive of multimodal transit options.
<b>2017 Crystal River Congestion Management Process Study</b>	Citrus County	2017	Hernando/Citrus MPO	Evaluation includes mobility issues such as trail connectivity, major roads within county such as US-19 and Citrus Avenue, traffic congestion due to educational centers.	Addresses significant issues of connectivity and safety throughout Crystal River, problematic school drop-off and pick-up times, direct routing of trails, and connection to activity centers with multimodal options.
<b>TBARTA Envision 2030 TDP Draft (ongoing)</b>	District 7	2019/20	TBARTA	Inaugural TDP exploring possibilities in regional coordination throughout District 7. Plan still being prepared, will be completed by September 2020.	Addresses need to increase regional connectivity through exploration of premium transit options such as express routes, light rail, ferry services. Citrus County included in proposed services with express bus connection via Suncoast Parkway. With opportunity to connect to surrounding counties, improved connection for residents to economic, educational, recreational centers throughout region.



Table 5-3: State and Federal Plans, Policies, and Programs

Plan Title	Geographic Applicability	Most Recent Update	Responsible Agency	Plan/Program Overview	Key Considerations/Implications for TDP
<b>State of Florida Transportation Disadvantaged 5-Year/20-Year Plan</b>	Florida	2007	Florida Commission for the Transportation Disadvantaged (FCTD)	Purpose is to accomplish cost-effective, efficient, unduplicated, and cohesive transportation disadvantaged services within its service area.	Develop and field-test model community transportation system for persons who are transportation disadvantaged; create strategy for FCTD to support development of universal transportation system.
<b>FDOT Complete Streets Implementation Update: Handbook and Design Manual</b>	Florida	2018	FDOT	Developed as way to create alternative transportation systems to facilitate "Complete Streets" focused design.	Plan includes: <ul style="list-style-type: none"> <li>• Revising guidance, standards, manuals, policies, and other documents.</li> <li>• Updating how decision-making processed.</li> <li>• Modifying evaluation of performance.</li> <li>• Managing communication between agencies.</li> <li>• Update training and education in agencies.</li> </ul>
<b>Florida Transportation Plan (FTP)</b>	Florida	2015	FDOT	Serves as guide as Florida's long-range transportation plan as required by State and Federal law.	Supports development of state, regional, and local transit services through series of related goals and objectives, emphasizing new and innovative approaches by all modes to meet needs today and in future. Most recent update emphasizes: <ul style="list-style-type: none"> <li>• Diversifying economy will lead to diverse array of transportation needs and solutions.</li> <li>• Need to implement technologies into transit including automated and autonomous vehicles.</li> <li>• Ensuring safe and secure transportation for all.</li> <li>• Implementing innovative transportation corridors.</li> <li>• Reducing delays for all modes of Florida's transportation system.</li> <li>• Add high quality transportation choices that expand both local and regional connectivity.</li> </ul>
<b>Fixing America's Surface Transportation (FAST) Act</b>	National	2015	114 <sup>th</sup> US Congress	Enacts five years of funding for nation's surface transportation infrastructure, including transit systems and rail transportation network. Provides long-term certainty and more flexibility for states and local governments, streamlines project approval processes, and maintains strong commitment to safety.	<ul style="list-style-type: none"> <li>• Increases dedicated bus funding by 89% over life of bill.</li> <li>• Provides stable formula funding and competitive grant program to address bus and bus facility needs.</li> <li>• Reforms public transportation procurement to make Federal investment more cost effective and competitive.</li> <li>• Consolidates and refocuses transit research activities to increase efficiency and accountability.</li> <li>• Establishes pilot program for communities to expand transit through use of public-private partnerships.</li> <li>• Provides flexibility for recipients to use Federal funds to meet their state of good repair needs.</li> <li>• Provides for coordination of public transportation services with other federally-assisted transportation services to aid in mobility of older adults and individuals with disabilities.</li> </ul>



## Situation Appraisal

Requirements for a 10-year TDP in Florida include the need for a situation appraisal of the environment in which the transit agency operates to help develop an understanding of the transit operating environment in the context of socioeconomics, travel behavior, land use, public involvement, organizational issues, technology, and regional transit issues. The assessment and resulting implications were drawn from the following sources:

- Results of technical evaluation performed as part of the Citrus TDP 10-Year Major Update planning process.
- Review of relevant plans, studies, and programs prepared at local, regional, State, and Federal levels of government.
- Outcomes of discussions with CCT and Hernando/Citrus MPO staffs.
- Outcomes of public outreach activities.

Issues, trends, and implications are summarized for each of the major elements in the remainder of this section.

### Socioeconomic Trends

To better assess the impact of the growth in population on public transportation needs, it is important to understand how public transportation services may be impacted or benefit from the trends and markets. Key findings from an assessment of socioeconomic trends are summarized as follows:

- Citrus County has experienced more than 20 percent population and employment growth since 2000. Growth slowed from 2010 to 2017, with population growth increasing by less than 1 percent and employment growth declining by 6 percent. According to the Bureau of Economics and Business Research (BEBR), the county is expected to experience 14 percent growth in population by 2035 and 20 percent by 2045.
- The median age of residents in Citrus County is 55.9, approximately 16 years older than the statewide median of 41.8. This age group will continue to grow until 2040, according to BEBR data.
- Crystal River is the fastest-growing area in the county, with 7.2 percent population growth since 2010. Unincorporated Citrus County is growing at a faster rate, 3.1 percent, than Inverness at 2.4 percent.
- Most future population growth is expected to be in and around already-established areas and corridors such as Crystal River, Inverness, Beverly Hills, and Citrus Springs. These areas are primarily residential, although major roadways and commercial uses intersect. Most areas projected to have higher employment and job growth have transit services.
- Lower-income households make up 30.5 percent of households, the largest portion. Poverty status for individuals increased from 8.5 percent to 11.7 percent in 2017, a 38 percent increase.
- Portions of the population that identify as minorities increased marginally, from 5 percent to 7 percent.
- High employment corridors include area along US-41 in Inverness, US-98 in Crystal River, and adjacent to Crystal River on SR-44. These areas will continue to be areas of high employment, and adjacent areas also will add employment.



## Implications

Although at a slower pace than other areas in Tampa Bay, continued population growth in Citrus County, especially with its older adults and low-income populations, will require improved transit services in the next 10 years. Key considerations for the County should include maintaining the mobility and freedom for these populations and considering new enhanced services to attract new riders that are currently in the service areas but not using CCT services.

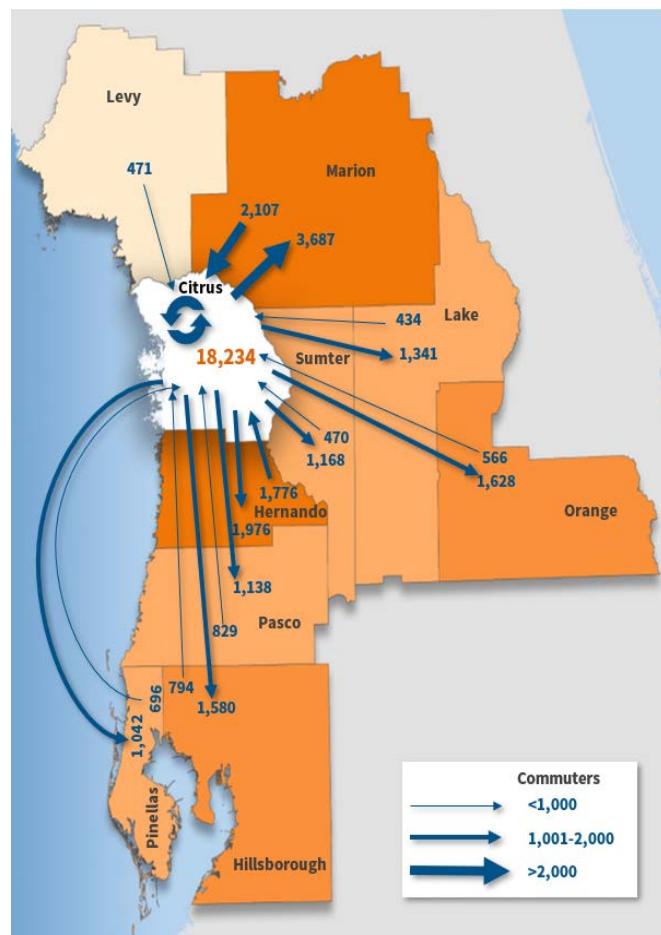
*Data also show that traditional transit markets, which typically include older adults and low-income populations, will continue to be a major influence and part of CCT ridership. Therefore, it is important to retain and grow this ridership by providing reliable, safe, and efficient service for these markets and use any opportunity to enhance the services when possible.*

*Although CCT is a smaller agency in a rural setting, an overarching goal is for transit to become a more viable option of travel to access jobs locally and regionally via public transit. With more than 16,000 jobs being added to the county by 2045, it will be critical for CCT to provide service that is appealing to commuters accessing areas of concentrated economic opportunity. CCT's success will depend on the ability to improve services to attract new markets while also serving its current rider base.*

## Travel Behavior

It is important to understand existing and projected local and regional travel behaviors and expected projects to determine the possible impacts or benefits affecting transit. Several key findings based on the data analyzed include the following:

- Approximately 82 percent of commuters drive alone, a marginal increase from 80 percent since 2010. Although carpooling decreased to 8 percent from 11 percent, working from home increased to approximately 6 percent (from 5%). Fewer than 1 percent commute using public transit. The average commute time for approximately two-thirds of residents is less than 30 minutes.
- Review of commute flows indicates that 47 percent of all commuters who work in the county also live in the county.
- Regionally, most commute trips are going to or originating from Marion County, at nearly 5,800 daily trips. Hernando County also is a commute destination, with nearly 3,700 commuters going to Brooksville and other areas for work.





### **Implications**

*Data indicate that a larger percentage of people are driving than in 2010, and carpooling decreased during that time. However, data also show commuting times have worsened since 2000, with more people now spending 30–45 minutes commuting. There may be an opportunity for CCT to attract some of these previous carpoolers and commuters who now spend more time in traffic by providing better transit services. However, CCT should explore increasing awareness/marketing campaigns so current services are showcased well and understood. Current frequencies could be improved from the current headway of 2+ hours to 1 hour or less to attract commuters/new riders and retain current riders.*

*Regionally, the county is still not connected to the transit network to the south in Hernando County (TheBus connects with PCPT, which connects with both HART and PSTA) or to SunTran to the north in Marion County. Due to the length of such connections, expanding regionally to locations outside Citrus County has continued to be a financially and operationally challenging task.*

*However, expanding services in the county and regional enhancements to neighboring counties such as Marion and Hernando may come from leveraging State and Federal funds combined with efficiencies of current services. An operational efficiency assessment may yield results in identifying resources that could be used to increase service on current routes or expand the system regionally. Also, regional partnerships with Marion County and Hernando County may play an integral part in implementing regional transit services.*

### **Land Use**

Effective land use planning can significantly support public transit with strategies reshaping land use to increase mobility and quality of life for its residents, creating an efficient, effective, and balanced intermodal and multimodal transportation system. The following are key trends of transit supportive land use efforts:

- Citrus County lacks high-density population or employment areas and transit-oriented developments that typically support public transit. Although the county is generally low-density, population density is projected to increase. Land zoned for medium-density residential is scattered throughout the county in major areas that are already established; high-density residential land uses are not as prevalent. Such land uses are in the Hernando area adjacent to US-41, in Floral City off Pleasant Grove Road, in Homosassa Springs adjacent to US-98, and adjacent to Crystal Springs on Norvell Bryant Highway.
- A large portion of county land—approximately one-third—is dedicated to public land or conservation. It is mandated that adjacent land must also be low-density or agricultural.
- Commercial uses are concentrated near major roadways such as US-98, US-19, US-41, SR-44, and Lecanto Highway, some of which may provide the best options for future higher frequency arterial transit.

### **Implications**

*In pursuit of providing a more productive and attractive service, CCT should encourage coordination with County agencies to improve access to transit for proposed developments and land use decisions. Doing so can bolster existing economic development efforts, considering that transit is an engine of economic development and incentive for real estate investment, and also provide benefits for developers such as reduced parking needs, a multimodal pedestrian-friendly environment, and support for a greater mix of uses.*



*Additionally, CCT should continue to support changes to Citrus County's comprehensive plan that would result in additional density and/or transit-supportive development adjacent to established higher-density/intensity areas or in developing nodes. The existing low-density residential pattern of development is a challenging environment in which to provide productive transit services in terms of passengers per revenue mile. CCT also should continue to monitor route performance and adjust it as needed to react to possible changes in land use as Citrus County develops.*

## Community Feedback

Public outreach is important for raising awareness of CCT and the TDP while generating ideas for service enhancements. In coordination with the Hernando/Citrus MPO, CCT conducted grassroots outreach events to garner public input for the Citrus County TDP, and two public workshops were held to gather input on proposed transit services. The following are key needs identified by the TDP public involvement efforts:

- *Weekend service and more hours of service* – The public and stakeholders agreed that adding weekend service would enhance the attractiveness of transit. Those in service-based industries and with limited transit options are unable to get to work on the weekends, and those who attend church may not have transit access. Expanding the span of service also is an improvement that may boost transit usage, as adding both earlier and later service would enable more people take transit to and from work.
- *Regional connections* – Adding connections via express routes to surrounding counties was indicated as a top priority during the public input process. Connecting to Ocala was mentioned throughout the TDP public input process by the public and stakeholders, and a connection to TheBus in Hernando County was suggested to link Citrus County to the Tampa Bay area via the TBARTA network.
- *Higher-frequency service* – Feedback from outreach also emphasized the need for more frequent bus service. It was agreed that implementing service that operates at least every hour had the potential to generate more ridership. Adding more frequent service was also mentioned to help connect to economic opportunities.
- *Local loops* – The need for smaller loops or other options such as on-demand transit was mentioned by the public.
- *Awareness campaign* – Implementing an awareness campaign for existing transit services is necessary to generate new ridership and to engage the public. Partnering with private entities such as education centers and businesses may also help generate interest in the services.

## Implications

*Public input from the outreach process identified adding weekend service and adding more hours as top needs to improve the attractiveness of existing service. Adding weekend service and expanding hours, at least during the work week, was identified as the most immediate need to retain current riders and attract new ones who may not currently transit due to its unavailability when needed. Adding weekend service, even for a limited span of service, may increase ridership while improving the quality of service for existing riders*

*Adding connections to surrounding counties, including Marion and Hernando, was indicated as a popular transit improvement throughout the TDP public outreach process. Expanding services to include regional service may generate more demand for services and increase awareness within the community, as riders may be likely to use local routes in tandem with regional express routes.*



*Improving headways typically can significantly increase ridership by attracting more choice riders. Although this improvement was not identified as a top need based on public outreach, it is one of the more expensive improvements to implement. However, increasing frequency on a higher-performing route may generate more demand and increase awareness in the community, as buses are "moving billboards" for transit service.*

*The need to increase awareness of current services was frequently mentioned by non-riders. Although marketing budgets may be small and agencies are short-staffed, this is a key need. Research supports that current younger generations are more inclined to use public transit than older generations. Low-cost efforts such as social media campaigns directed towards youth and college students may help generate more awareness among the younger generation, and CCT should identify inexpensive marketing methods for other population segments.*

### Organizational and Funding Issues

Currently, CCT operates as part of the Citrus Community Services Department, which is also responsible for other internal services such as library services, parks and recreation, etc. The Citrus County Board of County Commissioners (BOCC) manages the Citrus Community Services Department and is the governing body for the transit agency tasked with approving the TDP and other CCT documents. CCT, as the County's transit division, is currently responsible for paratransit services and deviated fixed- route services. This organizational structure has not changed since the adoption of the previous TDP.

As with most Florida suburban and rural transit agencies, most public transit operating and capital expenditures are funded by State and Federal grants. Federal formula grants and FDOT and State grants, which are tied to the TDP requirement, are the key sources. Local government funds are used as match for leveraging these State and Federal funds. In addition, farebox, advertising and other miscellaneous revenues provide some assistance for covering operating costs.

### Implications

*Input from stakeholders and the public was positive about the job CCT has done within its current organizational structure. Given the scale of the responsibilities of the current framework, CCT should continue with the same organizational structure, functioning as part of the County government to provide transit services. However, CCT should explore options to increase administrative efficiencies, if possible, as part of a broader service efficiency review such as a Comprehensive Operational Analysis (COA), which can help explore and identify management/staffing efficiencies.*

*CCT should continue to explore new sources of funding for its current services over the next 10 to help fund additional or new types of service such as mobility-on-demand services. Private partnerships with local businesses and education centers also may be a viable avenue for funding and should be explored. As current local revenue/funding decisions are made by the BOCC and the Citrus/Hernando MPO, CCT should continue its close coordination with these entities to ensure that the current streams are steady and increase overtime.*

### Technology Trends

CCT has continued to implement technologies that may improve the quality of its services and enhance the overall transit riding experience for its patrons. Recent Routematch technology upgrades include the following:

- *Automated Vehicle Locator (AVL) and Mobile Data Computers (MDC) for fixed-route and paratransit services allow drivers to access precise information in a vehicle that assists*



with safety and security. Using AVL technologies helps improve efficiencies by maximizing scheduling efficiencies while locating and tracking vehicles.

- *Smartcard fare technology* uses a validator to “tap and go” when boarding CCT fixed-route service. Other enhancements include using a tablet entry manifest to account for all riders and fare collection and using RM Pay technology for internal registration of all riders as well as for editing and reporting.
- *Mobile Device Management (MDM)* are currently in use at CCT facilities to monitor drivers on installed devices; this feature also includes location and remote access to the devices.
- *MDT Lilliput* are rugged commercial-grade tablets that are currently being integrated at CCT and will provide the ability to store and forward GPS capabilities.

### **Implications**

*As CCT moves toward improving its transit services in the next 10 years, it should use advanced technologies to assist with the operational and demand needs that accompany additional/enhanced services. Although the implementation of planned technologies can help with scheduling efficiencies as well as fare collections and management, CCT should continue to invest in additional emerging technologies to ensure the quality and accessibility of their services. As the network grows and connects regionally with Tampa Bay services, CCT should also consider implementing the Flamingo regional fare payment system to enable its riders to seamlessly travel to the region to the south.*

### **Regional Transit Issues**

In addition to community input, a review of regional commuting patterns for Citrus County suggests that there may be an opportunity for regionally-connected transit services. Most out-of-county commuters travel to Ocala for work and to Hernando County. However, based on results of public outreach, regional connections may not be the most pressing transit need at this time, as many wanted to strengthen the current network within the county.

### **Implications**

*To the north, connecting to the SunTran bus system in Ocala would connect CCT regionally and could encourage some current commuters to use public transit at a lower cost than driving. An agreement between the two systems could help share the cost of a regional route (if local funding is needed or at least to provide the capital facilities if some state or federal source is identified to fully fund such a service) or coordinate to meet at the county line or somewhere practical/feasible so each county serves only within its limits.*

*To the south, the Suncoast Parkway will soon be extended to the central parts of Citrus County, directly connecting it with the Tampa Bay area; the new terminus will be at SR-44 adjacent to Old Citrus Road in Lecanto (CCT currently operates service out of its facility on S Lecanto Highway). The expansion of the Suncoast Parkway eventually will extend to the Georgia State line, providing the opportunity to link residents from Citrus and the rest of Tampa Bay area on the Gulf Coast. The Suncoast Parkway connection addition will provide an opportunity for CCT to connect south to other transit systems on a limited-access highway, allowing faster regional connectivity and improving Citrus County's access to economic and recreational opportunities in Tampa Bay. TBARTA's TDP, currently under development, includes an express bus connection to Citrus County from Tampa International Airport and will provide Citrus County with an opportunity to work with its regional partners on funding and operationalizing this connection, which may help TBARTA's and CCT's regional goals.*



## Section 6 Goals, Objectives, and Policies

This section summarizes the guiding mission and vision as well as the goals, objectives, and policies developed for public transit services in Citrus County for the next 10 years. Goals and objectives are an integral part of any transportation plan because they provide the policy direction to achieve the community's vision.

