

2016 COMMUNITY CONNECTOR PLAN UPDATE

Prepared for:

LYNX

Central Florida Regional Transportation Authority
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I. INTRODUCTION

The Central Florida Regional Transportation Authority (LYNX) has initiated an update to their Human Service Transportation Plan, referred to as the Community Connector Plan (CCP), as required under the Federal Transit Administration (FTA) Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program. The 2016 Community Connector Plan Update is reflective of MAP-21¹ changes, the 2014 updated FTA Section 5310 federal funding circular, current local conditions including changes in population, and local service gaps and needs.

The 2016 Community Connector Plan Update is comprised of a summary report (the Plan Update) with three technical memorandums that provide detailed information that supports the Plan findings. The technical reports are as follows:

- ▶ Technical Memorandum No. 1 – Existing Conditions
- ▶ Technical Memorandum No. 2 – Public Involvement
- ▶ Technical Memorandum No. 3 – Service Gaps and Needs

The Plan Update provides background information, summarizes public and stakeholder input, identifies deficiencies and unmet needs, and develops a strategy and prioritization process for implementation.

¹ Moving Ahead for Progress in the 21st Century Act. On December 4, 2015, President Obama signed into law the Fixing America's Surface Transportation Act (FAST Act). It is the first law enacted in over ten years that provides long-term funding certainty for surface transportation, and while it replaces MAP-21, the Section 5310 provisions remain largely unchanged.

II. BACKGROUND

A. History of LYNX Coordination

In 1979, the State of Florida created the Coordinating Council on the Transportation Disadvantaged within the Department of Transportation to foster the coordination of transportation services throughout the state. In 1989, the Coordinating Council on the Transportation Disadvantaged became an independent commission known as the Commission for the Transportation Disadvantaged and was provided a dedicated Transportation Disadvantaged Trust Fund to fund transportation for:

“those persons who because of physical or mental disability, income status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities, or children who are handicapped or high-risk or at-risk as defined in Florida Statutes section 411.202.”

The Commission for the Transportation Disadvantaged (CTD) created the concept of Community Transportation Coordinators (CTC). The CTD would appoint a CTC to be responsible for administering the Transportation Disadvantaged Trust Funds to transportation providers within their service area. The Central Florida Regional Transportation Authority (LYNX) has been the appointed CTC for Orange, Seminole, and Osceola Counties since October 1, 1992. The day-to-day role of LYNX as the CTC is to provide oversight to all transportation providers providing any state funded transportation services, whether it is for the Commission for the Transportation Disadvantaged, Florida Department of Transportation, Agency for Health Care Administration, Department of Elder Affairs, and other departments, to human service agency clients or clients of non-profit organizations.

At the federal level, FTA encourages transportation coordination through the selection of grant funded projects through the means of a Locally Developed, Coordinated Public Transit-Human Service Transportation Plan. The transportation funding bill that created the concept for the above Plan was the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). This transportation funding bill was signed into law by President George W. Bush on August 10, 2005.

SAFETEA-LU required that any projects selected for funding from three FTA grant programs be identified in a Locally Developed, Coordinated Public Transit-Human Service Transportation Plan. The three FTA programs are:

- ▶ Section 5310: Enhanced Mobility for Seniors and Individuals with Disabilities;
- ▶ Section 5316: Job Access Reverse Commute (JARC); and
- ▶ Section 5317: New Freedom.

To provide guidance, FTA mandated that the Plan include the following elements at a minimum:

- ▶ An assessment of available services that identifies current transportation providers (public, private, and nonprofit);
- ▶ An assessment of transportation needs for individuals with disabilities and seniors;

- ▶ Strategies, activities, and/or projects to address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery; and
- ▶ Priorities for implementation based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities identified.

In 2007, LYNX developed its first Locally Developed, Coordinated Public Transit-Human Service Transportation Plan, locally named the Community Connector Plan (CCP). With the CTC organizational structure already in place, LYNX was the natural designated recipient for Section 5310, JARC, and New Freedom grant programs. LYNX would then distribute the grant funds to sub-recipients within its service area.

In June 2012, LYNX updated its Community Connector Plan to prioritize future projects for Section 5310, JARC, and New Freedom programs. A new addition to the Plan during the update was an evaluation of veteran transportation needs. LYNX had recently become a recipient of funding from the Veterans Transportation and Community Living Initiative (VTCLI) grant program. Including this population in the update was a natural choice and would ensure that LYNX was able to accurately plan new services that would be implemented from this grant funding.