### Vision Statement

"To be a viable transportation choice for the public in Citrus County."

### Mission Statement

"Provide an efficient, affordable, safe public transit service that is accessible to all, while improving the quality of life by building a sense of community through connecting neighborhoods."

### Goals, Objectives, and Policies

The goals, objectives, and policies summarized in this section were prepared based on reviews and assessments of existing conditions, goals, objectives, and policies in the local and regional transportation planning documents that were reviewed as part of this TDP process and feedback received during the public involvement process.

*Goal 1: Maintain, improve, and enhance an efficient and safe public transit system that maximizes community benefits through increased mobility opportunities.*

Objective 1.1 – Expand the frequency of service to one hour or better on all existing routes by 2025 and future routes by 2030.

Objective 1.2 – Explore implementation/expansion of a fixed-route public transit system within areas of higher-density residential and employment and mixed-use developments.

Objective 1.3 – Establish regional transit connections to Ocala and the Tampa Bay region by 2030.

Objective 1.4 – Plan services that facilitate access to existing and planned bikeways and trails in Citrus County.

Objective 1.5 – Coordinate with municipalities to establish small-area micro-transit services.

*Policy 1.1 – Improve service headways to 60 minutes on existing routes by 2025.*

*Policy 1.2 – Work with TBARTA to develop regional transit services along US-98/future Suncoast Connector by 2030.*

*Policy 1.3 – Develop regional connection to Ocala on US-41/SR-200 by 2035.*

*Policy 1.4 – Add weekend service on existing routes.*

*Policy 1.5 – Coordinate with Transit Asset Management Plan (TAM) and perform scheduled maintenance activities for all transit vehicles to keep them operable and reduce overall vehicle costs.*

*Policy 1.6 – Coordinate with TBARTA Commuter Services on carpool/vanpool programs and the Emergency Ride Home program.*



*Policy 1.7 – Provide park-and-ride opportunities at key transfer locations to enhance regional travel options, system usage, and convenience.*

*Policy 1.8 – Continue to adhere to Federal and State guidelines and procedures to ensure the safety of employees, passengers, and the public.*

*Policy 1.9 – Implement appropriate technologies to improve service, reliability, energy efficiency, and safety based on best practices in transit systems management.*

*Policy 1.10 – Review/assess the potential to implement fixed-route services every year as part of the TDP Major updates or TDP Annual progress Reports.*

*Policy 1.11 – Coordinate transit route/infrastructure planning efforts with the MPO Bikeways and Trails Master Plan.*

*Policy 1.12 – Develop safe, comfortable, and useful transit facilities at major destinations incorporating seating, shelters, signage, and bicycle storage as deemed appropriate by location and ridership demand.*

### *Goal 2: Increase awareness and visibility of public transit services in Citrus County.*

*Objective 2.1 – Increase marketing and public outreach efforts to improve the awareness and visibility of existing and planned transit services.*

*Policy 2.1 – Develop and maintain a public involvement process that includes surveys, discussion groups, interviews, public workshops, and participation in public events, at a minimum.*

*Policy 2.2 – Distribute bus schedules and system information through Internet applications and in public places throughout the county for residents and visitors.*

*Policy 2.3 – Conduct an on-board survey at least every five years as part of major TDP updates to monitor changes in user demographics, travel behavior characteristics, and user satisfaction.*

*Policy 2.4 – Develop and implement a transit marketing plan that educates potential riders, increases citizen awareness, and enhances ridership as new/expanded transit services are initiated.*

*Policy 2.5 – Identify and engage key partners, including major employers, workforce development agencies, chambers of commerce, health and community services, and other public and private entities that can enhance the ability to reach potential riders.*

### *Goal 3: Coordinate transit system investments with supportive land use patterns*

*Objective 3.1 – Support City and County land use planning and regulations that encourage transit-supportive development.*

*Objective 3.2 – Implement transit as an alternative mode of transportation within the CR-491/Medical Corridor by 2030.*

*Objective 3.3 – Support the use of development incentives such as impact fee credits for developers and major employers to promote public transit.*



*Policy 3.1 – Coordinate with Citrus County Planning and Development and attend development review meetings to discuss a more formal integration of transit considerations into the development review process.*

*Policy 3.2 – Promote transit improvements toward areas with supportive land-use patterns, higher residential density and commercial intensity, and key trip attractors.*

*Policy 3.3 – Where applicable, consider bus stop accessibility in the identification and prioritization of sidewalk, bicycle, and trail facility improvements.*

**Goal 4: Pursue coordination activities with regional entities and neighboring counties.**

**Objective 4.1** – Ensure coordination and consistency with local and regional plans for the future provision of public transit service in Citrus.

**Objective 4.2** – Identify areas for cooperative efforts with neighboring county transit systems, including THE Bus in Hernando County and Sun Tran in Marion County.

*Policy 4.1 – Meet at least annually with transit staff in Hernando County and Marion County to better understand existing and future transit services and to identify coordination requirements associated with public transit services across county lines.*

*Policy 4.2 – Participate on the TBARTA Board and its committees and regularly coordinate with TBARTA staff periodically to coordinate and cooperate on the TBARTA TDP implementation process.*

*Policy 4.3 – Facilitate discussions with staff from FDOT District 7, TBARTA, and adjacent counties regarding future coordination and consolidations of transit management and operations in the region.*



## Section 7      Transit Demand Analysis

This section summarizes the demand and mobility needs assessment conducted as part of the 10-year TDP for Citrus County. When combined with the baseline conditions assessment, performance reviews, and findings from public outreach and relevant plan reviews, the demand assessment yields the building blocks for determining the transit needs for the next 10 years. Transit demand and mobility needs were assessed using market assessment and ridership analysis techniques. These techniques are summarized below, followed by the results of each technical analysis used to assess the demand for transit services in Citrus County.

### Market Assessment

*uses two transit market assessment tools to assess demand for transit services for the next 10 years. The tools assessed traditional and discretionary transit user markets in Citrus County for various time periods.*

### Ridership Analysis

*projects ridership demand for fixed route transit services identified as needs for the next 10 years using TBEST (Transit Boardings Estimation and Simulation Tool), an FDOT approved ridership estimation software.*

### Market Assessment

The transit markets in Citrus County were assessed from the perspectives of two predominant ridership markets for transit services:

- **Discretionary Rider Market** – People that have a car but may choose to use transit were reviewed using a Density Threshold Assessment (DTA).
- **Traditional Rider Market** – Demographic segments that have a higher propensity to use transit were reviewed using a Transit Orientation Index (TOI).

The DTA and TOI can identify areas to determine whether existing transit routes are serving those areas of the county considered to be transit-supportive for the corresponding transit market. They also can determine the areas in which different levels of transit investment should be considered.

#### Discretionary Rider Market

This includes potential riders living in relatively high-density areas of the county that may choose to use transit as a commuting or transportation alternative. The analysis conducted for Citrus TDP used industry-standard density thresholds to identify the areas in Citrus County that exhibit transit-supportive residential and employee density levels today and in the future.

Citrus County socioeconomic data, including dwelling unit/population and employment data developed as part of the FDOT District 7 Tampa Bay Regional Planning Model (TBRPM), were used to conduct the DTA. Through a process of data interpolation, existing (2021) and future (2030) dwelling unit and employment data were analyzed.

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:

- **Minimum Investment** – reflects minimum dwelling unit or employment densities to consider basic fixed-route transit services (i.e., local fixed-route bus service).



- **High Investment** – reflects increased dwelling unit or employment densities that may be able to support higher levels of transit investment (i.e., more frequent service, longer service span, etc.) than areas meeting only the minimum density threshold.
- **Very High Investment** – reflects very high dwelling unit or employment densities that may be able to support more significant levels of transit investment (i.e., more frequent service, later service hours, weekend service, etc.) than areas meeting the minimum or high-density thresholds.

Table 7-1 presents the dwelling unit and employment density thresholds in terms of Traffic Analysis Zone (TAZ) associated with each threshold of transit investment.

**Table 7-1: Transit Service Density Thresholds**

Level of Transit Investment	Dwelling Unit Density Threshold <sup>1</sup>	Employment Density Threshold <sup>2</sup>
Minimum Investment	4.5–5 dwelling units/acre	4 employees/acre
High Investment	6–7 dwelling units/acre	5–6 employees/acre
Very High Investment	≥8 dwelling units/acre	≥7 employees/acre

<sup>1</sup> TRB, National Research Council, TCRP Report 16, Volume 1 (1996), “Transit and Land Use Form,” November 2002, MTC Resolution 3434 TOD Policy for Regional Transit Expansion Projects.

<sup>2</sup> Based on review of research on relationship between transit technology and employment densities.

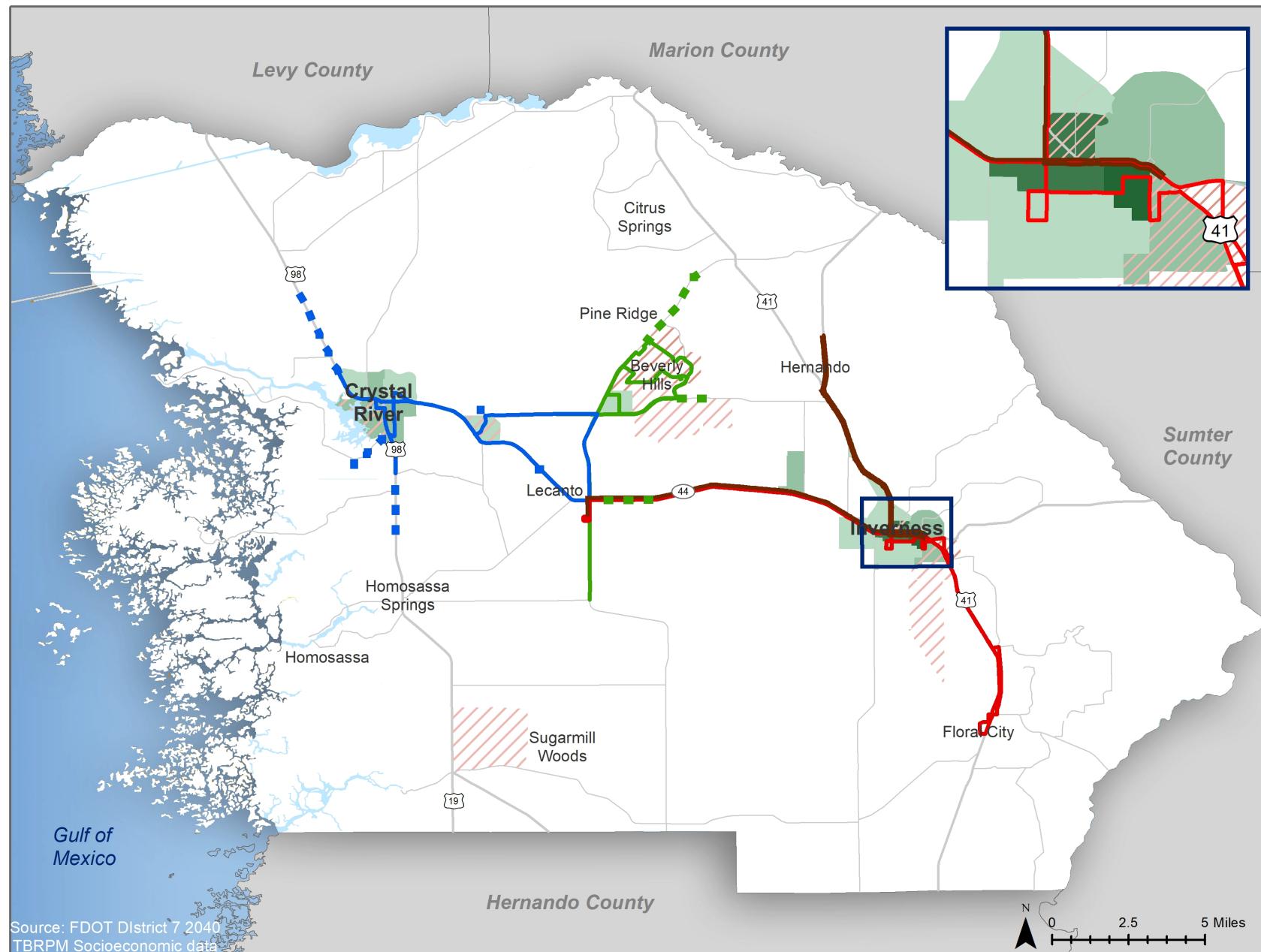
Maps 7-1 and 7-2 illustrate the results of the 2021 and 2030 DTA analyses conducted for Citrus County, identifying areas that support different levels of transit investment based on existing and projected dwelling unit and employment densities. These maps also include existing CCT transit routes to gauge how well current transit services cover the areas of Citrus County that are considered supportive of at least a minimum level of transit investment.

## Results

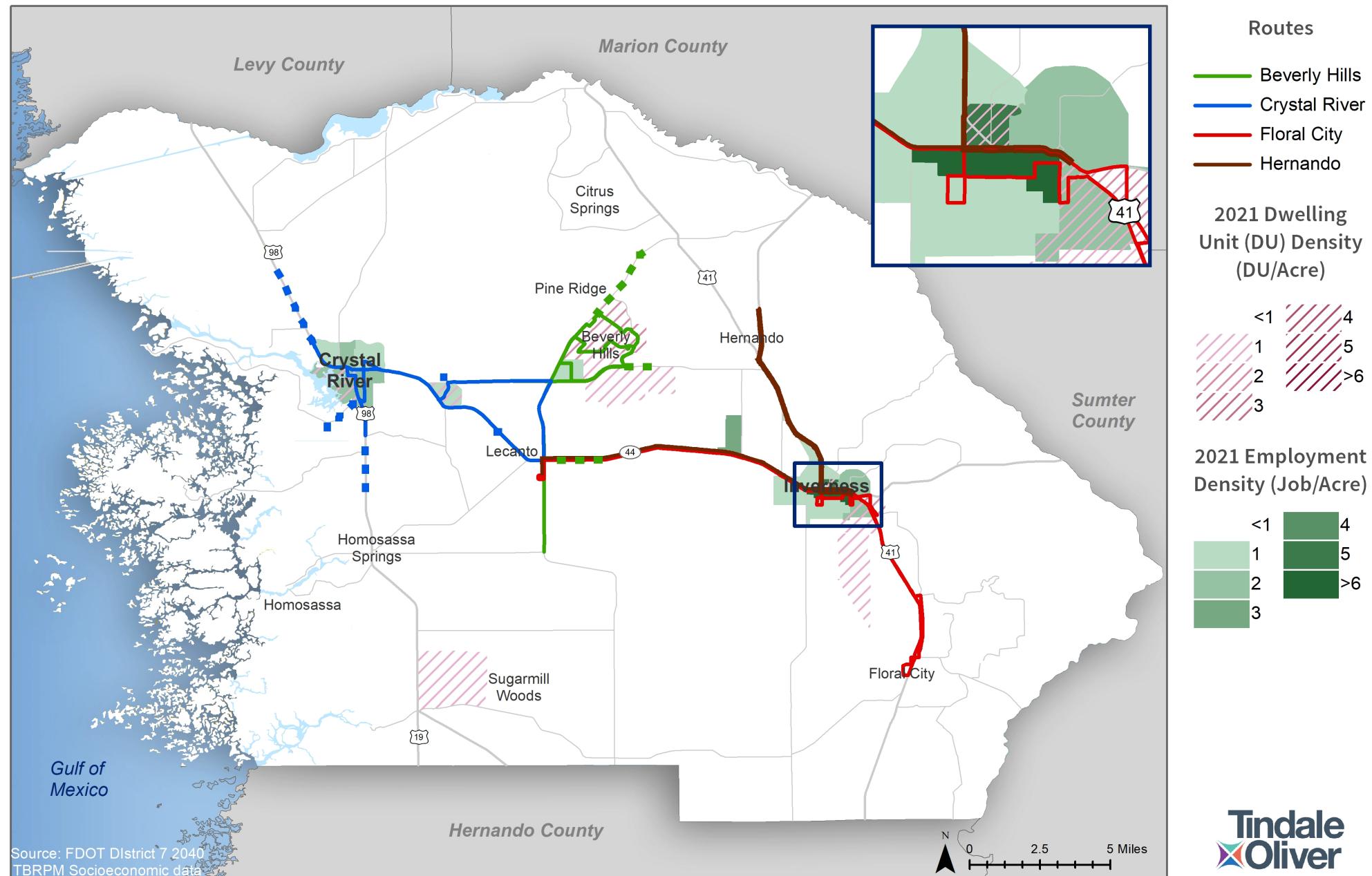
The 2021 DTA analysis indicates that the discretionary transit markets are derived mainly from employment densities rather than from population densities and can be summarized as follows:

- Areas that have employment densities that meet the minimum investment are clustered in Inverness, adjacent to US-41 between S Boulevard, and E Gulf to Lake Highway.
- Only one area meets the criteria of “very high” investment—between Hill Street and Main Street adjacent to US-41.
- The area with the highest dwelling unit density (more than 2.5 dwelling units per acre) is in Beverly Hills intersecting N Forest Ridge Boulevard and W Roosevelt Boulevard.
- Three areas overlap with more than one dwelling unit per acre and one employee per acre—in Crystal River between US-98 and NW 6<sup>th</sup> Street, adjacent to Crystal River by SR-44 and West Norvell Bryant Highway, and in Inverness intersecting US-41 from SR-44 to E Tennison Street.
- Based on the 2030 DTA, the existing areas that meet the minimum employment thresholds are expected to remain.

## Map 7-1: 2021 Density Threshold Analysis (DTA)



## Map 7-2: 2030 Density Threshold Analysis (DTA)





## Traditional Rider Markets

This market is important for transit in Florida, especially in rural areas, as it includes population segments that historically have had a higher propensity to use transit or are dependent on public transit for their transportation needs. Traditional transit users include older adults, youths, and low-income and/or zero-vehicle households. For some individuals, the ability to drive is greatly diminished with age, so they must rely on others for their transportation needs. In Citrus County, it is important to address this market, as the county has a very large number of older adults.

For lower-income households, transportation costs are particularly burdensome, as a greater proportion of income is used for transportation-related expenses than for higher-income households. Households with restricted income, such as those with no private vehicle, are more likely to rely on public transportation. Younger persons not yet of driving age but who need to travel to school, employment, or for leisure may rely more on public transportation until they reach driving age.

A TOI was developed to identify areas of the county where these traditional rider markets exist. To create the TOI for this analysis, demographic data from the ACS 5-Year Estimates (2013–2017) were analyzed at the block group level for the demographic and economic variables shown in Table 7-2.