The multi-year transportation funding bill, Moving Ahead for Progress in the 21st Century (MAP-21), was signed into law by President Barack Obama on July 6, 2012. With the enactment of this new funding bill, the JARC grant program was consolidated into the Urban Transit Formula Funding Program (Section 5307) and into the Rural Transit Formula Funding Program (Section 5311). The New Freedom grant program was incorporated into the Section 5310 grant program. As a result of the funding programs being combined, the 2016 Community Connector Plan Update will focus on assessing the transportation needs of the Section 5310 target population – seniors and individuals with disabilities – and on identifying transportation project priorities that will serve this population beyond the minimum ADA paratransit requirements.

B. LYNX's Current Coordination Activities

ACCESS LYNX is LYNX's ADA complimentary paratransit service, which provides transportation to individuals who cannot navigate LYNX's fixed route bus service due to physical or cognitive disability. Individuals must be certified as eligible for ACCESS LYNX service through an application process. If the individual is approved for ACCESS LYNX, then a determination is made through an additional certification process as to the funding source that will be subsidizing the trip. Several state agencies offer transportation through their local contracting agencies, which then administer the agency program funding to LYNX for providing transportation to their clients. Those individuals who do not qualify for any other public agency program may be eligible for the state's Transportation Disadvantaged program. LYNX contracts with a private contractor for the operation and trip scheduling of ACCESS LYNX and for its vanpool program.

LYNX also coordinates its transportation services through administration of the Section 5310 program. LYNX purchases vehicles and then leases them to human services agencies so they can transport their own agency clients at a lower cost than ACCESS LYNX service. LYNX is able to provide operating

support from 5310 funding to agencies that already have vehicles, however, no less than 55 percent of the Section 5310 budget can be spent on capital purchases (e.g. vehicles and other vehicle related costs). In addition, up to 10 percent of the remaining 45 percent for operations can be utilized for administration expenses for the Section 5310 program.

C. Coordination Efforts of Other Florida Agencies

This section provides a summary of the coordination efforts of other Florida transit agencies which may serve as examples of operations and funding strategies.

1. Jacksonville Transportation Authority - Northeast Florida Mobility Management System

Efforts to improve the efficiencies of transportation services in Northeast Florida began in 2006 by the Northeast Florida Mobility Coalition. The Mobility Coalition is led by the Jacksonville Transit Authority (JTA), the area's designated recipient for federal transit funding. The Mobility Coalition includes transportation providers, elected officials, policy makers, planning experts, funding agency representatives, and agencies that support Transportation Disadvantaged (TD) individuals including veterans and military families. The Mobility Coalition's primary purpose is to create regional partnerships that identify regional mobility solutions without regard to physical, territorial, or financial boundaries. Additionally, its mission is to address the transportation needs of multiple groups rather than one specific group of riders.

The Mobility Coalition developed a *Coordinated Public Transit-Human Services Transportation Plan* in January 2008, as the guide to enhance transportation access through improved coordination of transportation information, services, and resources in Northeast Florida. In September 2010, a Regional Mobility Summit was held, which included over 185 of Northeast Florida's stakeholders for the transportation disadvantaged community. The goal of the Regional Mobility Summit was to develop additional coordination practices best suited to the region's needs.

Applicability to the LYNX CCP Update: Continue to pursue with MetroPlan Orlando, FDOT, and Central Florida counties and municipalities a regional approach toward providing human service/TD transportation.

2. Palm Tran Connection Division of Senior Services (DOSS) Program

Palm Beach County Board of County Commissioners (dba Palm Tran) is the designated Community Transportation Coordinator for Palm Beach County. Palm Tran Connection, Palm Tran's Paratransit Division, operates complimentary ADA paratransit service within 3/4-mile of all Palm Tran fixed routes, provides Transportation Disadvantaged (TD) trips, and facilitates meal site trips for the Division of Senior Services. The Palm Beach County Board of County Commissioners, the Area Agency on Aging, and the Florida Department of Elder Affairs fund the Division of Senior Services (DOSS) Program for individuals who are age 60 years or older.