**Table 7-2: TOI Variables**

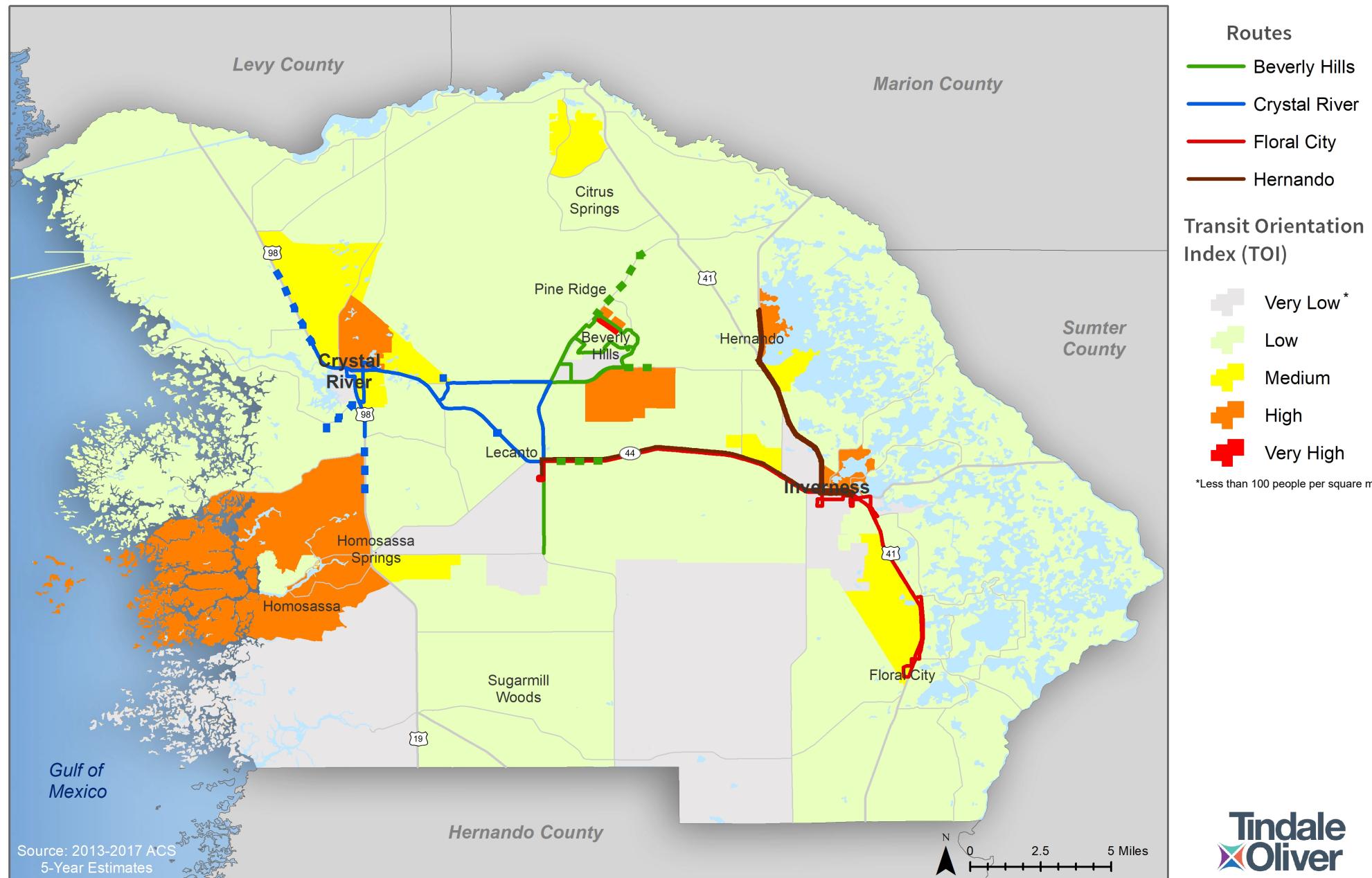
TOI Variable	Units
Population Age 14 and Under	Youth residents
Low-Income Population	\$25,000 or less annual income for 4-person household
Households with Zero Vehicles	Zero-vehicle households
Population Age 65 and Over	Older adults

Using data for these characteristics and developing a composite ranking for each census block group, each area was ranked as “Very High,” “High,” “Medium,” or “Low” in their respective levels of transit orientation. Any block group with a population density less than 250 persons per square mile was ranked as “Very Low.” Map 7-3 illustrates the 2017 TOI, reflecting areas throughout the county with varying traditional market potential. The existing CCT transit routes were overlaid to show how well CCT covers those areas.

## Results

- Areas that exhibit a “High” or “Very High” orientation toward transit are scattered throughout the county, but all are adjacent to existing deviated fixed routes.
- The only area with a “Very High” orientation towards transit is in central Beverly Hills adjacent to N Lecanto Highway between Beverly Hills Boulevard and W Roosevelt Boulevard.
- Areas that are considered to have a “High” orientation towards transit are in Homosassa adjacent to US-19 between Ozello Trail and W Yulee Drive, in Crystal River north of US-98 and east of N Citrus Avenue, in Beverly Hills bordering N Lecanto Highway and Lemon Street, south of W Norvel Bryant Highway east of N Ottawa Avenue, in Hernando bordering the east side of N Carl G Rose Highway, and in Inverness adjacent to US-41 along E Vine Street. Areas that are considered to have a “Medium” orientation are dispersed throughout the county and tend to be adjacent to other areas that have a “High” orientation.
- Most areas in Citrus County have a “Low” orientation towards transit.

## Map 7-3: Transit Orientation Index (TOI)





## Ridership Analysis

Ridership forecasts were prepared for the 10-year Citrus County TDP using TBEST, a comprehensive transit analysis and ridership forecasting model that can simulate travel demand at the individual route level. TBEST was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of transit operational planning and TDP development. In producing model outputs, TBEST also considers the following:

- **Transit network connectivity** – level of connectivity between routes within a bus network; the greater the connectivity between bus routes, the more efficient the bus service becomes.
- **Spatial and temporal accessibility** – service frequency and distance between stops; the larger the physical distance between potential bus riders and bus stops, the lower the level of service utilization; similarly, less frequent service is perceived as less reliable and, in turn, utilization decreases.
- **Time-of-day variations** – peak-period travel patterns are accommodated by rewarding peak service periods with greater service utilization forecasts.
- **Route competition and route complementarities** – routes connecting to the same destinations or anchor points or that travel on common corridors experience decreases in service utilization; conversely, routes that are synchronized and support each other in terms of service to major destinations or transfer locations and schedule benefit from that complementary relationship.

## TBEST Model Inputs/Assumptions and Limitations

TBEST uses various demographic and transit network data as model inputs. The inputs and assumptions made in modeling the CCT system in TBEST are presented below. The model used the recently-released TBEST Land Use Model (2018) structure, which is supported by parcel-level data developed from the Florida Department of Revenue (DOR) statewide tax database. DOR parcel data contain land use designations and supporting attributes that allow the application of Institute of Transportation Engineers (ITE)-based trip generation rates at the parcel level as an indicator of travel activity.

It should be noted, however, that the model is not interactive with roadway network conditions. Therefore, ridership forecasts will not show direct sensitivity to changes in roadway traffic conditions, speeds, or roadway connectivity.

### Transit Network

The TBEST transit route network for CCT was created to reflect potential 2030 conditions, the horizon year for the model. Data used/assumed in the model included route alignments, route patterns, bus stop locations, expanded service spans, and increased frequency. Transfer locations were manually coded in the network properties.

### Socioeconomic Data

The socioeconomic data used as the base input for the TBEST model were derived from ACS 5-Year Estimates (2014–2018), the Bureau of Labor Statistics, the Bureau of Economic Analysis, 2014 InfoUSA employment data, and 2018 parcel-level land use data from the Florida DOR. Using these data inputs, the model captures market demand (population, demographics, employment, and land use characteristics) within ¼ mile of each stop.



TBEST uses a socioeconomic data growth function to project population and employment data. Population and employment data are hard-coded into the model and cannot be modified by end-users. As applied, the growth rates do not reflect fluctuating economic conditions as experienced in real time.

### **Special Generators**

One key improvement of the 2018 TBEST Land Use model, which was used for projecting ridership for the Citrus County TDP, is its ability to recognize special generators without having to enter them manually. This results from the model using DOR parcel data, which help to identify special generators with opportunities for high ridership. Special generators for the TBEST network for Citrus County include the following:

- Hospitals
  - Citrus Memorial Hospital
  - Seven Rivers Medical Center
- Shopping Malls
  - Walmart
  - Winn Dixie
  - Publix
  - Paddock Mall
  - Crystal River Mall
  - Beverly Plaza
- Transfer Hubs
  - Citrus County Transit Center
- University
  - College of Central Florida
  - Withlacoochee Technical Institute

### **TBEST Model Limitations**

It has long been a desire of FDOT to have a standard modeling tool for transit demand that could be standardized across the state similar to the Florida Standard Urban Transportation Model Structure (FSUTMS) model used by MPOs in developing LRTPs. However, although TBEST is an important tool for evaluating improvements to existing and future transit services, model outputs do not account for latent demand for transit that could yield significantly higher ridership; correspondingly, model outputs may over- or under-estimate demand in isolated cases. In addition, TBEST cannot display sensitivities to external factors such as an improved marketing and advertising program, changes in pricing service for customers, and other similar local conditions. In addition, as previously noted, TBEST also does not provide modeling capability for demand response services.

Although TBEST provides ridership projections at the route and bus stop levels, its strength lies more in its ability to facilitate relative comparisons of ridership productivity. As a result, model outputs are not precise projections of absolute ridership but, rather, are good information for comparative evaluation in actual service implementation decisions.

TBEST has generated interest from Departments of Transportation in other states and continues to be a work in progress that will become more useful as its capabilities are enhanced in future updates to the model. Consequently, it is important for CCT to integrate sound planning judgment and experience when interpreting TBEST results.



### Ridership Forecast

Using these inputs, assumptions, and 2019 actual route-level ridership data obtained from CCT, the TBEST model was validated. Using the validation model as the base model, TBEST ridership forecasts for this TDP major update planning starting year (2021) and horizon year (2030) were developed. The generated annual ridership forecasts reflect the estimated level of service utilization if no changes were to be made to any of the fixed-route services.

In addition, a 2030 TDP Needs Plan Scenario (described in detail in the next section) also was coded and modeled to assess the route-level and system ridership. The 2030 needs plan incorporates the following potential service changes:

- Saturday service on all current routes, with a limited service span of 8:00 AM–5:00 PM
- Extended service span until 9:00 PM on all existing routes
- New Ocala Express Route from Inverness to Paddock Mall in Ocala
- New Tampa Bay Connector from CCT Transfer Center in Lecanto to SR-50 Walmart in Brooksville

Table 7-3 shows the projected number of annual riders by route for 2021, 2030, and the 2030 Needs Scenario and the corresponding average annual ridership growth rates derived from T-BEST. Table 7-4 shows estimated annual ridership for limited Saturday service in the 2030 Scenario.

**Table 7-3: Weekday Ridership Projections and Growth Rates for 2021–2030\***

Route	2021 Base Network Forecast	2030 Base Network Forecast	2030 TDP Needs Network Scenario Forecast	% Change, 2021 2030 Base (No Improvements) Network	% Change, 2021 2030 TDP Needs Network Scenario
Beverly Hills	8,443	8,749	12,854	4%	52%
Crystal River	11,208	12,043	17,921	7%	60%
Floral City	20,248	21,830	32,946	8%	63%
Hernando	13,482	14,457	22,480	7%	67%
Citrus Springs Microtransit	-	-	6,192	-	-
Homosassa Microtransit	-	-	4,575	-	-
Ocala Express	-	-	222	-	-
Tampa Bay Express	-	-	5,232	-	-
<b>Totals</b>	<b>53,381</b>	<b>57,079</b>	<b>102,422</b>	<b>7%</b>	<b>92%</b>

\* Based on T-BEST model

**Table 7-4: Annualized Saturday-Only Ridership with 2030 TDP Needs Scenario\***

Route	% Change, 2020 2029 TDP Needs Network Scenario
Beverly Hills	3,477
Crystal River	4,937
Floral City	6,210
Hernando	5,047
Citrus Springs Microtransit	No service
Homosassa Microtransit	No service
Ocala Express	No service
Tampa Bay Express	No service
<b>Totals</b>	<b>19,671</b>

\* Based on T-BEST model



## Forecast Ridership Analysis Summary

Based on the T-BEST model results for the all-day total system, as shown in Table 7-5, maintaining the status quo with the current system will result in a marginal increase in ridership for all routes over the next 10 years. According to the projections, overall average annual ridership is expected to increase at a growth rate of less than 1% and an overall growth of approximately 7% by 2030. The model results show that most ridership growth in the base (No Improvements) network scenario will occur on the Floral City and Crystal River routes within the next 10 years.

With the 2030 Needs Plan Scenario, presented in detail in the next section, total system ridership is estimated to increase by 129%, to more than 100,000 riders annually. Table 7-5 shows the ridership estimation for each route and the system as a whole for all days, including weekdays and Saturdays. The table shows that each existing route will almost double the amount of ridership over the next 10-year period. Breakdowns of individual route performance are outlined below.

**Table 7-5: Total Weekly System Ridership Projections and Overall Growth Rates for 2021–2030\***

Route	2021 Base Network Forecast	2030 Base Network Forecast	2030 TDP Needs Network Scenario Forecast	% Change, 2021 2030 Base (No Improvements) Network	% Change, 2020 2030 TDP Needs Network Scenario
Beverly Hills	8,443	8,749	16,331	4%	93%
Crystal River	11,208	12,043	22,858	7%	104%
Floral City	20,248	21,830	39,156	8%	93%
Hernando	13,482	14,457	27,527	7%	104%
Citrus Springs Microtransit	-	-	222	-	-
Homosassa Microtransit	-	-	5,232	-	-
Ocala Express	-	-	6,192	-	-
Tampa Bay Express	-	-	4,575	-	-
<b>Totals</b>	<b>53,381</b>	<b>57,079</b>	<b>122,093</b>	<b>7%</b>	<b>129%</b>

\* Based on T-BEST model

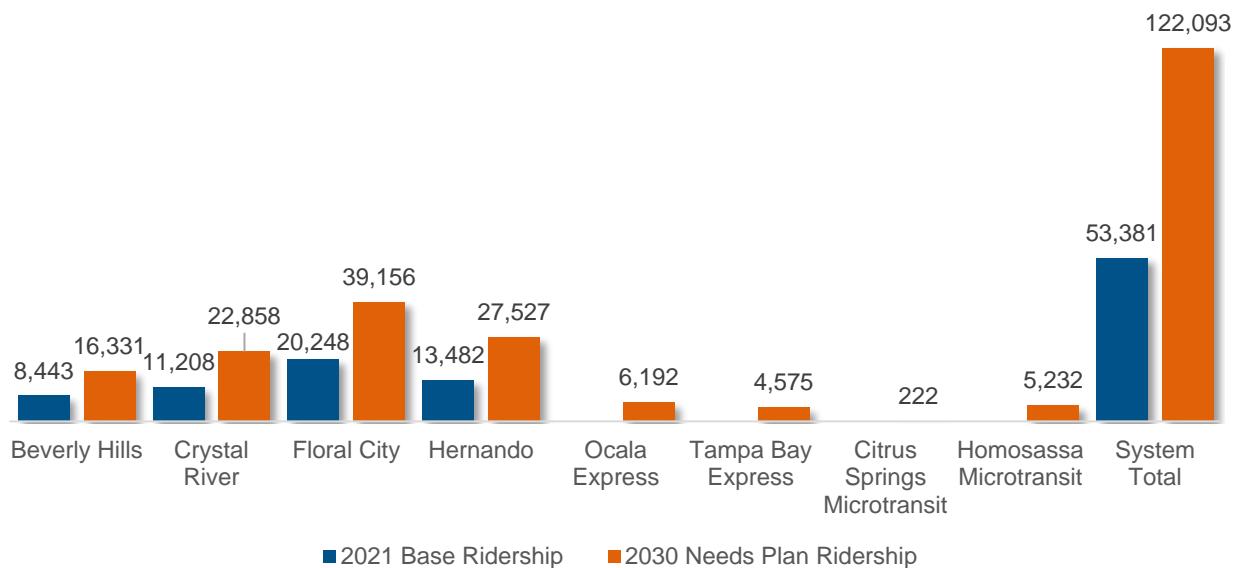
- The **Beverly Hills (Red) route** is forecasted to have 11,208 riders in 2021; given no service changes, it would increase by 6.6% to more than 18,000. After introducing Saturday service, later evening service spans, and better frequency under the 2030 Needs scenario, total ridership for the Red route is expected to increase by 51.5%, up to 26,221 trips.
- The **Crystal River route** is forecasted to have 8,443 riders in 2021; with no changes to the route, it is projected to generate approximately 8,700 riders by 2030. However, after introducing additional service every hour on weekdays, Saturday service, and extending service until 9:00 PM under the 2030 Needs scenario, total ridership for this route is expected to grow to 16,331 trips, a 93% increase.
- The **Floral City route** is forecasted to have 20,248 riders in 2021 and will grow to more than 21,830 in ridership by 2030 with no service changes. After introducing Saturday service, higher frequency service, and later evening spans under the 2030 Needs scenario, total ridership for this route is expected to increase by 93%, up to 39,156 trips.
- The **Hernando route** is forecasted to have 13,482 riders in 2021; if no improvements are implemented, it would increase by 7.2% to nearly 14,457 by 2030. After introducing



service every hour, Saturday service, and later evening spans under the 2030 Needs scenario, total ridership for this route is expected to increase by 104%, up to 27,527 trips.

- **Citrus Springs Microtransit** is proposed under the 2030 Needs scenario and does not have a current operating equivalent for comparison purposes. If implemented under the 2030 Needs scenario, this area would only generate 222 rides per year via the app-based service. More details on this and other new routes are presented in the next section.
- **Homosassa Microtransit** is also proposed under the 2030 Needs scenario and does not have a current operating equivalent for comparison purposes. If this service is implemented under the 2030 Needs scenario, the area would generate more than 5,232 trips per year from those who want access within the set parameters.
- The **Ocala Express route**, a route proposed under the 2030 Needs scenario, is forecasted to have 6,192 riders in 2030. Although there is no current operating equivalent for comparison purposes, this service would operate only on weekdays during peak hour service.
- The **Tampa Bay Express route**, a regional route suggested under the 2030 Needs scenario, is forecasted to have 4,575 riders in 2030; the route would operate only on weekdays during peak-hour service.
- Overall, forecasted ridership for the 2030 Needs scenario is more than seven times higher than the 2030 No Improvements forecast, with 51% estimated ridership growth systemwide.

**Figure 7-1: Weekly Ridership Forecast Growth**





## Section 8 10-Year Plan Development and Evaluation

This section identifies and evaluates the potential transit improvements developed for Citrus County for consideration within the next 10 years. Developed without consideration of funding constraints, the proposed improvements represent transit needs for the next 10 years. The identified alternatives were prioritized using an evaluation process that considers public outreach and potential benefits accrued. The resulting list of improvements was used to develop the 10-year implementation and financial plans. Prioritized transit needs will assist in selecting and implementing service improvements as funding becomes available as Citrus County and the demand for transit continues to grow.

### Development of 10-Year Transit Needs

The 2021–2030 transit needs consist of improvements that enhance existing CCT services and expand transit service to new areas. The alternatives reflect the transit needs for the next decade and were developed based on reviewing the following key elements.

#### Public Input

Multiple techniques were used to obtain substantive public input on transit needs throughout the TDP planning process. Findings from public input surveys, grassroots outreach, stakeholder interviews, open-house public workshops, and other communications conducted to gather input from the public regarding transit needs were reviewed.



#### Situation Appraisal

A situation appraisal of the operating environment in which the transit agency operates is a key component of the TDP. It helps to develop an understanding of the operating environment of CCT in the context of key elements as specified in the TDP Rule. Implications from the situation appraisal findings were considered in identifying potential transit alternatives.



#### TDP Goals & Objectives

The goals and objectives updated as part of this 10-year TDP re-emphasize many of the agency's existing priorities and outline new priorities for improvements based on transit needs. These objectives and policies also were reviewed, as they often provide insight into the transit needs and vision of the community.



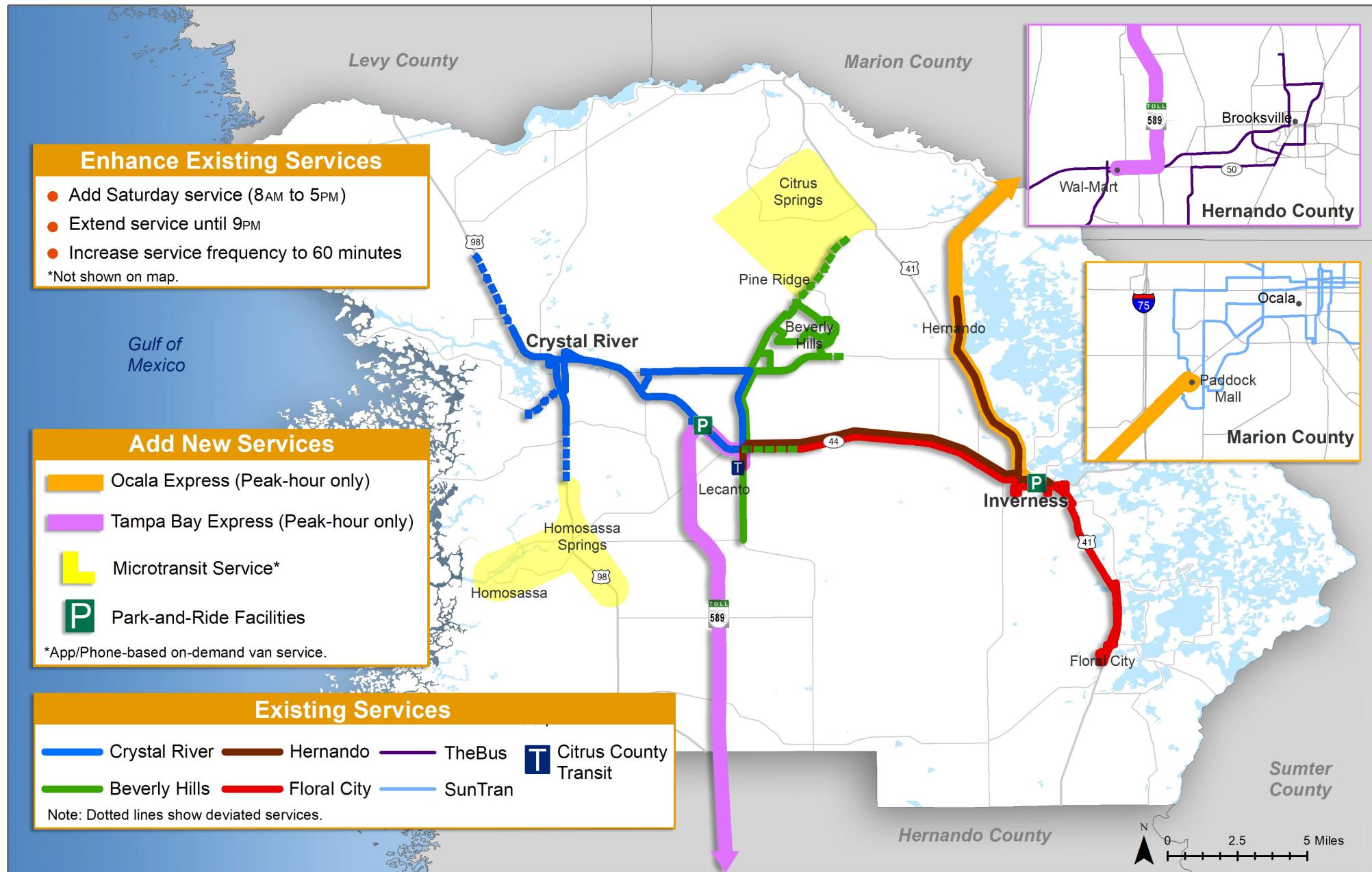
#### Transit Demand Assessment

The assessment of transit demand and needs included the use of various GIS-based analysis tools and FDOT-approved ridership estimation software to develop projections of future ridership. These technical analyses, together with the baseline conditions assessment and performance reviews previously conducted, were used to help identify demand when developing transit alternatives.



Based on these elements, alternatives were identified and grouped into four categories—Service, Infrastructure, Technology, and Policy Improvements. Specific improvements identified within each category are summarized below and depicted on Map 8-1, as applicable, which presents the 10-year service improvements for the financially-unconstrained needs plan including mobility-on-demand and express transit services.

## Map 8-1: 10-Year Needs Plan





## Service Needs

Service improvements developed for the Citrus County TDP 10-year needs plan include enhancing the current deviated fixed-route service with improved frequency, additional days of service, extended service hours, additional regional express services, and creation of microtransit zones in areas that may not meet the density thresholds for regular bus services. Adding regional express services to Ocala and connecting to TheBus to the south adds regional connectivity to riders in Citrus County. By adding on-demand Microtransit zones to offer shared-ride options, CCT could serve low-density areas with a lower expense. These potential service improvements are summarized below.

### **Enhance Existing Fixed-Route Services**

- **Add Saturday service to all deviated fixed routes (8:00 AM–5:00 PM)** – Adding weekend service was noted as the most desired need by the public during the TDP outreach process. Limited weekend service hours, from 8:00 AM–5:00 PM only, would be provided, as the demand may be lower than for weekdays. CCT may expand Saturday service in the future to match weekday service hours if demand and adequate financial resources are available.
- **Extend service hours until 9:00 PM on existing deviated fixed routes** – A major need identified by the public for potential implementation was extending the current weekday service hours from its current end time (~ 6:00 PM) to 9:00 PM, which may accommodate riders with shift work or who work late.
- **Increase frequency to 60 minutes on all existing routes** – Public input also indicated the need for higher-frequency service as a priority but were not seen as more important than more days or hours of service.

### **Add New Regional Express Services**

**Ocala Express** – Public input indicated a need for a connection to Ocala as a high priority. An express route is proposed that would connect the Inverness area to the Paddock Mall in Ocala and also would connect with the local Floral City route to provide convenient access to the CCT Transfer Center. The service would operate one trip each in the morning and afternoon peak periods.

- **Tampa Bay Express** – This regional commuter express route would connect to major regional activity centers, including employment and shopping south of Citrus County, with the regional transit network proposed in the ongoing TBARTA Regional TDP. This peak-hour-only service will operate on the proposed Suncoast Parkway extension and would begin at CCT at 1300 S Lecanto Highway in Citrus County, operate on SR-44, the proposed Suncoast Parkway extension southbound, and end at the Walmart on SR-50 in Hernando County. After reaching Hernando County, riders would be connected to regional transit networks from TheBus transit service in Hernando County to services operated by Pasco, Pinellas, Hillsborough, and Manatee counties. The service would operate two trips each in the morning and afternoon peak periods. It would connect the two counties with transit for the first time and would connect Citrus County with the Tampa Bay regional transit network.





### Add Microtransit Services

- **Add microtransit services in Citrus Springs and Homosassa** – To provide mobility in areas without access to CCT deviated fixed-route services, it is proposed to implement microtransit service, an app-based and on-demand transit service that uses smaller bus vehicles or vans to provide shared rides. Services would be provided in Citrus Springs and Homosassa, connecting riders to CCT bus stops and attractions within the zone. This on-demand service may be provided by CCT by partnering with a transportation technology company to provide the technology platform while providing the service. Another option may be to hire a transportation technology/ service company such as Via, TransLoc, or Freebee to provide the technology and operate the services.



FTA defines microtransit as “IT-enabled private multi-passenger transportation services (such as Bridj, Chariot, Split, and Via) that serve passengers using dynamically-generated routes and may expect passengers to make their way to and from common pick-up or drop-off points. Vehicles can range from large SUVs to vans to shuttle buses. Because they provide transit-like service but on a smaller, more flexible scale, these new services have been referred to as microtransit.”

### Infrastructure/Technology/Other Needs

Other potential improvements include various general enhancements that are not necessarily route-specific or capital-related. These improvements are drawn primarily from information in current plans/studies and input from public involvement efforts conducted as part of the TDP. Other needed improvements identified for the next 10 years are as follows:

- **Vehicle Replacement and Acquisition Program** – CCT should continue its vehicle fleet replacement and expansion to ensure that the adequate number of vehicles and spares are available for maintaining current service and for any planned expansions of service in the next 10 years. CCT should also consider adding electric vehicles to its fleet to reduce their environmental impact when replacing vehicles past their lifetime.
- **Bus Stop Infrastructure and Accessibility Program** – CCT’s program to purchase and install bus shelters, benches, bike racks, and other amenities should continue, with plans to invest in additional structures to support the proposed routes. Installing these amenities may attract more choice riders and provide its current riders with a comfortable and safe experience at its bus stops to the maximum extent possible. CCT should also continue making its bus stops accessible to all bus riders.
- **Shared park-and-ride facilities** – To support the proposed regional express services connecting Lecanto to Brooksville and Inverness to Ocala, two shared park-and-ride lots should be established. These lots are assumed to be operated as shared lots through an agreement with a land/property owner of the facility in the vicinity of these two locations. Per FDOT’s 2012 *State Park-and-Ride Guide*, the cost to maintain a parking space at a shared lot is minimal, approximately \$12 per space per year. Park-and-ride lots are recommended at the following locations:



- **Proposed Suncoast Parkway extension/SR-44 interchange** – A facility at this location would allow commuters traveling regionally to the Tampa Bay area to board an express bus after parking their vehicles at this location.
- **On US-41 In Inverness** – Another shared facility in Inverness would allow those using the proposed Ocala Express to park their cars and use this regional service to access shopping, government offices, and other services in Ocala.
- **Expanded transit marketing program** – A reduced-scale but carefully-planned marketing program can help increase public awareness of transit, attracting more riders from both the choice and traditional ridership markets. Although CCT may have limited funds and staff resources, a marketing and public education program is necessary, especially when new service improvements are proposed. It is recommended that Citrus County use available staff and low-cost approaches to expand the scope of its marketing/awareness activities within the next 10 years. Employing social media campaigns on networks such as Facebook may be low to no cost and may help to attract new younger riders to consider using transit. Also, targeting colleges and other major educational centers and their resources may increase awareness. These marketing activities are an essential investment in the establishment of a well-used public transportation system.
- **Real-time bus locator app** – Public input from stakeholders and surveys indicated that the need for using technology such as a real-time bus locator app may help improve the transit experience in Citrus County. Transit apps have gained popularity, as they can reduce wait times to time walking or biking to a bus stop and can reduce travel time by enabling adjustments to trip choices in real time. Via an app or upgrades to current technology/dispatch software, Citrus County should explore the ability to offer real-time bus tracking app to its riders.

## Evaluation of Transit Service Needs

The remainder of this section summarizes the process used to evaluate the transit needs previously summarized and the resulting service priorities for Citrus County's 10-Year TDP. Several needs are identified, ranging from expensive to low-cost, and it will be important for CCT to prioritize these improvements to effectively plan and implement them within the next 10 years using existing and/or new funding sources.

### Evaluation Methodology

A hybrid methodology using qualitative and quantitative criteria was developed to evaluate and prioritize the needs presented previously. To prioritize and program these service improvements for potential implementation, it is important to weigh the benefits of each service improvement against the others.

The remainder of this section identifies and defines the evaluation criteria used in prioritizing the service needs developed for the TDP and the methodology by which those criteria were applied. The four evaluation categories identified for use in the methodological process to rank the alternatives are described as follows:



### Community Support

A key factor of success of any improvement is its acceptance and support by the community it serves and its impacts. Findings from the extensive public outreach effort were reviewed to gauge public interest.

### Ridership Demand

Success of any route relies heavily on its productivity. A GIS-based technical analyses conducted as part of the demand assessment was reviewed to assess the potential demand from each improvement.

### Regional Connectivity

Connectivity to neighboring counties plays a critical role as CCT focuses on enhancing and expanding its services for Citrus County residents and visitors and meeting the demands of creating a truly multimodal transportation system for their use.

### Funding Potential

Funding often is the most restrictive factor and, therefore, is one of the most heavily-weighted criteria, as funding for community transportation is linked primarily to the routes for which funding is applied.

Table 8-1 lists these evaluation categories and their corresponding descriptions, associated measures, and assigned weighting. Using these criteria, each alternative was assigned a qualitative measure of Very High, High, Medium, or Low to determine its overall priority, as presented later in this section.

**Table 8-1: Alternative Evaluation Criteria and Weights**

Criteria	Measure	Description	Weight	Total
<b>Public Support</b>	Public input	Level of interest in specific alternatives during public outreach	30%	<b>30%</b>
<b>Ridership Potential</b>	Traditional rider markets	General overlap in "High" or "Very High" Transit Orientation Index (TOI), Density Threshold Assessment (DTA)	10%	<b>30%</b>
	Discretionary rider markets	General overlap in areas that meet "Minimum" DTA tier for employment or dwelling unit density	10%	
	Ridership Demand Forecasts	Review of TBEST model ridership estimates	10%	
<b>Regional Connectivity</b>	Connections to regional activity centers in other counties	Number of connections to regional activity centers such as malls, cities/downtowns, major developments	15%	<b>15%</b>
<b>Funding Potential</b>	Funding feasibility/realistic opportunities	Likelihood of securing stable operational/service funding	25%	<b>25%</b>



**Figure 8-1: Alternative Evaluation Criteria and Weights**

**Public Support** – Level of interest in specific alternatives during public outreach

30%

**Ridership Potential** – Ridership demand forecasts, review of T-BEST model ridership estimates

**Regional Connectivity** – Number of connections to regional activity centers such as malls, cities/downtowns, major developments

25%

**Funding Potential** – Likelihood of securing stable operational/service funding

15%

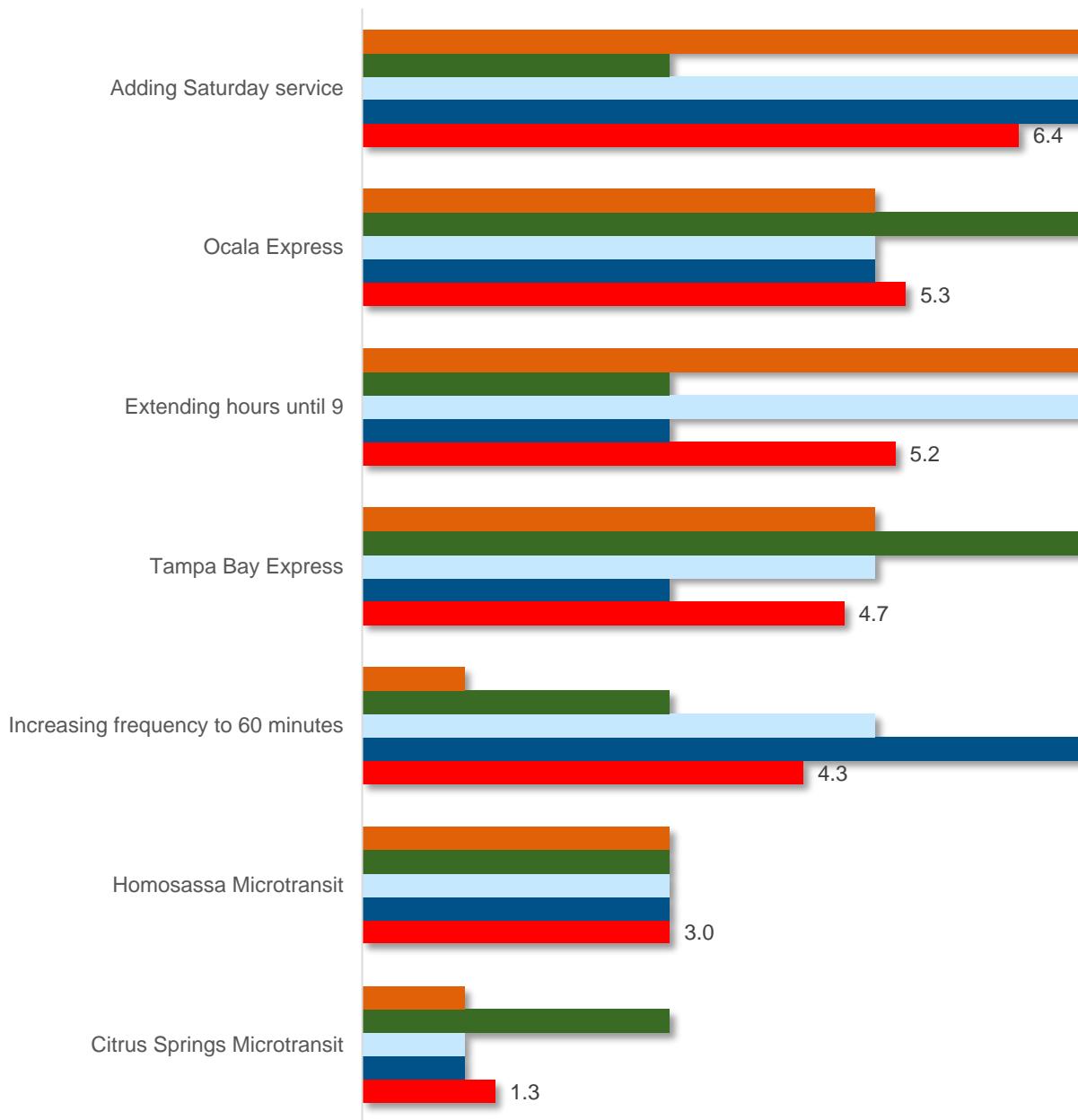
As noted, each criterion is assigned a weight, which allows measurement of the relative importance of each criterion among the group of criteria to be applied. For each transit alternative, a score was determined either through the computation of the selected measure of effectiveness or the educated judgment of the analyst. Potential scores were assigned depending on the relative comparison of a given transit alternative with other transit alternatives as it relates to a given criterion. A higher score is consistent with a higher ranking for a given alternative for the criterion being evaluated. The thresholds for computation-based criteria were determined using the average of the entire data set and one standard deviation above or below the average.

### Alternatives Evaluation Results Summary

Each alternative was evaluated using the process summarized previously, and the results are presented in Figure 8-2, showing the service alternatives scored based on the criteria and thresholds identified previously. Each alternative was scored and then ranked based on the score. Table 8-2 shows the rankings of each TDP service alternative, which identifies the priorities based on the evaluation methodology used. The rankings were used to assist in development of the implementation plan for the TDP alternatives.



Figure 8-2: Alternatives Evaluation Results



■ Funding Potential ■ Regional Connectivity ■ Ridership Potential ■ Public Support ■ Weighted Score

**Table 8-2: Alternatives Evaluation Results**

Service	Public Support	Ridership Potential	Regional Connectivity	Funding Potential	Weighted Score
Adding Saturday service	7	7	3	7	6.4
Ocala Express	5	5	7	5	5.3
Extending hours until 9:00 pm	3	7	3	7	5.2
Tampa Bay Express	3	5	7	5	4.7
Increasing frequency to 60 min	7	5	3	1	4.3
Homosassa Microtransit	3	3	3	3	3.0
Citrus Springs Microtransit	1	1	3	1	1.3

As shown, the top three improvements resulting from the alternatives evaluation are adding Saturday service, adding the Ocala Express (peak-hour service), and extending hours until late on existing routes.

Citrus Springs Microtransit zone had the lowest weighted score, making it the lowest priority; it scored "Low" in public support, funding potential, and rider potential and "Medium" in regional connectivity. This service had a weighted score of 1.3, an overall a score of "Low."

Adding Saturday service was the first priority, with a weighted score of 6.4. Express service scored "Very High" in funding potential, ridership potential, and public support and "Medium" in regional connectivity.

Adding the Ocala Express during peak hours was ranked as second priority for the system during the next 10 years. Adding the service scored "Very High" in regional connectivity and "High" in public support, funding potential, and ridership potential. Overall, this service has a weighted score of 5.3.



## Section 9 10-Year Transit Plan

This section summarizes the recommended 10-year transit plan for the CCT TDP. The recommended 10-year plan considered public input, discussions with CCT staff, increasing regional connectivity, quantitative demand models, and financial constraints.

Presented herein are the recommended improvement plan for the next 10 years, a summary of the assumptions for capital and operating costs used in developing the 10-year costs and revenues for the recommended plan, and implementation plans and financial plans for the recommended 10-year transit plan.

### Service Improvements

The final CCT TDP 10-year service improvements were established by service priorities identified in the previous section and careful consideration of financial resources and assumptions.

#### Enhance Existing Services

- **Add Saturday service** – Increase service supply to include limited Saturday service on all existing CCT deviated fixed-routes from 8:00 AM–5:00 pm.
- **Extend service hours to 9:00 PM** – Current service on existing CCT routes ends at approximately 5:00 pm; extend service end times for the Beverly Hills, Crystal River, Hernando, and Floral City routes to approximate 9:00 PM on weekdays.

#### Add New Local Service

- **Homosassa Microtransit** – To re-establish transit services in Homosassa and connect it to the rest of the CCT network, implement an app-based on-demand van service within a designated zone of service.