Palm Tran Connection multi-loads passengers with other qualifying eligible funding sources on the vehicles that transport DOSS passengers. Palm Tran Connection does not receive any Section 5310 funds for the DOSS transportation program, however, if DOSS had more transportation needs than their current funding source could provide, DOSS would be eligible to apply for Section 5310 funds to

pay Palm Tran Connection with to transport DOSS clients. This use of section 5310 funds would count as a capital costs which means that the local match requirements are much lower than operating costs, 80% federal dollars with 20% local match and 50% federal dollars and 50% local match, respectively.

Aside from the DOSS program, Palm Tran Connection is working towards developing a paratransit passenger smart phone application that has similar features to their online paratransit customer web portal, which they have customers testing now and will be launching in the near future. They currently utilize Interactive Voice Recognition (IVR) software that sends automated phone calls or emails the night before a scheduled trip to confirm a customer's trip.

Applicability to the LYNX CCP Update: First, LYNX should continue to investigate partnerships for funding and for trip sharing opportunities (i.e. ACCESS LYNX vehicle accommodating TD customers plus non-traditional TD customers). Second, LYNX should contact Palm Tran to query how their implementation of the mobile application is proceeding, and gain insight into LYNX' application integration.

3. Hillsborough County Board of County Commissioners - Sunshine Line

The Hillsborough County Board of County Commissioners is the Community Transportation Coordinator (CTC) for Hillsborough County. Through its Sunshine Line paratransit service, the Hillsborough County Board provides door-to-door transportation for Transportation Disadvantaged and human service agency trips outside of the Hillsborough Area Regional Transit Authority (HART) fixed route and its complimentary ADA paratransit service (HARTPlus) areas. In addition, the Hillsborough County Board provides bus passes for Transportation Disadvantaged eligible customers to use the HART fixed route bus network. Transportation is provided primarily to medical appointments and Aging Services' day care and nutrition sites; however, non-medical trips are provided on a space-available basis.

The Sunshine Line provides human service agency sponsored (i.e. subsidized) transportation services for several agencies that serve the Hillsborough County population in addition to Aging Services, including Homeless Services for transportation of homeless individuals to cold weather shelters and to homeless shelters in general; Hillsborough Healthcare for transportation of low income individuals who are not eligible for Medicaid to medical services; and Project Return, a nonprofit that reintegrates persons with mental illness into the community among other agencies. The Sunshine Line will also provide interim complementary ADA paratransit transportation to HARTPlus applicants while they are waiting to hear back on their ADA eligibility.

When asked if there has been any thought to merge the services that the Sunshine Line provides with that of HARTPlus complementary ADA paratransit services, the agency representative responded that there isn't because Sunshine Line Management has greater flexibility and control over the services that are provided (i.e. particularly through last minute agency trip requests). The Sunshine Line service is cheaper for human service agencies to purchase trips from for their clients as compared to HARTPlus.

The Sunshine Line has received recognition for its driver training program² and for its high customer satisfaction ratings.³ In 2013, the Sunshine Line received the award for Urban Community

² <http://www.hillsboroughcounty.org/DocumentCenter/View/7875>. Accessed February 7, 2016.

Transportation Coordinator of the Year from the Florida Commission for the Transportation Disadvantaged.⁴

Applicability to the LYNX CCP Update: The Sunshine Line is an example of a service that operates beyond the ADA-mandated paratransit service area, catering to specific community needs. And with its high level of driver training and customer satisfaction, it serves as an example for LYNX to consider when negotiating a new contract with the ACCESS LYNX operator.

D. Coordination Efforts of Agencies Beyond Florida

1. National Capital Region Transportation Planning Board - RoIDC Wheelchair Accessible Taxi Program

The National Capital Region Transportation Planning Board (NCRTPB) is the Metropolitan Planning Organization (MPO) for the Washington D.C. area and is the designated recipient of the Federal Transit Administration's Enhanced Mobility of Seniors and Individuals with Disabilities Program (Section 5310). In 2008, a New Freedom grant funded the purchase of twenty wheelchair-accessible vehicles to two taxi companies in an effort to provide additional on-demand transportation options for individuals with disabilities. Customers need only contact one of the two taxi companies to schedule a trip. Then, the two taxi companies coordinate to assign trips to the wheelchair-accessible vehicles in order to maximize trip efficiency. Fares remain the same regardless of whether the customer rides in a wheelchair-accessible cab or in a non-wheelchair-accessible cab. Cash and credit cards are accepted by both cab companies, one of which also offers a reloadable, prepaid CabCard⁵ that can be used to pay for trips.⁶

Applicability to the LYNX CCP Update: Consideration of partially funding private transportation options such as cabs or Uber service for TD clients who can use such services and vehicles.