#### Add Regional Connections

- **Ocala Express** – Establish peak-hour regional express route service from Inverness to Paddock Mall in Ocala, with two trips each in the morning and afternoon peaks.
- **Tampa Bay Express** – Implement a regional connection from CCT's current transfer center in Lecanto to Walmart on SR-50 in Brooksville; similar to the Ocala Express, with two trips each in the morning and afternoon peaks.

#### Capital/Infrastructure/Other Needs

- **Vehicle Replacement and Acquisition Program** – Continue CCT vehicle fleet replacement and expansion to ensure that an adequate number of vehicles and spares are available for maintaining current service and for any planned expansions of service in the next 10 years; also consider adding electric vehicles to the fleet to reduce environmental impact when replacing vehicles past their lifetime
- **Implement bus locator app** – Implement an app that showcases CCT services and makes current location or status available; users can explore the variety of destinations available via CCT services, locate bus stops, and anticipate bus arrival times.
- **Establish shared park-and-ride facilities** – Establish two shared park-and-ride facilities to help residents connect to the regional express routes, operated as shared lots through an agreement with a land/property owner of the facility and assumed at no cost to CCT—



one located at the proposed Suncoast Parkway extension/SR-44 interchange area and the other adjacent to US-41 in Inverness to support proposed regional transit services.

- **Continue Bus Stop Infrastructure/Accessibility Program** – Continue this program to provide amenities at bus stops and to ensure that they are ADA-compliant, including benches, shelters, bicycle storage facilities, and other infrastructure; by upgrading current stops, CCT services could increase visibility in the community, thus attracting new riders and increasing current rider satisfaction.
- **Expand marketing/awareness campaign** – Work with available resources/staff to expand current marketing and awareness efforts, including distributing promotional information on current transit services and using low-cost platforms such as social media to increase awareness; CCT also should work with interested local businesses and area colleges to showcase system information, encourage employees to use services, or enter into agreements with employers to provide subsidized bus passes to employees.

## 10-Year Financial Plan

This section presents capital and operating cost assumptions and assumptions for projecting revenues to fund the CCT 10-year Transit Plan. Also presented is a summary of costs and revenues by year, including analysis of the distribution of local revenues needed.

### Cost Assumptions

Numerous cost assumptions were made to forecast transit costs for 2021–2030. These operating and capital costs assumptions are based on a variety of factors, including financial projections and discussions provided by CCT staff, service performance data from existing CCT services, and information from recent Florida transit plans. Assumptions are summarized as follows:

- Based on Consumer Price Index (CPI)-based inflation data for 2009–2019, an average annual inflation rate of 1.6 percent was used for all operating cost projections.
- Annual operating costs for maintaining existing deviated fixed-route transit services and paratransit services were based on information provided by CCT.
- Annual operating cost for proposed new bus services is based on total revenue hours for each service route multiplied by costs per revenue hour, which was determined using 2018 validated NTD data for CCT. A cost of \$51.88 per revenue hour (2018\$) and a CPI-based inflation rate of 2 percent were used.
- Cost per hour of service for providing microtransit is assumed at \$40, based on industry data for providing these services. This cost does not include the cost to purchase and/or maintain the bus tracking app that would track van status for riders.
- Vehicle replacement and acquisition costs are based on information provided by CCT and vehicle needs for the proposed service, including one bus each (\$125,000 per vehicle) for the Ocala Express and Tampa Bay Express routes and one van (\$60,000 per vehicle) for Homosassa microtransit service.
- Total cost for a real-time bus location app is assumed at \$45,000, which includes purchase/initial set-up and maintenance.
- Total cost of bus stop infrastructure and accessibility improvements is assumed at \$135,000.
- No costs are assumed for establishing shared park-and-ride facilities; the plan assumes using existing facilities by agreement with property owners. Using existing staff and resources is assumed for the expanded transit marketing program.



## Revenue Assumptions

Revenues for the recommended 10-Year Plan are based on information from CCT, farebox performance data, review of current FDOT transit funding programs and industry data/trends, and input from CCT/MPO staff. Assumptions for TDP revenue projections for the next 10 years includes the following:

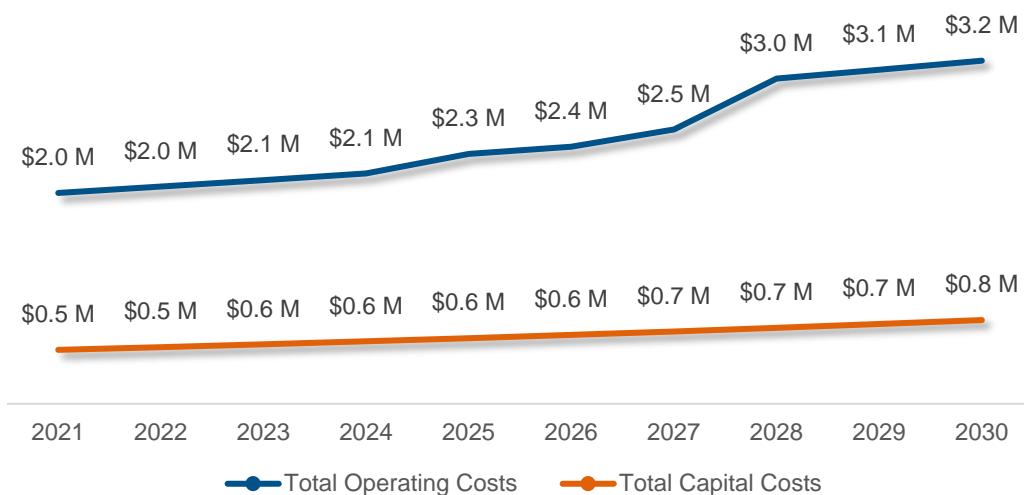
- Projections for existing revenue streams, including projections for Federal Section 5307 for operating and capital, Federal Section 5311 for operating, FDOT State Block Grants, Commission for TD operating funds, and local and other revenues, were based on information provided by CCT staff.
- Farebox revenues from existing service were based on CCT data. Fare revenues from new services added were determined by using a 5 percent farebox recovery ratio. This rate is higher than the current farebox recovery ratio for CCT's current deviated fixed-route services; however, it is lower than the ratio for transit systems in neighboring Hernando and Pasco counties and significantly lower than the industry standard of 20 percent.
- This plan assumes FDOT Service Development Grant funds at 50 percent for adding hours and Saturday service on existing routes and for adding microtransit services in Homosassa. The remaining 50 percent is assumed from local revenues.
- This plan assumes funding at 100 percent for the Ocala Express and Tampa Bay Express from FDOT's Urban Corridor Grant program.

## 10-Year Costs/Revenues

Summarized below are the costs and revenues projections developed for the 10-year TDP using these operating/capital cost and revenue assumptions. Figure 9-1 shows the operating and capital costs for the plan, and Figure 9-2 shows the distribution of expected revenues to fund these costs for the next 10 years. The detailed 10-year financial plan is presented in Table 9-1.

A summary of local revenue distribution by year, both existing and new are, also is provided in Figure 9-3. Based on the 10-year plan, a total of \$491,000 in new local revenues is assumed, beginning in 2027. These funds will be used as the 50 percent match for securing the FDOT Service Development Grants, assumed for the existing service improvements.

**Figure 9-1: Annual Operating and Capital Costs (millions)**



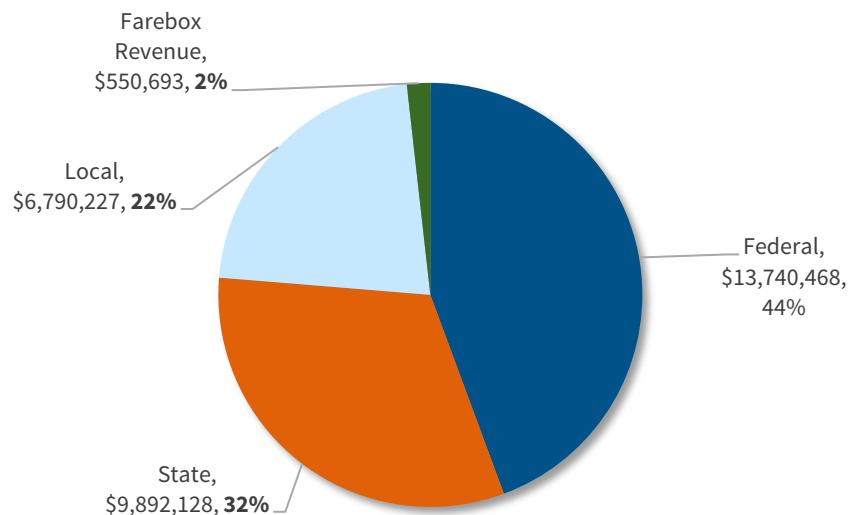
**Figure 9-2: Revenue Distribution by Source****Figure 9-3: Local Revenues for Public Transit**



Table 9-1: CCT TDP 10-Year Financial Plan

Cost/Revenue	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
<b>Operating Costs</b>											
Maintain Existing Deviated Fixed-Route Services	\$752,500	\$700,400	\$721,412	\$743,054	\$765,346	\$788,306	\$811,956	\$836,314	\$861,404	\$887,246	\$7,867,938
Additional New Services	\$0	\$0	\$0	\$0	\$115,766	\$117,595	\$209,044	\$609,958	\$619,595	\$629,385	\$2,301,344
Maintain Existing Paratransit Services	\$1,200,000	\$1,310,675	\$1,349,995	\$1,390,495	\$1,432,210	\$1,475,176	\$1,519,432	\$1,565,014	\$1,611,965	\$1,660,324	\$14,515,286
Total Operating Costs	\$1,952,500	\$2,011,075	\$2,071,407	\$2,133,549	\$2,313,322	\$2,381,077	\$2,540,432	\$3,011,286	\$3,092,964	\$3,176,955	\$24,684,568
<b>Capital Costs</b>											
Vehicles	\$500,000	\$510,000	\$536,250	\$563,813	\$572,753	\$618,141	\$650,048	\$683,550	\$718,728	\$755,664	\$6,108,947
Replacement and New Vehicles (Section 5307)	\$500,000	\$510,000	\$536,250	\$563,813	\$572,753	\$618,141	\$650,048	\$683,550	\$718,728	\$755,664	\$6,108,947
Other Capital/Infrastructure	\$0	\$15,000	\$15,000	\$15,000	\$35,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$180,000
Bus Stop Infrastructure and Accessibility Program	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$135,000
Real Time Bus Locator App	\$0	\$0	\$0	\$0	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$45,000
Total Capital Costs	\$500,000	\$525,000	\$551,250	\$578,813	\$607,753	\$638,141	\$670,048	\$703,550	\$738,728	\$775,664	\$6,288,947
<b>Operating Revenues</b>											
Federal Section 5307 for Operating	\$360,000	\$370,800	\$381,924	\$393,382	\$405,183	\$417,339	\$429,859	\$442,755	\$456,037	\$469,718	\$4,126,997
Federal Section 5311 for Operating	\$290,000	\$298,700	\$307,661	\$316,891	\$326,398	\$336,189	\$346,275	\$356,663	\$367,363	\$378,384	\$3,324,524
FDOT State Block Grant	\$180,000	\$185,400	\$190,962	\$196,691	\$202,592	\$208,669	\$214,929	\$221,377	\$228,019	\$234,859	\$2,063,498
Commission for TD Operating Funds	\$535,000	\$551,050	\$567,582	\$584,609	\$602,147	\$620,212	\$638,818	\$657,983	\$677,722	\$698,054	\$6,133,177
FDOT Service Development Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$198,806	\$201,947	\$205,138
FDOT Urban Corridor Grants	\$0	\$0	\$0	\$0	\$115,766	\$117,595	\$209,044	\$212,346	\$215,702	\$219,110	\$1,089,563
Existing Local Funds-Other Revenues	\$549,500	\$565,985	\$582,965	\$600,453	\$618,467	\$637,021	\$656,132	\$675,816	\$696,090	\$716,973	\$6,299,402
New Local Match for FDOT Service Development Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$146,187	\$170,968	\$173,669	\$490,825
Farebox Revenues-Existing Service	\$38,000	\$39,140	\$40,314	\$41,524	\$42,769	\$44,052	\$45,374	\$46,735	\$48,137	\$49,581	\$435,626
Farebox Revenues- New Services	\$0	\$0	\$0	\$0	\$5,788	\$5,880	\$10,452	\$30,498	\$30,980	\$31,469	\$115,067
Total Operating Revenues	\$1,952,500	\$2,011,075	\$2,071,408	\$2,133,550	\$2,319,111	\$2,386,957	\$2,550,883	\$2,989,166	\$3,092,964	\$3,176,955	\$24,684,569
<b>Capital Revenues</b>											
Federal Section 5307 for Buses	\$500,000	\$525,000	\$551,250	\$578,813	\$607,753	\$638,141	\$670,048	\$703,550	\$738,728	\$775,664	\$6,288,947
Total Capital Revenues	\$500,000	\$525,000	\$551,250	\$578,813	\$607,753	\$638,141	\$670,048	\$703,550	\$738,728	\$775,664	\$6,288,947
<b>10-Year Cost &amp; Revenue Summary</b>											
<b>Total Revenues</b>	<b>\$2,452,500</b>	<b>\$2,536,075</b>	<b>\$2,622,657</b>	<b>\$2,712,362</b>	<b>\$2,926,864</b>	<b>\$3,025,098</b>	<b>\$3,220,931</b>	<b>\$3,692,716</b>	<b>\$3,831,692</b>	<b>\$3,952,619</b>	<b>\$30,973,514</b>
<b>Total Costs</b>	<b>\$2,452,500</b>	<b>\$2,536,075</b>	<b>\$2,622,657</b>	<b>\$2,712,362</b>	<b>\$2,921,075</b>	<b>\$3,019,218</b>	<b>\$3,210,480</b>	<b>\$3,714,836</b>	<b>\$3,831,692</b>	<b>\$3,952,619</b>	<b>\$30,973,514</b>
<b>Revenues Minus Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,789</b>	<b>\$5,880</b>	<b>\$10,451</b>	<b>-\$22,120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Rollover from Prev. Year</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,789</b>	<b>\$11,669</b>	<b>\$22,120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus/Shortfall</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,789</b>	<b>\$11,669</b>	<b>\$22,120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## 10-Year TDP Implementation Plan

Table 9-2 shows the implementation plan with funded and unfunded improvements for transit services in Citrus County for 2021–2030 and is based on information available at this time. It is important to emphasize that the implementation schedule shown does not preclude the opportunity to delay or advance projects; the schedule could be adjusted due to changing priorities, funding assumptions not materializing, or additional funding becoming available. Figure 9-4 illustrates the implementation plan timeline.

**Table 9-2: 10-Year Implementation Plan**

Service & Capital/Technology/Other Improvements	Implementation Year	Annual Operating Cost (2020\$)	Total Capital Cost (2020\$)	Revenue Source
<b>Improve Existing Services</b>				
Saturday service on existing routes (8am-5PM)	2028	160,557	-	FDOT Serv Dev & Local
Extend service hours to 9pm on existing routes	2028	160,558	-	FDOT Serv Dev & Local
Increase frequencies to 60 min on existing routes	n/a	672,338	500,000	Unfunded
<b>Add New Services</b>				
Ocala Express (peak-hour only)	2025	107,039	125,000	FDOT Urban Corridor
Tampa Bay Express (peak-hour only)	2027	80,279	125,000	FDOT Urban Corridor
Homosassa Microtransit	2028	90,000	60,000	FDOT Serv Dev & Local
Citrus Springs Microtransit	n/a	90,000	60,000	Unfunded
<b>Capital/Technology/Other</b>				
Vehicle replacement and acquisition (10-yr total)	2021–2030	n/a	6,108,947	Existing
Real-time bus location app (initial setup and maint.)	2025-2030	n/a	45,000	Existing
Bus stop infrastructure accessibility improvements	2022–2030	n/a	135,000	Existing
Shared park-and-ride facilities	2025-2030	n/a	-	-
Expand transit marketing program	2021-2030	n/a	-	-



**Figure 9-4: 10-Year Implementation Plan for Funded Service Improvements**





## Section 10 Plan Implementation and Coordination

Obtaining the support of decision-makers who approve the local funding required to implement the TDP is the first step in a longer process of bringing the plan to fruition. This section provides key elements for Citrus County/CCT to consider as it implements the transit plan to grow the system into the vision outlined in the TDP.

### Post-Adoption Recommendations

Several items were identified for consideration and to follow through to ensure that public support, funding, and operational support are preserved until the next major TDP update:

- **Plan of Action** – Address each recommendation and outline steps to take in the current year and succeeding years to secure the best chance of obtaining needed funding.
- **Operational Support** – Establish a blueprint to determine how a recommended alternative will be incorporated into the existing network from an operational perspective.
- **Progress Beyond Adoption** – Use the adopted TDP as a tool to justify and explain the reasons for continued investments into transit services and facilities.
- **TDP Progress Report** – Use the annual updates required by FDOT to provide needed motivation to reiterate the benefits of the recommended alternatives.

### Marketing/Outreach Efforts

Promoting the TDP after adoption will improve the likelihood of achieving the implementation plan. CCT conducted outreach as part of the TDP process that can be expanded to market other planning efforts, such as service initiation efforts and marketing and awareness programs/ campaigns.

### Use of TDP Executive Summary

It is critical to promote the TDP beyond its official adoption, and a more concise and visually-pleasing document may be more effective than a large document. A TDP Executive Summary, which will be completed after plan adoption, will provide an easy-to-understand promotional tool and an effective medium to continue generating support for the TDP's recommendations.

### Promoting and Fostering TDP Efforts/Relationships

Throughout the TDP public involvement process, CCT identified stakeholders and should leverage these relationships to continue building support for the implementation strategies. These individuals may serve as facilitators for a "grassroots" outreach program or could become transit cheerleaders/ambassadors that can provide a foundation/support network for future outreach. These future efforts can build upon the tools and lessons learned through the TDP and aid in prioritizing specific target markets to engage.

### Plan Coordination/Integration

CCT should consider coordination of TDP major updates with other planning efforts:

- **Operational Efficiency Analysis** – Conducting an internal efficiency assessment or a full scale COA in the next 2–3 years may help CCT to examine and evaluate where improvements can be made to make transit operations more effective and efficient across



the network. The findings of such an assessment, not necessarily large-scale, can be fed into and fine tune the capital and operational recommendations.

- **Coordination with Other Plans** – Ensuring consistency with key State, regional, and local plan priorities should be a primary focus for CCT. Coordinating the timing of the TDP with Transit Asset Management (TAM) Plan requirements should be considered, as both are designed to govern investment strategies based on needs.
- **Informing Other Plans** – The analyses completed for the CCT TDP can be used to help update required plans for ADA access and Title VI service provisions, as they document how the system will meet or serve older adults, persons with disabilities, and populations that fall under Title VI protections. The adopted TDP also can be useful for use by other entities for subsequent planning efforts, such as local comprehensive plans, affordable housing plans, and other State plans.

## Implementation/Action Plan

Implementing the TDP will require the actions generally outlined above; however, the following are key steps to set the implementation in motion and to move forward successfully:

- **Implementing transit projects in the post COVID-19 pandemic era** may need some adjusting as things may not return to the same activity level as pre-pandemic. This plan does not include any project implementations in the immediate future so a direct impact may not be applicable but CCT should monitor any direct or indirect impacts of the pandemic and adjust the plan/schedule as needed.
- **Meet with FDOT and TBARTA to identify regional resources** available for approaching major employers, colleges, and hospitals to initiate employee commuter programs, sale of passes, introduction of new routes, and/or other commute options to improve access to current and emerging jobs in Citrus and neighboring counties.
- **Start a marketing/awareness campaign**, including targeting meetings, activities, events, and other venues at which to share the TDP Executive Summary and provide details of planned transit growth to educate the community and leaders and to keep the momentum of the TDP process and effort moving ahead. These may include homeowner/senior/community associations, civic clubs, service organizations, elected and/or appointed boards or committees, public events or festivals, and/or other locations as identified.
- **Identify potential grants and apply for funding to implement transit alternatives**, and use the information provided in the TDP to develop project applications, including defining/describing the projects, justifying needs, providing service and operational parameters, outlining a proposed budget, and providing performance measures.
- **Submit applications for funding** to implement alternatives included in the implementation plan and/or unfunded needs list.
- **Working with County leadership, plan and implement at least the minimum projects and/or expanded services** as approved in the TDP Implementation Plan and identify adequate local funding to leverage potential revenue increases from FDOT and/or other sources.
- **Prepare and submit annual progress reports** using the suggested preparation and approval process to continue annual progress updates.