2. Cobb County's Disabled Senior Transportation Voucher Program - Cobb Freedom

Cobb County is a suburban county in the Atlanta, Georgia metropolitan region. Cobb County Senior Services (CCSS) offers transportation to its clients at a low cost, but only to medical facilities, nutritional facilities, and designated senior centers in Cobb County. The Cobb Freedom program is a taxi voucher program for Cobb County seniors and individuals with disabilities which is made possible through a partnership between three Cobb County departments, which include the Department of Transportation (which operates the county's public transit system known as Cobb County Transit (CCT)), Cobb County Senior Services (CCSS), and Cobb County's Planning and Accounting office. Applicants must be residents of Cobb County, 60 years or older, and qualify for Cobb County Transit Paratransit Services but live outside of the paratransit service area. Program recipients must complete and submit a Cobb County Transit application to first determine functional eligibility for service. After becoming eligible, participants are provided a list of vendors from which to redeem their vouchers and schedule

³ <http://archive.constantcontact.com/fs124/1102733644576/archive/1120138123854.html>. Accessed February 7, 2016.

⁴ For more information about the Sunshine Line, contact Scott Clark, Sunshine Line Operations Manager at (813) 276-8140 or clarksd@hillsboroughcounty.org

⁵ Additional information on CabCard can be found on DC Yellow Cab's site: www.dcyellowcab.com. Accessed February 7, 2016

⁶ Additional information on the RoIDC Wheelchair Accessible Taxi program can be found at <http://www.mwcog.org/tpbcoordination/projects/taxi.asp> (Accessed February 7, 2016.) or by contacting the Transportation Planning Board at tpbcoordination@mwog.org or (202)-962-3207

transportation for the days and times needed.⁷ There is a co-pay for the vouchers which is \$10 for every \$100 worth of vouchers. The Cobb County Planning and Accounting office applied for and does the grant reporting for the New Freedom Grant that funds the Cobb Freedom program.

Applicability to the LYNX CCP Update: Consideration of trip funding options for private transportation options such as cabs or Uber service for TD clients who can use such services and vehicles.

3. Regional Transportation Commission of Southern Nevada - Veterans Medical Transportation Network for Senior & Disabled Veterans⁸

The Regional Transportation Commission of Southern Nevada is the Metropolitan Planning Organization (MPO) for Southern Nevada. The Regional Transportation Commission collaborated with the Veterans Administration (VA) Southern Nevada Healthcare System to establish the Veterans Medical Transportation Network for Senior and Disabled Veterans. The Veterans Medical Transportation Network is a one-call option for veterans needing transportation to and from medical appointments for VA clinics, primary care physicians, and the Veterans Medical Center.

There is no cost to eligible veterans to use the service. This is in large part because of the use of VA transportation resources such as volunteer drivers and its Veterans Transportation Service. The Veterans Transportation Service employs drivers and provides VA vans to facilitate the transportation requests. The Regional Transportation Commission acts as a broker for any VA medical trip for veterans in Southern Nevada by taking trip reservations and scheduling with one of the VA transportation providers.⁹

Applicability to the LYNX CCP Update: Utilization of one call – one click trip reservation services for eligible customers.

E. Review of Relevant Plans and Policies

Before initiating the 2016 Community Connector Plan (CCP) Update, it was important to review the previous 2012 Community Connector Plan as well as other relevant plans. The following provides a synopsis of each of the plans.

1. LYNX Community Connector Plan - 2012 Update

Since the federal transportation funding bill SAFETEA-LU initiated the requirement that projects funded through the Section 5310, JARC, and New Freedom grant programs be derived from a Locally Developed Coordinated Public Transit-Human Services Transportation Plan, LYNX's 2012 Community Connector Plan update is the second Human Services Transportation Plan to be developed. The first Plan was developed in 2007.

The 2012 Plan assesses the transportation service needs and gaps for the target populations of all three FTA grant programs: seniors, individuals with disabilities, and low-income persons seeking employment.