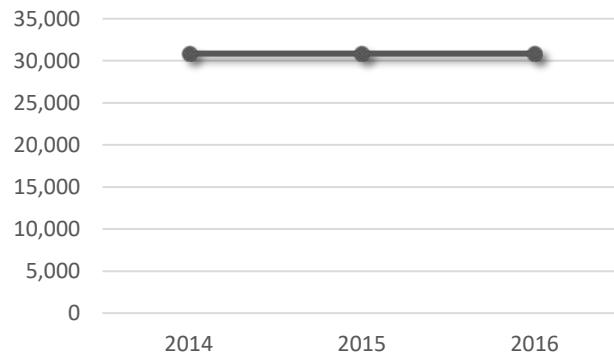


## Appendix A PEER AND TREND

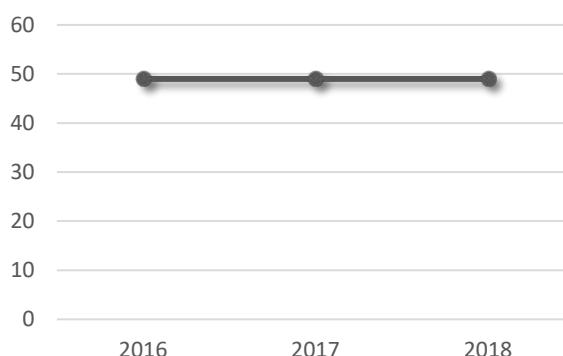


## Appendix A-1: Performance Trend Analysis

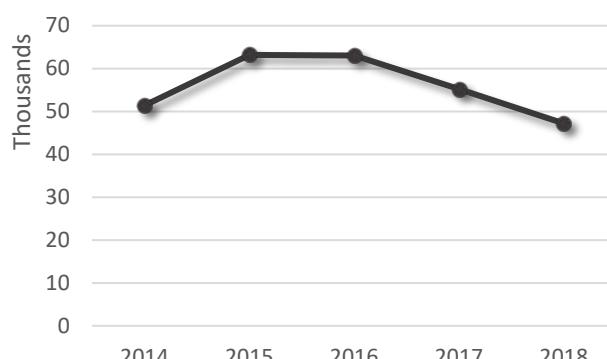
### Service Area Population



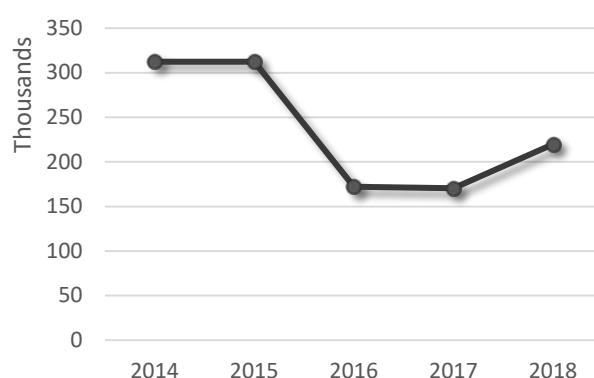
### Service Area Population Density



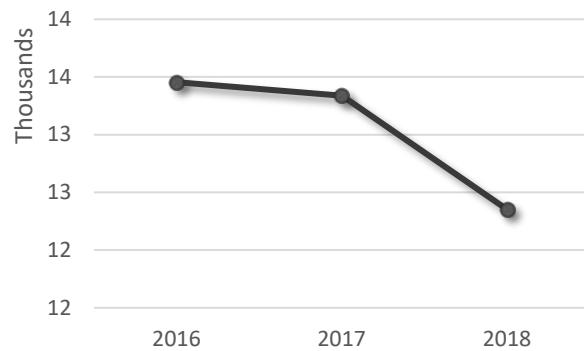
### Passenger Trips



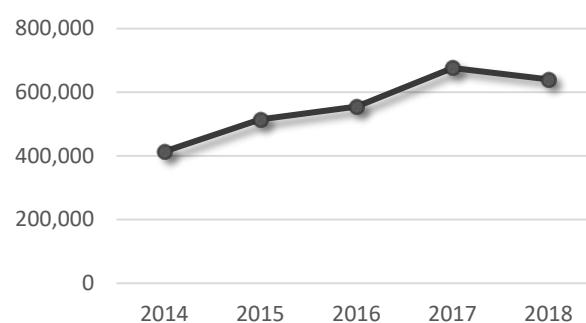
### Revenue Hours



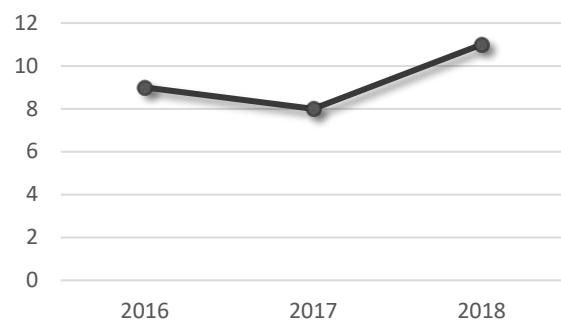
### Revenue Miles



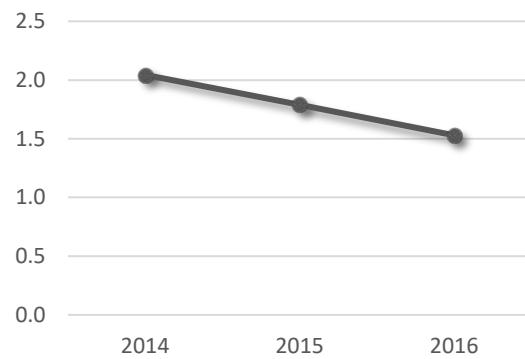
### Total Operating Expense



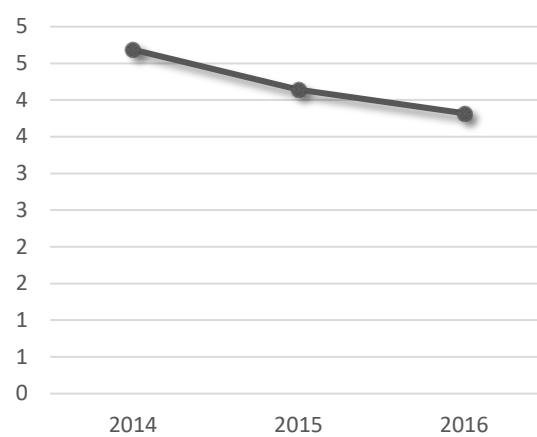
### Vehicles Operated During Maximum Service



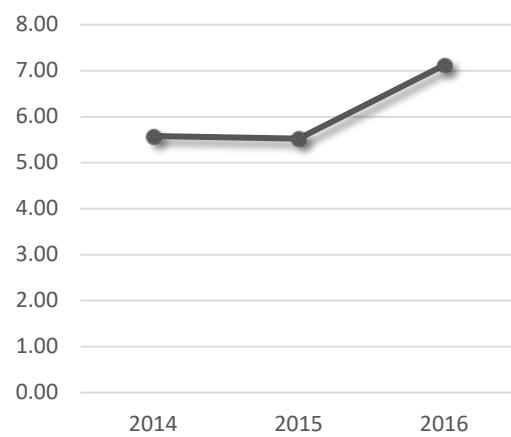
### Passenger Trips per Capita



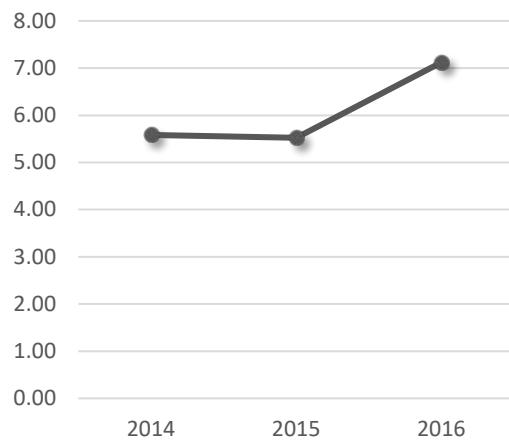
### Passenger Trips per Revenue Hour



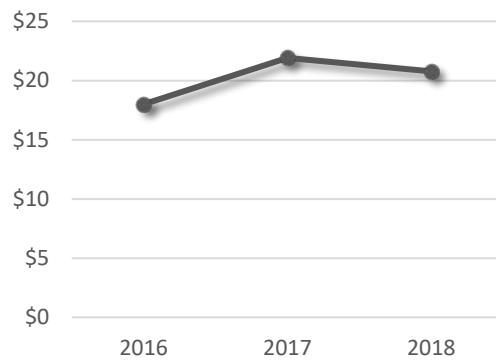
### Passenger Trips per Revenue Miles



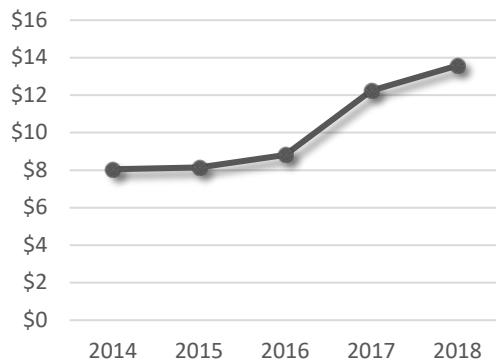
## Revenue Miles Per Capita



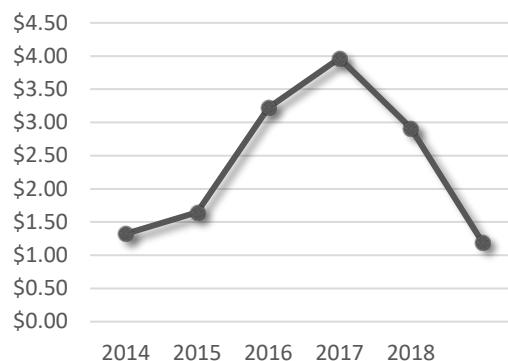
## Operating Expense per Capita



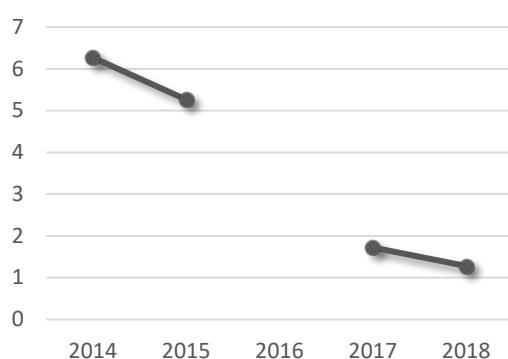
## Operating Expense per Passenger Trip



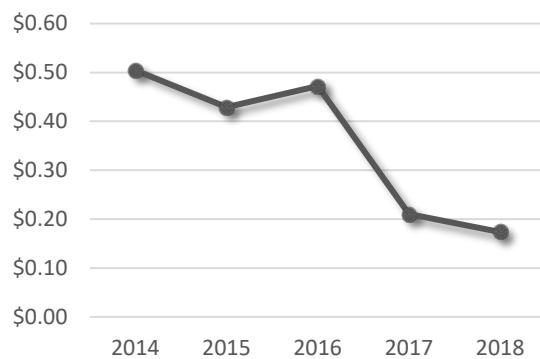
## Operating Expense per Revenue Mile



## Farebox Recovery (%)



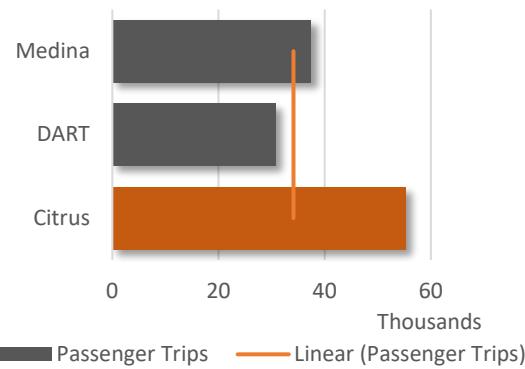
## Average Fare



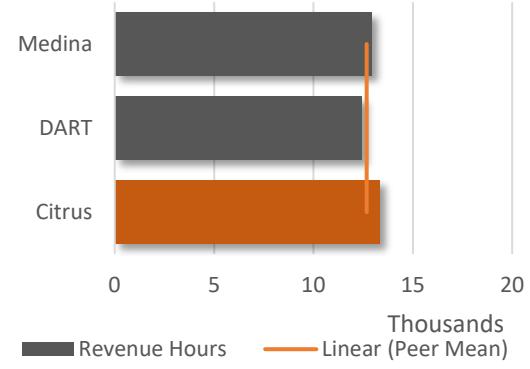


## Appendix A-2: Deviated Fixed Route Peer Review

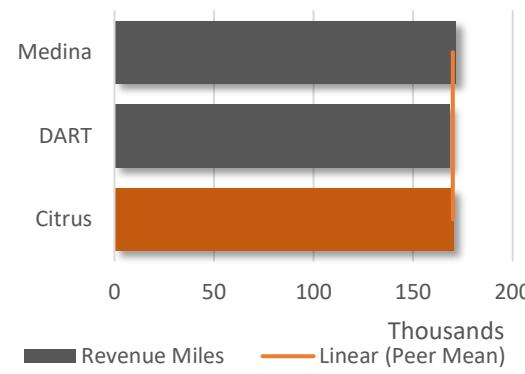
### Passenger Trips



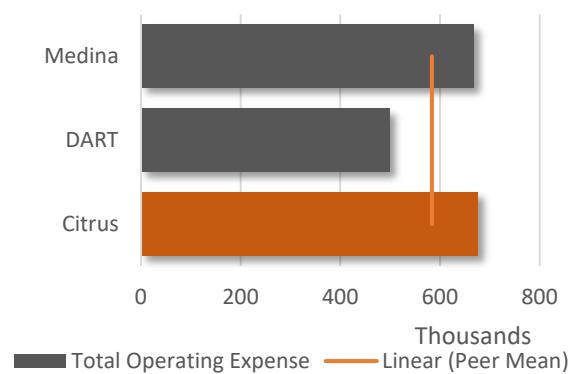
### Revenue Hours



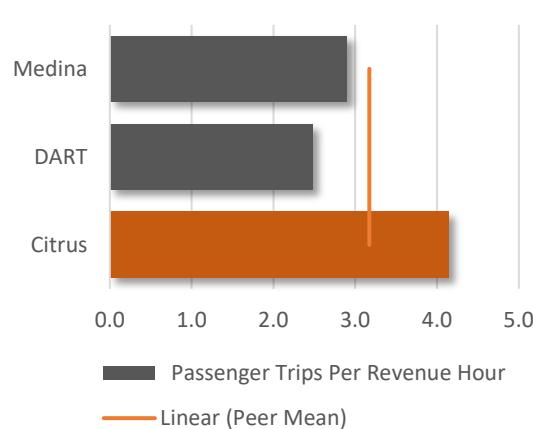
### Revenue Miles



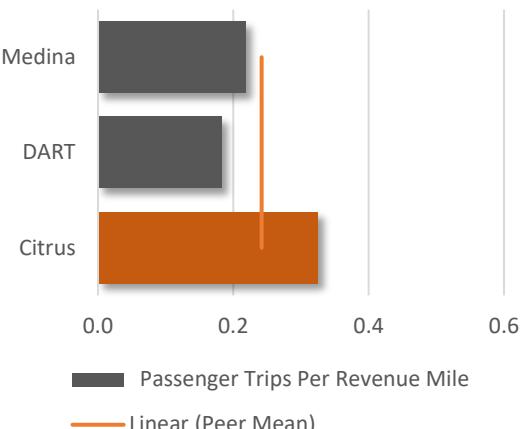
### Total Operating Expense



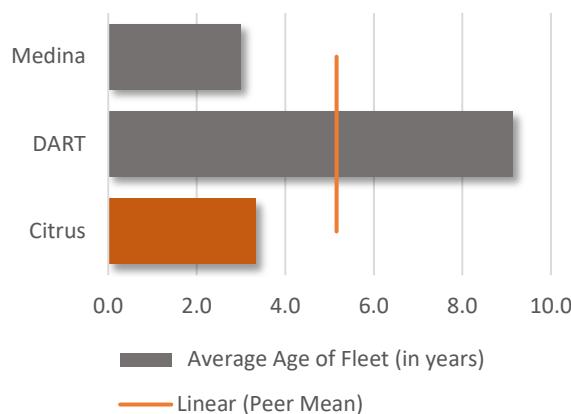
### Passenger Trips per Revenue Hour



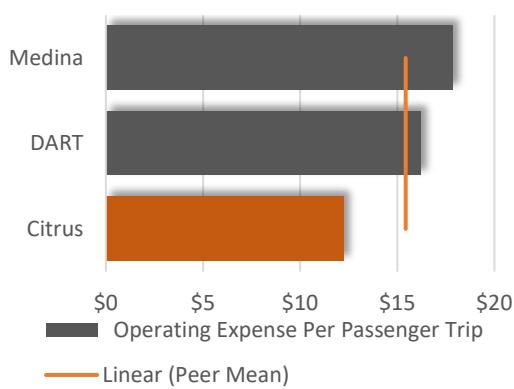
### Passenger Trips per Revenue Mile



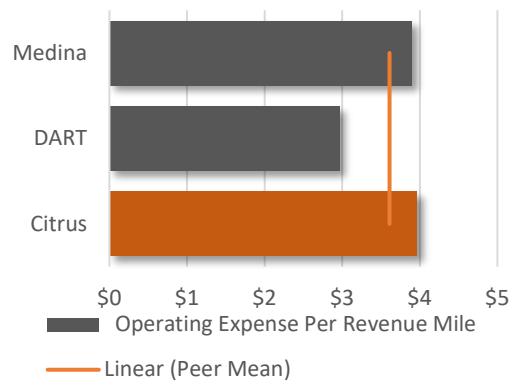
### Average Age of Fleet (years)