⁷ For more information on the Cobb Freedom Program contact CCSS at 770-528-5364

⁸ More information on VMTN can be found at: <http://www.rtcnv.com/transit/rtc-transit-services/veterans-medical-transportation-network/>. Accessed February 7, 2016

⁹ For more information on the VMTN, contact RTC at (702) 678-VETS (8387)

In addition, a fourth target population of veterans was added. A focus on veteran transportation needs was included in the 2012 Plan since LYNX had recently become an awarded recipient of Veterans Transportation and Community Living Initiative grant program funds. Veteran stakeholders were brought into the transportation coordination conversation during the 2012 Community Connector Plan Update.

The transportation service gaps and needs identified from the technical analysis and the public input process included the following:

- ▶ *Funding:* Transportation providers cited a lack of funding as a barrier to providing transportation services.
- ▶ *Service Maintenance and Reliability:* On-time performance was cited as being critical to maintaining gainful employment and avoiding long wait times for the next bus, specifically in inclement weather.
- ▶ *Frequency of Service:* There were requests to improve fixed route bus frequencies to thirty minutes or less, thereby making fixed route services a more reliable transportation option. It was noted that higher frequency service is especially appreciated when connections to other routes need to be made so there are not long wait periods between connections.
- ▶ *Expansion of Service:* A need was identified for new bus routes and shelters, specifically in the following areas: Osceola County, Dr. Phillips area, Lake Nona, Winter Garden, Windermere, Bithlo, Christmas, and East Orlando. Additionally, Sunday service and later evening service was identified as a need on several routes.
- ▶ *Safety:* Concerns about safety while riding buses and waiting for a bus were expressed. On board LYNX fixed routes buses, it was reported that there are many times when the seats at the front of the bus that are designated seating priority for seniors and individuals with disabilities are occupied by young people and other abled-bodied adults, thus leaving no room for those whom the seats were intended. It was also reported that there are many bus stops that lack ADA accessible boarding, proper alighting areas, and the needed connectivity to sidewalks.
- ▶ *Customer Service and Driver Safety:* Seniors have reported that drivers are in need of re-training on sensitivity and customer service.
- ▶ *Education:* Human services agencies expressed their desire for LYNX to offer more travel training services. It was noted that human services agencies felt that if more travel training services were offered, then their clients may become less reliant on agency transportation services and use LYNX's services more.
- ▶ *Technology:* Although the public recognized that improvements in technology could enhance user knowledge of transportation services and improve passenger safety, service and accessibility improvements were valued more.

2. LYNX Transportation Disadvantaged Service Plan: 2013-2018

The Florida Commission for the Transportation Disadvantaged requires LYNX, as the Community Transportation Coordinator (CTC) for Orange, Seminole, and Osceola Counties, to develop and

maintain a Transportation Disadvantaged Service Plan (TDSP), the purpose of which is to document how the Transportation Disadvantaged Trust Funds will be utilized within the CTC service area and how the use of these funds will be coordinated with funding from other public programs.

As described in the TDSP, ACCESS LYNX provides service to Transportation Disadvantaged eligible customers and comingles these trips with LYNX's ADA complimentary paratransit service trips and Medicaid recipient trips. LYNX engages other transportation providers as CTC providers, typically human services agencies that provide transportation to their own clients. LYNX provides oversight for their vehicles, driver training, drug and alcohol testing, and other areas as outlined in the CTC Contractor Agreement.

Goals 1 and 2 of the TDSP are to *"Increase Fixed Route Ridership"* and *"Become Recognized as One of the Most Technologically Advanced Transit Systems of our Size in the Country,"* which align with the program goals for Section 5310: Enhance Mobility of Seniors and Individuals with Disabilities. Goal 5 of the TDSP, *"Enhance our Internal and External Customer Relations,"* particularly through the strategies of driver training and screening and passenger assistance, also align with the goals for Section 5310.

3. LYNX Transit Development Plan: Annual Update and Progress Report Covering FY 2015-2024

Goals in the LYNX Transit Development Plan (TDP) that also align with Section 5310 program goals include:

Goal: Improve internal and external communication to improve organizational efficiency and meet the evolving needs of the community.

Objective 1: Provide real time information to customers.

Initiative: Develop a real time customer information plan that identifies appropriate technology and internal staffing and maintenance requirements. Lead department: Strategic Planning.
Support departments: Information Technology, Communications, and Operations

Objective 2: Utilize social media to provide and share up-to-date information and to receive input from customers and partners.

Initiative: Dedicate one staff person to manage all social media including Facebook and Twitter and other types. This person will be responsible for releasing communications via social media on behalf of LYNX, monitoring comments related to LYNX and its services, and responding to customer issues and inquiries Lead department: Communications

Initiative: Update informational signage at key stops and transfer points to include schedule information and steps to accessing real time customer information. Lead department: Communications

The report also included infrastructure improvement recommendations. LYNX has engaged in many shelter additions throughout its service area via internal initiatives and partnerships with community stakeholders. A Bus Stop Facility Database and Accessibility Study was conducted to inventory all bus shelters in the LYNX service area and accessibility treatments appropriate at each bus stop site were recommended in the report. This information is critical to planning any future Section 5310 funding

expenditures aimed at increasing access to the fixed transportation network for seniors and individuals with disabilities.

III. EXISTING TRANSPORTATION SERVICES

A. Existing Transportation Providers

Transportation services within the LYNX CTC service area are offered by LYNX, as well as by a variety of for-profit and non-profit transportation providers. A description of these services is provided below.

1. Public Transportation

LYNX offers a variety of transportation services throughout Orange, Seminole, and Osceola Counties and small portions of Polk and Lake Counties, an area of approximately 2,500 square miles with a resident population of more than 1.8 million people. Among LYNX's available services are fixed route bus, bus rapid transit, express service, flex service, university service, paratransit, and vanpool. The services are described in more detail below.

Fixed Route Bus ("Links")

LYNX operates 77 fixed routes, called "Links," which provide more than 105,000 passenger trips each weekday over a 2,500 square mile service area. The service operates from 4:30 a.m. until approximately 12:15 a.m. Peak frequency is every fifteen minutes on heavily used routes and the average frequency in urban areas is every thirty minutes. Routes operate seven days per week and on holidays. Fares for the general public are \$2.00 for a one-way trip and \$1.00 for the discounted rate that is available to those who qualify under the Youth and AdvantAge (i.e. Senior) Discount policy. LYNX also offers savings through the purchase of passes for those who use the system more regularly.

Bus Rapid Transit (LYMMO)

LYMMO is the nation's first Bus Rapid Transit system and provides fare-free circulator service within downtown Orlando using hybrid-electric buses. Hours of operation are Monday through Thursday from 6:00 a.m. to 10:45 p.m., Friday 6:00 a.m. to midnight, Saturday 10:00 a.m. to midnight, and Sunday 10:00 a.m. to 10:00 p.m.

Express Bus (Xpress and FastLink)

LYNX offers one Xpress route (Route 208) between the Kissimmee Intermodal Station and the Sand Lake Sun Rail Station. Fares are \$6.50 round trip, with discounted 30 day passes. The service caters to employee based trips, operating during the morning and evening peak hours, with no service on Saturday, Sunday or holidays.

Four routes operate as LYNX FastLink services and provide services in the following corridors:

- Route 406- Downtown Orlando/Lake Nona/VA Hospital
- Route 407- Kissimmee/Lake Nona/VA Hospital/Orlando International Airport
- Route 418 – Meadowoods/Lake Nona/Florida Mall
- Route 441- Kissimmee/Orlando

The limited stop routes allow for faster travel in certain corridors. Fares are the same as Links services, i.e. \$2.00 for one way.

University Service (KnightLYNX)

KnightLYNX is a fixed route service serving the University of Central Florida campus. The university Student Government Association pays for the service so that students can ride fare free by presenting their campus ID to the bus operator.

Flex Service (NeighborLink)

NeighborLink is a curb-to-curb flexible transit service (non-fixed route) that serves less populated areas of the Orlando metropolitan region. Passengers must call two hours in advance of their requested pick up time. Passengers may travel anywhere within each designated NeighborLink service area including LYNX fixed route bus stops and connections to other transportation services. The service operates Monday through Saturday from approximately 5:00 am to 8:00 pm except in Buena Ventura Lakes, Intercession City/Campbell City, Maitland, and North Kissimmee where rides are available Monday through Friday.

Paratransit (ACCESS LYNX)

ACCESS LYNX is LYNX's complimentary ADA paratransit service providing to qualified individuals with disabilities door-to-door services within Orange, Seminole, and Osceola Counties. LYNX goes beyond the required ADA service area of 3/4-mile of fixed route service area by providing trips throughout the three counties. This service is provided by a private contractor under the supervision of LYNX. ACCESS LYNX also provides Transportation Disadvantaged trips and trips through the ADA program.