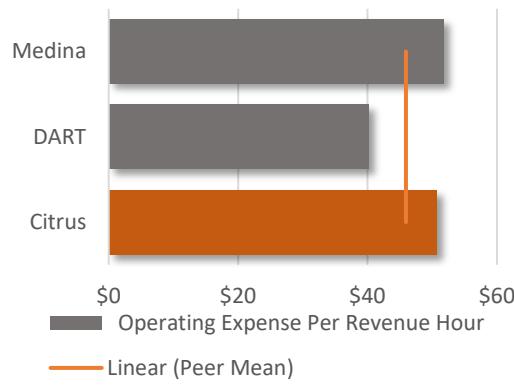
## Operating Expense per Passenger Trip



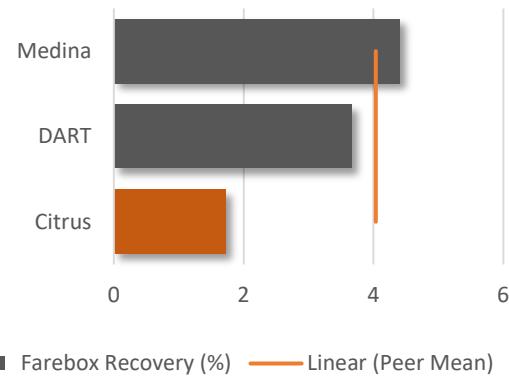
## Operating Expense per Revenue Mile



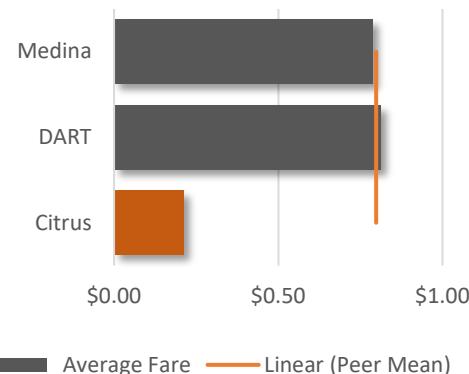
## Operating Expense per Revenue Hour



## Farebox Recovery



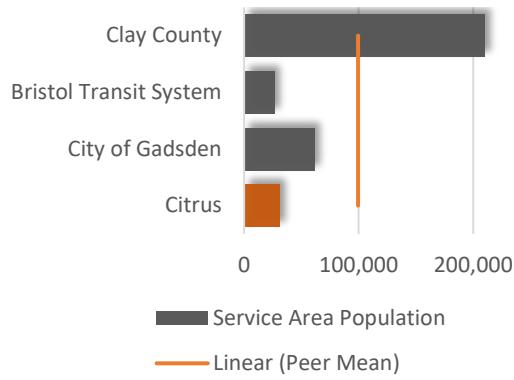
## Average Fare



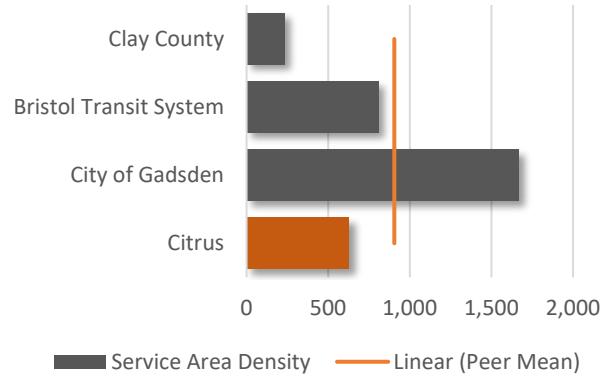


## Appendix A-3: Traditional Fixed Route Peer Review

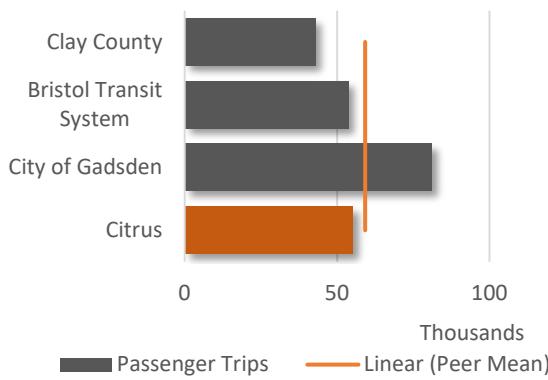
### Service Area Population



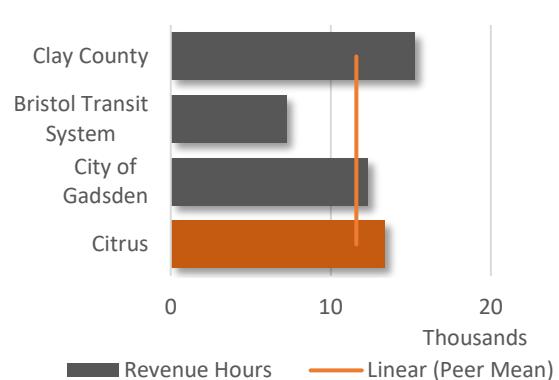
### Service Area Population Density



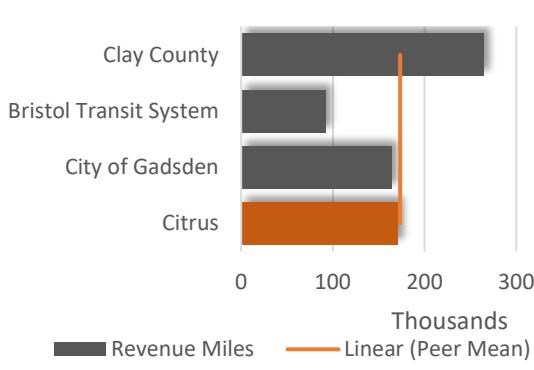
### Passenger Trips



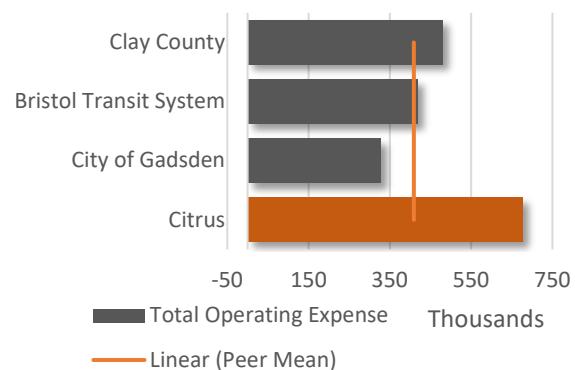
### Revenue Hours



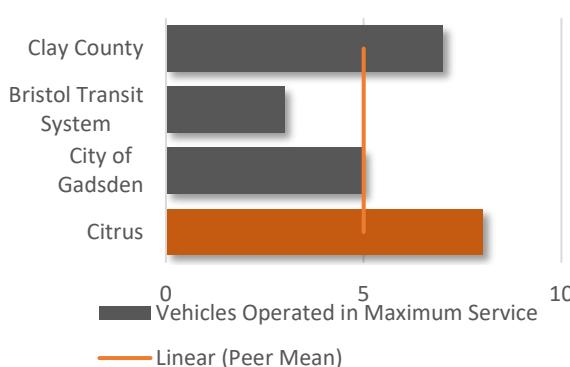
### Revenue Miles



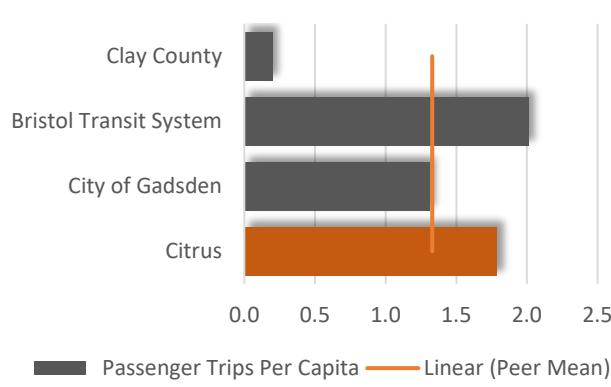
### Total Operating Expense



### Vehicle Hours Operated During Maximum Service



### Passenger Trips per Capita



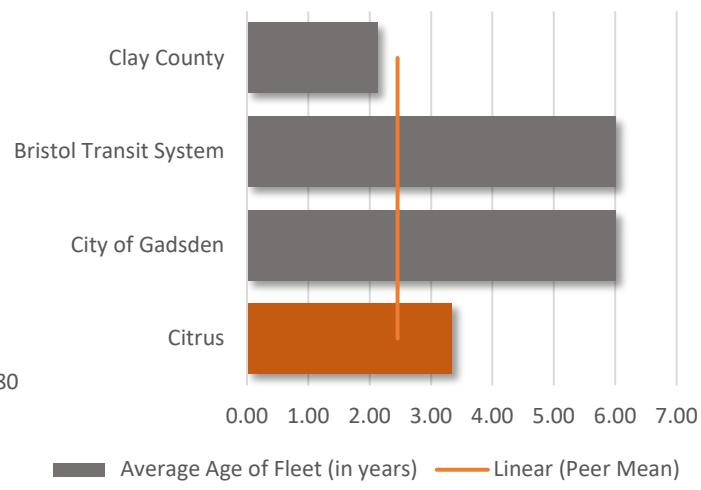
### Passenger Trips per Revenue Hour



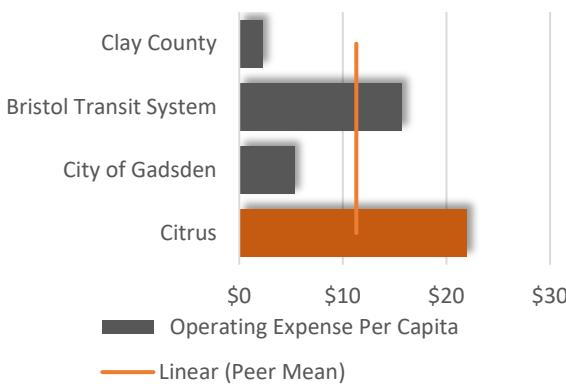
### Passenger Trips per Revenue Miles



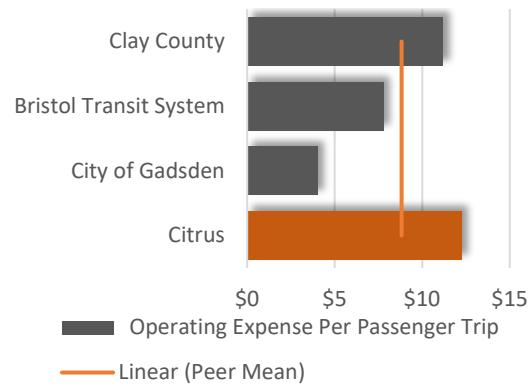
### Average Age of Fleet (years)



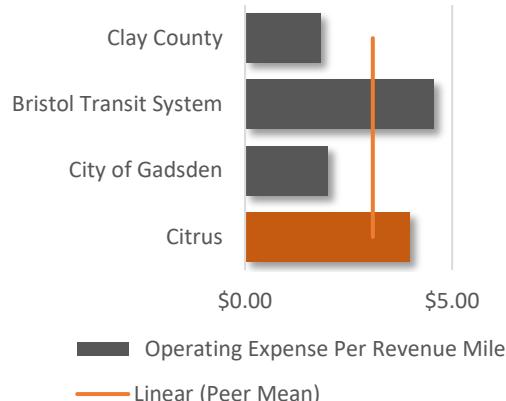
## Operating Expense per Capita



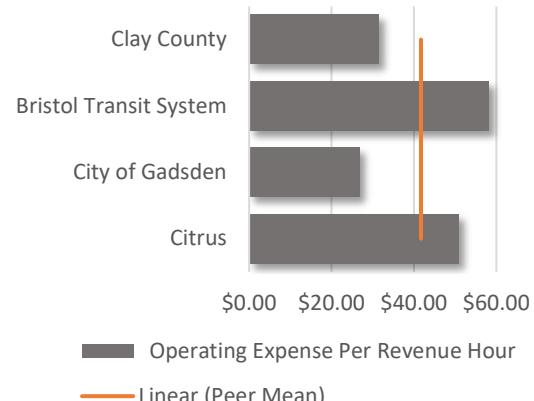
## Operating Expense per Passenger Trip



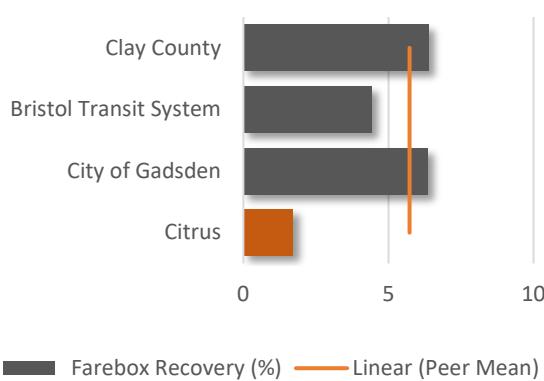
## Operating Expense per Revenue Mile



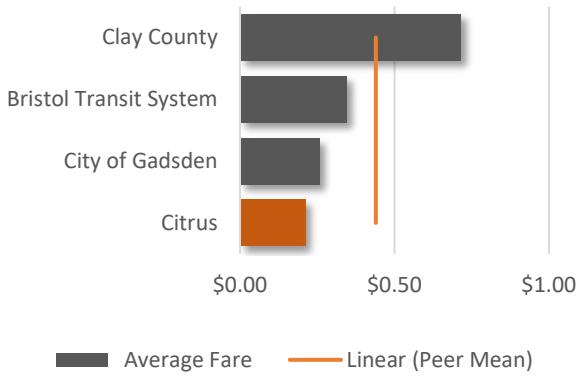
## Operating Expense per Revenue Hour



## Farebox Recovery



## Average Fare





## Appendix B    FAREBOX RECOVERY REPORT



**ANNUAL FAREBOX RECOVERY RATIO REPORT – September 2019**  
**CITRUS COUNTY TRANSIT**  
**LECANTO, FLORIDA**

### **CURRENT FAREBOX RECOVERY RATIO**

The farebox recovery ratio (FRR) for Citrus County Transit (CCT), the public transportation provider for the Citrus County, was 1.28 percent in FY 2018. This is a 76 percent decrease over the five-year period from FY 2014 to FY 2018.

### **PRIOR YEAR FARE STUDIES AND CHANGES**

No fare studies were conducted, or fare changes were made during the prior year. The current full fare on the fixed-route system remains at \$1.00, \$2.00 for unlimited rides per day, and \$35.00 for a monthly pass. Children under age 12, older adults (age 60 and older), Medicare recipients, persons with disabilities, and honorably-discharged veterans ride free.

### **STRATEGIES THAT WILL AFFECT THE FAREBOX RECOVERY RATIO**

The Citrus County 2021–2030 Transit Development Plan (TDP) Major Update identifies strategies that will be used to maintain or increase the farebox recovery ratio, including the following:

- Monitor key performance measures for individual fixed-routes.
- Ensure that transit serves major activity centers to potentially increase the effectiveness of service.
- Increase ridership through enhanced marketing and community relations activities.
- Provide local employers with incentives for transit use to form public-private partnership to increase ridership.
- Minimize costs required to operate and administer transportation services.
- Monitor opportunities to secure additional funding to improve frequencies on existing routes and attract new riders.
- Meet with surrounding counties to form partnerships for funding improved regional transit service.
- Conduct on-board surveys every 3–5 years to gather information on how to make services more convenient and useful to patrons.
- Complete ongoing preventive maintenance activities and replace fareboxes as needed to ensure the fare collection equipment is performing at optimum capacity.



## Appendix C    Public Involvement Materials

# Citrus County Transit Development Plan



## Public Involvement Plan (PIP)

Draft

September 2019

**Tindale  
Oliver**



# Citrus County 10-Year Transit Development Plan

## Public Involvement Plan

Draft

September 2019

*Prepared for*



*Prepared by*





## Table of Contents

<b>Section 1: Introduction.....</b>	<b>1-1</b>
<b>Section 2: TDP Public Involvement Process .....</b>	<b>2-3</b>
Phases of Outreach.....	2-3
<b>Section 3: Public Involvement Activities.....</b>	<b>3-2</b>
Project Review Committee .....	3-2
Project Kickoff Meeting.....	3-2
Public Input Surveys.....	3-2
Open House Public Workshops.....	3-3
Stakeholder Interviews .....	3-4
Grassroots Outreach Efforts .....	3-4
Review Comments and Suggestions from CCT .....	3-4
TDP Presentations.....	3-5
Web and Email Outreach .....	3-5
Other Outreach Efforts .....	3-5
<b>Section 4: Public Outreach Schedule .....</b>	<b>4-1</b>

## List of Tables

Table 3-1: TDP Public Outreach Activities.....	2-3
Table 4-1: Tentative Public Outreach Schedule .....	4-1

## List of Figures

Figure 4-1: Citrus County TDP Project Schedule .....	4-2
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## Section 1: Introduction

Citrus County Transit (CCT) is preparing its 10-year Transit Development Plan (TDP) that will provide a guide for development of the transit system over the next 10 years. As required by State statute, this is a major update to its TDP, which is required every five years. This update covers Fiscal Years (FYs) 2021 through 2030.

This Public Involvement Plan (PIP) provides an overview of the public outreach activities that will be undertaken as part of the TDP. The PIP is designed to comply with TDP State statutory requirements and is consistent with the Hernando/Citrus Metropolitan Planning Organization's (MPO) Public Participation Plan (PPP).

Rule 14-73.001 requires that the TDP preparation include the following activities:

- A PIP approved by the Florida Department of Transportation (FDOT) or the local MPO's PPP, approved by both the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA).
- Description of the process used and the public involvement activities undertaken.
- Solicitation of comments from FDOT, the MPO, and the regional Workforce Development Board (i.e., CareerSource Research Coast) on the mission, goals, objectives, alternatives, and 10-year implementation program.
- Notification of all public meetings at which the TDP is presented to or discussed with FDOT, the MPO, and the regional Workforce Development Board.

Relevant requirements from the overall public participation strategy set out in the MPO's PPP include, to the maximum extent possible, the following: (1) Give adequate public notice of public participation activities and allow time for public review and comment at key decision points, including, but not limited to, approval of the Long Range Transportation Plan (LRTP), the Transportation Improvement Plan (TIP), and other appropriate transportation plans and projects; (2) Provide at least 5–10 days' notice on public outreach events and provide 30 days for draft TDP review and comments; and (3) Make public information available in an electronically-accessible format, such as the MPO or CCT website, as appropriate, to afford reasonable opportunities for consideration of public comment and opinion.

To ensure that CCT meets these requirements, the PIP will facilitate a public involvement process for the TDP effort that will encompass a range of activities that provide ample opportunity for participation by the required, and other interested, entities.

It should be noted that the PIP is written to match the scope of services and to provide the greatest flexibility possible as the TDP is being developed. Although the activities are set, the exact timeframe and types or number of activities are subject to change so the local agency can accomplish the best results with the limited resources available.



In addition, CCT, as a public transit agency and recipient of Federal and state Funding, is required to adhere to Federal non-discrimination regulations, including those outlined in Title VI. Citrus County has developed and maintains a Title VI Plan that outlines the policies, procedures, services, and steps that will guide the public involvement activities outlined in this PIP to ensure inclusive and representative participation, including persons with disabilities, limited English proficiency (LEP), and/or other factors that may limit their participation. By reference, this PIP integrates the policies and procedures into the programs, activities, and services of this PIP.



## Section 2: TDP Public Involvement Process

The public involvement process for the development of the TDP seeks CCT user and non-user public input on transit needs, priorities, and implementation strategies to enhance public transportation in Citrus County and the region. As part of an effort to use the TDP process to improve CCT's services, this outreach effort will ensure that a broad range of groups is consulted, including transit riders, major stakeholders, social service and workforce development agencies, and the general public.

### Phases of Outreach

CCT's approach to the TDP outreach process consists of two phases:

- *Phase I* – CCT will conduct outreach to the community to seek public input on transit needs, including service and capital/infrastructure needs for the next 10 years. Grassroots outreach, stakeholder interviews, and an online surveys will be part of this phase.
- *Phase II* – Following extensive evaluation of the input received and development of recommendations, additional outreach through surveys and public workshops will occur to seek public input on the recommendations, including service and priorities and implementation strategies to enhance public transportation in Citrus County.

A variety of public involvement techniques has been selected for inclusion in the PIP for each TDP Phase to ensure the active participation of citizens in the community, as shown in Table 2-1.

**Table 2-1: TDP Public Outreach Activities**

TDP Public Outreach Activity	Phase I	Phase II
Project Review Committee meetings	✓	✓
Website outreach	✓	✓
Social media/email outreach	✓	✓
Flyers and other informational items	✓	✓
Online and printed surveys	✓	✓
Open house public workshops		✓
Stakeholder interviews	✓	
Grassroots outreach	✓	
Comment and suggestions on CCT services	✓	✓
Email, mail, in-person, and telephone comments	✓	✓



## Section 3: Public Involvement Activities

This section summarizes the TDP PIP activities in detail, including composition of the committees, workshops, and audiences for each activity and an anticipated timeline for completion by month.

Efforts will be made to gather input from individuals with limited English proficiency in Citrus County. To the extent possible, the project team will make Spanish-speaking individuals available to assist with public outreach events and/or provide pertinent materials such as surveys and workshop flyers in Spanish.

### Project Review Committee

A Project Review Committee (PRC) was formed to monitor and guide the TDP Major Update process and offer input throughout the life of the project and to review all deliverables. PRC membership includes CCT/County and MPO staff. It is anticipated that two review meetings via teleconference will be held with the PRC, and input from the meetings will be recorded and summarized as part of the TDP's public outreach section.