Individuals interested in using ACCESS LYNX must apply through a written application process. Program determination is based on verification of the application and may also include a functional assessment. All programs have a two-year certification period. ACCESS LYNX services are available at any time the fixed route bus is in operation and fares vary depending on program and proximity to the LYNX service area.

- ▶ Medicaid trips cost \$1.00 each way regardless of distance.
- ▶ ADA trips within the 3/4-mile radius cost \$4.00 each way and ADA trips outside the 3/4-mile distance cost \$7.00.
- ▶ The cost for Transportation Disadvantaged trips is based on mileage. Transportation Disadvantaged trips within 0 to 5 miles cost \$2.00, 5 to 9.9 miles cost \$3.50, and 10 miles or more costs \$4.50 each way.

In 2012, ACCESS LYNX made it easier for customers to make service requests by allowing for online reservations via their WebACCESS site.

Vanpool

LYNX's vanpool program allows commuters with similar travel patterns to lease a LYNX owned van to commute to and from work. LYNX staff assists employers and employees in forming vanpools and provides the van.

2. Private and Non-Profit Transportation Providers

LYNX Community Transportation Providers

LYNX has approximately 31 Community Transportation Coordination (CTC) providers who transport their own clients/patrons but are part of a larger coordinated effort. The majority of the providers are human services agencies and there is one provider that is a private, for-profit transportation company that provides Medicaid transportation. Florida has a state level interagency agreement to coordinate each agency's transportation programs and eight out of the 31 providers are FTA Section 5310 sub-recipients. Most of the Section 5310 sub-recipients lease vans from LYNX in order to provide or expand their capacity to provide their transportation services. Those that do not request vehicles request operating funds that may only be utilized to support their transportation services. The current LYNX CTC providers are listed in **Table I**.

Table 1: LYNX CTC Providers

Organization	Location
2 God The Glory 4 Healing Angels	Orlando
Ambassador Cottage, Inc.	Orlando
Aspire Health Partners, Inc.	Orlando
Attain, Inc.	Orlando
Behavioral Support Services, Inc.	Altamonte Springs
Brenda Greene	Orlando
Bright Start Pediatrics*	Sanford
Central Florida Group Homes, LLC	Winter Park
Creative Living Services, LLC	Orlando
David's Holistic Care Center, Inc.	Orlando
Devereux Florida	Orlando
Florida Mentor	Orlando
Good Samaritan Society - Kissimmee Village	Kissimmee
Good Wheels, Inc.	Ft. Myers
Interfaith Humanitarian Services, INC.	Orlando
ITN Orlando*	Orlando
Kind Hands, Inc.	Sanford
Kinneret Incorporated	Orlando
Lil's Non-Emergency Medical Transport, LLC	Orlando
Meals on Wheels, Etc.*	Sanford
Osceola Council on Aging*	Kissimmee
Pachot Group Home, Inc.	Orlando
Park Place Behavioral Health Care*	Kissimmee
Passion for Caring Home Health Agency, LLC	Orlando
Primrose Center, Inc.*	Orlando
Quest, Inc.	Orlando
Renewed Hope Group Home Inc.	Kissimmee
Seniors First Inc.	Orlando
The Opportunity Center, Inc., aka Osceola ARC, Inc.*	Kissimmee
Trinity Home Care Facility, Inc.	Ocoee
Triple H, Inc.	St. Cloud

*= Subrecipients

Other Transportation Providers

There are many other transportation providers that operate services within the LYNX CTC service area who do not coordinate with LYNX. Transportation resources, such as the Florida Safe Mobility for Life Coalition's Find-a-Ride Guide,¹⁰ allows users to search for transportation providers (private for-profit, private non-profit, human services agencies) that provide transportation to seniors. There is also the Taxicab, Limousine & Paratransit Association (TLPA) website¹¹ where transportation providers around the country are cataloged. Providers found on the website are paying members of the TLPA.

B. Transportation Provider Survey

As part of the 2016 Community Connector Plan Update, the Transportation Provider Survey was sent on February 1, 2016 to 31 CTC providers and several non-CTC providers. The survey was intended to identify how to better coordinate the various transportation services provided to seniors and individuals with disabilities within Orange, Seminole, and Osceola Counties. Survey questions covered topics such as: fares, service area and hours, type of transit service, trip origins and destinations, and dispatching.