### Project Kickoff Meeting

A kickoff meeting for the project was held to discuss the project scope, project schedule, milestones, and deliverables. The following items were key topics on the agenda:

- TDP goals and objectives.
- Project Review Committee establishment
- Strategy for public involvement efforts

During this meeting, the PRC clarified the high-level objectives for the TDP and how they can fit in with other planning efforts in Citrus County. Additionally, key timelines, particularly for near-term anticipated completion dates, were discussed and clarified, and a substantial discussion took place regarding the composition and timeline for the public involvement activities that are set to take place over the next eight months.



- Completed: August 2019

### Public Input Surveys

The Project Team will develop and distribute surveys to the general public that target non-riders to obtain information related to attitudes, latent demand, and general support of the community related to public transit services and to augment findings of the mail-in survey.



Two surveys will be developed. The first will be conducted in Phase I of TDP outreach and will be sent out prior to the development of potential service alternatives for the TDP. The second will be developed as part of the alternatives refinement and prioritization process. Both surveys will be available online and in hard-copy formats at outreach events. Access to the online versions will be provided via links on the CCT and other webpages, as available. The survey will also be provided in both tablet-based and hard-copy format at every public workshop. Participants in the public workshops will be encouraged to complete the surveys via tablets to improve the ease and accuracy of data collection and reporting.

Email-blasts, available social media, and websites will be used to promote the online survey effort. In addition, stakeholders attending the public workshops will be requested to disseminate the survey links to help achieve higher participation.



- Phase I Anticipated Completion: Mid November 2019
- Phase II Anticipated Completion: Mid March 2020

## Open House Public Workshops

The Project Team will facilitate two open house-style public workshops as part of the TDP outreach process. These will be held as stand-alone events or at locations at which the general public gathers, such as shopping malls, or at transit hubs to obtain input from the general public about the TDP update process.

Two workshops will be held later in the project to collect input on potential alternative improvements. These workshops will include displays and interactive information exchange, public opinion surveys (tablet and/or hard-copy), and enlistment for social media engagement. The events will be designed to capture information from seasonal and permanent residents about community values, needs, and priorities. Event locations will be selected to ensure geographic coverage and expanded citizen participation. The findings and themes collected during the public open houses will be summarized for use in subsequent parts of TDP planning.



- Anticipated Completion: February 2020



## Stakeholder Interviews

Understanding of local conditions should include knowledge of the perceptions and attitudes of community decision-makers and leaders towards transit. To accomplish this, the Project Team will prepare for and conduct interviews with community stakeholders. The interviews will generally seek to gauge the feeling for advancing public transit and help guide the consensus-building activities. The MPO and CCT will assist the Project Team to identify business leaders, elected officials, and other key community stakeholders; from this list, up to 15 will be selected for interviews. The interviews will be conducted either in person or by telephone, depending on the preference of the interviewee. The interview input and results will be summarized into a report and included in the TDP documentation.



- Anticipated Completion: November 2019

## Grassroots Outreach Efforts

The County, with MPO assistance, will plan and conduct a grassroots involvement effort aimed at other community events/meetings throughout Citrus County. The Project Team will coordinate with CCT staff to plan and conduct at least two of these events at various locations and events. Specific events to use in this regard will be identified by the CCT/MPO staff and are anticipated to include hosting booths at special events (weekend markets, fairs, festivals, etc.), setting up tables/booths at major activity centers in the county, and other opportunities identified by CCT/MPO staff during the planning process.



- Anticipated Completion: October 2019

## Review Comments and Suggestions from CCT

The Project Team will review any available comments and suggestions collected and provided by CCT from Citrus County citizens regarding existing and future transit services in the county for consideration in the TDP. The major themes and topics of this feedback will be summarized as part of the TDP's public outreach section.



- Anticipated Completion: April 2020



## TDP Presentations

One presentation of the TDP will be conducted at publicly-advertised meetings after the draft has been reviewed by the PRC. A draft of this presentation will be provided to MPO and CCT staff for review prior to making the presentation to the Citrus County Board of County Commissioners.



- Anticipated Completion: June 2020

## Web and Email Outreach

The CCT website will be used as a platform to distribute the public outreach information described, including fliers, links to surveys, information about public workshops and other project meetings, project materials as appropriate, and contact information so the public can engage directly with the CCT or the PRC.

The Project Team will provide content for web and for social media such as Facebook if and when available. Public outreach material such as fliers and survey links will be provided to CCT staff for posting on the County's website. It is envisioned that web posts and Facebook posts, if available, will occur as necessary, primarily prior to and after any outreach events.

Additionally, the Project Team will facilitate the dissemination of emails to key contacts within the community if email lists are provided by CCT or the MPO to disseminate information and updates similar to that available on the TDP webpage. The Project Team will coordinate with the MPO and CCT to develop content for up to two e-mail blasts:

- To encourage participation in online survey/outreach events in Phase I
- To notify recipients of Phase II of TDP outreach events/survey



- Anticipated Completion: June 2020

## Other Outreach Efforts

As part of the public outreach effort, fliers and other materials will be developed as public involvement tools to distribute information about public outreach activities and upcoming public workshops, facilitate education about the transit system during outreach events, and provide participants with a means for asking questions. Potential public involvement tools and resources include the following:



- *Fliers* will be developed to share information with the public, provide TDP development updates, and educate the public on the public involvement process and the value of their participation. Fliers will direct the public to visit the CCT website to stay involved with and informed about the development of the TDP.
- *Project presentations* that are user-friendly and graphical will be developed to support the communication and adoption of the TDP and will be available for use by CCT staff beyond the adoption of the TDP.
- *Presentation/display boards* will include exhibits such as service and demographic maps, plan proposals, and more at public workshops.



## Section 4: Public Outreach Schedule

A public outreach schedule has been developed to ensure completion and approval of the TDP by Citrus County by September 1, 2020. Table 4-1 presents a tentative schedule for the public outreach activities included in the Citrus County TDP. The overall schedule for the TDP is shown in Figure 4-1.

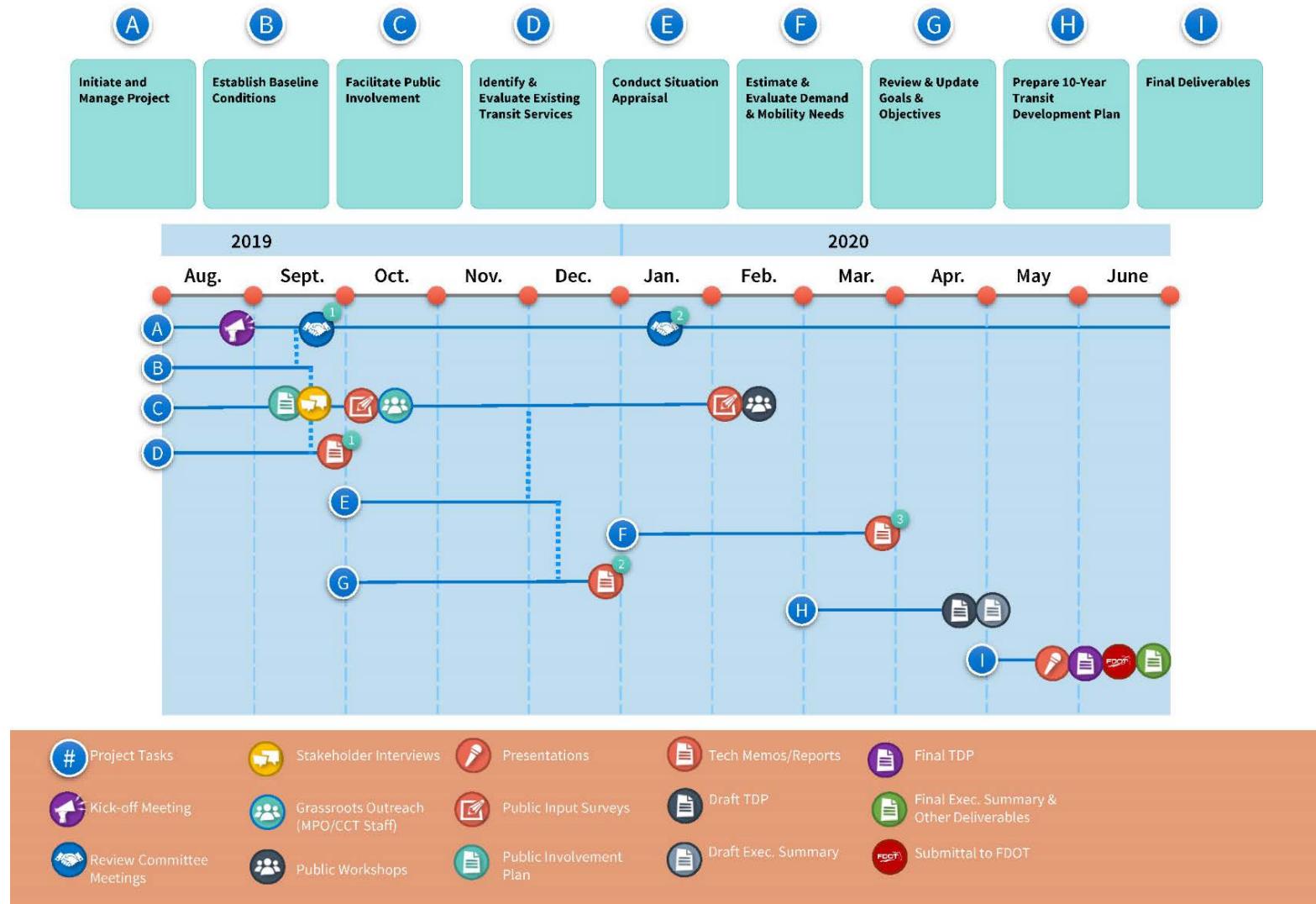
**Table 4-1: Tentative Public Outreach Schedule**

Event	Expected Completion
Kickoff Meeting	August 2019
Coordination Meetings	September/October 2019, January 2020
Phase I Grassroots Outreach	October 2019
Phase I Public Input Survey	November 2019
Stakeholder Interviews	November 2019
Phase II Public Workshops	February 2020
Phase II Public Input Survey	March 2020
Websites/Social Media	September 2019–June 2020
Email Blasts	September 2019–June 2020
TDP Presentations	May/June 2020



# Citrus County Transit Development Plan

Figure 4-1: Citrus County TDP Project Schedule





## **Suggestions or Comments**

**THANKS FOR YOUR PARTICIPATION!**

# **Citrus County TDP**

## **Stakeholder Interview Guide**

### **2021-2030 Transit Development Plan (TDP) Update**

#### **General Perceptions:**

1. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years?
2. What do you believe CCT is doing well?
3. What do you believe CCT can do better?

#### **Vision for Transit:**

1. What improvements are needed in the transit system to attract new riders and meet community goals during the next decade? Specify where? Why?
  - a. Examples: Increased service frequency, weekends, later service, express
2. Are there areas currently not served or under-served by transit that should receive a higher priority? If so, where?
3. Are there any City, County or other land use policies that should be changed to help the transit system reach its goals?
  - a. Example: Changing current land use and/or zoning requirements to enable increased densities and more intense land uses. If yes, where?
4. How about other policies (e.g., not land use in nature) that should be changed?
5. What part do you think technology can play in CCT's service provisions and where/how?

#### **Transit Funding:**

1. Do you believe that there is a willingness in the County to consider additional local funding sources for transit?
2. If not, do you have suggestions as to how such support can be generated?

**In addition, a list of questions has also been developed for any stakeholder interviewee who also is an employer representative, as summarized below:**

1. What do you know about TheBus services/connections to your organization's location?
2. Do you have clients/customers visiting your facility on daily basis?
  - a. If yes, how many per day on average? How do they usually travel there?
3. Do you perceive transportation to be a challenge for your organization to hire and retain employees and clients, or a challenge for those you serve/represent?
  - a. If yes, what are a few of the reasons why you feel this challenge exists?
4. How much interest do you think your employees or clients/customers have in using alternative modes of travel, such as public transit, biking, carpool/rideshare/ride-hail?
5. Are you aware of the use of door-to-door transit/Transportation Disadvantaged (TD) services by any of your clients/customers?
  - a. If yes, do you believe their travel needs can be met with CCT's Orange Line deviated fixed-route services?

# Fact Sheet

## What is Citrus County Transit?

Citrus County Transit (CCT) provides deviated fixed-route services in Citrus County. The service was revised recently and it is now available in four areas, including Beverly Hills, Crystal River, Hernando, and Inverness. Most routes operate 6:00 AM–6:45 PM on weekdays approximately every two hours. The regular cash fare is \$1.00, with free fare offered to adults age 60 and older, children under 12, persons with disabilities, veterans, and those who receive Medicare.

## What is Citrus County Transit Development Plan?

A Transit Development Plan is being developed by Citrus County in collaboration with Hernando/Citrus Metropolitan Planning Organization (MPO) to serve as a guide for the future of public transportation in Citrus County from 2021 to 2030. It will represent the County's vision to promote transit growth and improvement over the next decade.

## Why Do We Need Your Input?

Public participation is an important part of developing the 10-Year Transit Development Plan, and numerous public outreach activities will support the plan, including grassroots outreach, stakeholder interviews, open house public workshops, online surveys, and web and email outreach.

Your participation and input are needed so we can learn more about the public transportation needs and issues in Citrus County.

**Scan your phone here to take our survey!**



For more information, visit [www.citruscountytransit.com](http://www.citruscountytransit.com) or contact Citrus County Transit at (352) 527-7630

# CITRUS COUNTY TRANSIT DEVELOPMENT PLAN



# PUBLIC WORKSHOPS

Help us prioritize improvements for Citrus County's 10-Year Transit Development Plan!

**Tuesday, January 28, 2020**

## Lakes Region Library

**10 AM – 12 PM**

1511 Druid Road  
Inverness, FL 34452

## Central Ridge Public Library

**2 PM – 4 PM**

425 W Roosevelt Boulevard  
Beverly Hills, FL 34465

Please stop by at any of these Open House Public Workshops and let us know how you think public transportation in Citrus County should grow!!

---

**Can't attend? Take the on-line survey:**

Go to: <https://www.surveymonkey.com/r/CCTPublicInput> Or

If you are unable to attend one of the workshops, written comments will be accepted through February 29, 2020, and may be sent to:

Citrus County Transit  
Attn: Director  
1300 S Lecanto Highway  
Lecanto, FL 34461

### SPECIAL ACCOMMODATIONS

Any person requiring special accommodations to attend or participate, pursuant to the Americans with Disabilities Act, should contact CCT within at least three (3) business days before the meeting at (352) 527-7630



For additional CCT route and schedule information, please contact CCT at (352) 527-7630 or [www.citruscountytransit.com](http://www.citruscountytransit.com).



Citrus County Transit (CCT) is conducting a public input survey for the Citrus County 10-year Transit Development Plan (TDP). Please review the 10-year Transit Needs map provided and answer the following questions to help us understand how we can better meet the County's transit needs in the next 10 years!

1. Please indicate **your level of agreement** with the following potential improvements.

	Strongly Agree	Neutral	Disagree	No Opinion
<b>Enhance Existing Services</b>				
Add Saturday service (8 AM to 5 PM)	5	4	3	2
Extend service until 9 PM on weekdays	5	4	3	2
Increase service frequency to 60 minutes	5	4	3	2
<b>Add New Services</b>				
Ocala Express (Peak-hour only)	5	4	3	2
Tampa Bay Express (Peak-hour only)	5	4	3	2
Microtransit service in Homosassa area	5	4	3	2
Microtransit service in Citrus Springs/Pine Ridge area	5	4	3	2
<b>Capital/Technology Improvements</b>				
Real-time bus locator app	5	4	3	2
Shared Park-and-Ride facilities	5	4	3	2
Bus stop improvement/accessibility program	5	4	3	2
Expanded marketing program	5	4	3	2

2. If you have **any comments**, please use the space below and back of this page.



Citrus County Transit (CCT) esta llevando a cabo una encuesta de opinión publica para el Plan de Desarrollo de Transito (TDP) de 10 años del Condado de Citrus. Revise el mapa de necesidades de transito de 10 años provisto y responda las siguientes preguntas para ayudarnos a comprender como podemos satisfacer mejor las necesidades de transito del Condado en los próximos 10 años.

**1. Por favor indique su nivel de conformidad con las siguientes mejoras potenciales.**

	Totalmente de Acuerdo	Neutral	En Desacuerdo	Sin Opinión
<b>Mejorar Servicios Existentes</b>				
Extender el servicio hasta las 9 PM durante días laborales	5	4	3	2
<b>Agregar Nuevos Servicios</b>				
Ocala Express (horas pico solamente)	5	4	3	2
Tampa Bay Express (horas pico solamente)	5	4	3	2
Servicio de micro transporté en el área de Homosassa	5	4	3	2
Servicio de micro transporté en el área de Citrus Springs/Pine Ridge	5	4	3	2
<b>Mejoras de Capital/Tecnología</b>				
Aplicación de localización de autobuses en tiempo real	5	4	3	2
Instalaciones compartidas de Park and Ride	5	4	3	2
Programa de mejora/accesibilidad de parada de autobús	5	4	3	2
Programa de marketing ampliado	5	4	3	2
<b>2. Comentarios adicionales.</b> Por favor, use el espacio a continuación o la parte de atrás de esta pagina para proporcionar comentarios adicionales:				
<hr/> <hr/> <hr/> <hr/> <hr/>				



## Appendix D    Performance Monitoring Program



## Performance Monitoring Program

### Performance Measures and Indicators

Once the proposed transit services are implemented, the following performance indicators and measures should be monitored by CCT on a quarterly basis for its existing deviated fixed-route services and additional Microtransit services and express route services as part of the recommended performance-monitoring program:

- **Passenger Trips** – annual number of passenger boardings on the transit vehicles.
- **Revenue Hours** – number of annual hours of vehicle operation while in active service (available to pick up revenue passengers).
- **Revenue Miles** – number of annual miles of vehicle operation while in active service (available to pick up revenue passengers).
- **Passenger Trips per Revenue Hour** – ratio of passenger trips to revenue hours of operation.

However, as fixed-route-type services typically take up to three years to become established and productive, the performance data to that point should be reviewed and interpreted cautiously. Although adjustments/modifications are encouraged, outright discontinuations based on performance monitoring data alone are discouraged.

### Evaluation, Methodology, and Process

This process is based on two measures, trips per mile and trips per hour, which are weighted equally to derive an overall route score. An individual route's score for a particular measure is based on a comparison of the measure as a percentage of the system average for that particular measure. These individual measure scores are added together and divided by two to get a final aggregate score. This final composite performance score is an indication of a route's performance for the two measures when compared to the system average for those measures. A higher score represents better overall performance when compared to other routes.

The noted comparative performance evaluation can be beneficial, but caution should be exercised when using the final scores and rankings, because these figures are comparing routes to one another and may not reflect the specific goals established for a particular route (i.e., geographic coverage vs. ridership performance). The process is particularly useful, however, in highlighting those routes that may have comparative performance-related issues. These routes can then be singled out for closer observation in future quarters or years to determine specific changes that may help mitigate any performance issues.

Once a route score is determined, routes can be ranked to show the highest performing and lowest performing routes. The rankings are a useful proxy for determining the comparative performance of any route, as well as highlighting changes in performance over time. To track the performance variation over time, three performance levels have been developed:

- **Level I – Good ( $\geq 75\%$ )** – Transit routes in this category are performing efficiently compared with the average level of all the agency's routes.
- **Level II – Monitor (30–74%)** – Routes in this category exhibit varying levels of performance problems and require more detailed analysis (e.g., ride checks, on-board



surveys, increased marketing efforts, etc.) to aid in identifying specific changes that can be made to help improve the route's performance.

- **Level III – Requires Attention ( $\leq 29\%$ )** – Routes in this category exhibit poor performance and low efficiency. Recommendations for these routes may include truncation of the route, reduction in the route's number of revenue hours, or discontinuation of the route.