Survey responses were received from 74 percent of the 31 agencies (i.e. 23). Survey results indicate that the majority of agencies responding were private, for-profit agencies (44%) while a significant percentage were private, non-profit agencies (39%). Of the agencies who responded to the survey, half provide services for Medicaid clients and most of them have wheelchair accessible vehicles. Eighteen percent provide transportation for human services agencies and another 18 percent provide private pay transportation. When asked about eligibility criteria, 52 percent reported that the riders need to be clients of their organization while 22 percent state that anyone can ride. Other providers have restrictions such as the rider needs to have a disability or be a Medicaid recipient.

In terms of geographical service area for passenger pickups and drop offs, 35 percent of the providers operate in all three counties (Orange, Seminole, and Osceola Counties) although Orange County was reported as the highest service area with approximately 82 percent of the providers picking-up and dropping-off clients in Orange County. All agencies provide weekday service with 64 percent providing weekend service. No service is available on major holidays.

Riders taking trips provided by these agencies are not required to pay cash fares; the agencies are generally reimbursed by brokers, by Medicaid, or with prepaid service accounts. Care attendants are also not charged. In general, riders who do not show up for a trip are not penalized. Of the 35 percent who penalize no-shows, the agency either charges the client for their ride whether they take it or not, or after a set number of no-shows, the client is temporarily suspended from using the service.

Riders are generally denied transportation only if the appointments for trips are already filled, the area they are requesting trips is not served, or vehicles are not available. The biggest challenge in serving passengers is the latter; inadequate funding means that vehicles cannot be replaced on time, which can result in more vehicle breakdowns and less spare vehicles available. Dispatching software is rare with only one agency utilizing such software. Most providers use manual scheduling.

¹⁰ <http://www.safeandmobileseniors.org/FindaRide.htm>. Accessed January 29, 2016.

¹¹ <http://members.tlpa.org/scripts/4disapi.dll/4DCGI/directory/FindRide/index.html>. Accessed January 29, 2016.

IV. TARGET POPULATIONS

Multiple population characteristics throughout the State of Florida make it a viable market for public transportation. One of the most notable is the high elderly population (residents 65 years and older) across the state compared to the national average. Based on the 2013 American Community Survey estimates, Florida had an elderly population of 17.8 percent, or nearly 3.4 million people. This is over 4 percent higher than the national average of 13.4 percent. The elderly population is an excellent candidate for public transportation use as they tend to have fixed (and often limited) financial resources and may have difficulties in driving themselves to their travel destinations.

Florida also has a slightly higher percentage of its population having a reported disability than the national average, at an estimated 12.9 percent (or almost 2.43 million people) compared to 12.1 percent nationally. These populations may also benefit from public transportation services as they may not have the ability to drive themselves. Many of these population trends can also be seen throughout the LYNX service area.

The demographic analysis performed also examined the veteran population in the LYNX CTC service area. It is important to understand where the veteran population resides within the service area to ensure the proper planning of public transportation services that are proximate to their places of residence.

A. Elderly Population

About 21 percent of the Census Block Groups in Orange, Seminole, and Osceola Counties have higher percentages of elderly populations than the statewide average of 17.8 percent. The highest density concentration of elderly population is in the northern portion of the service area, north of SR 528 and along the I-4 corridor. The highest percentages by Census Block Group of the elderly population (over 90%) is located adjacent to an area of Kissimmee (just north of US-17/US-92) that is home to a retirement community and in an area in Orlando (just south of SR 408 and east of I-4) that is also home to a retirement community. **Figure 1** displays the distribution of elderly populations in the LYNX CTC service area.

B. Individuals with Disabilities

More than 25 percent of the Census Block Groups in Orange, Seminole, and Osceola Counties have a higher proportion of individuals with disabilities than the statewide average of 12.9 percent. In general, this population group is evenly distributed across the LYNX CTC service area although the following areas have slightly higher concentrations of persons with disabilities: in Sanford within the Sanford Housing Authority neighborhood; in Orlando, along SR 408, west of I-4; and in Kissimmee, in the southeast quadrant of the Vine Street and John Young Parkway intersection.

Outside the LYNX CTC service area, there are a large percentage of individuals with disabilities (86.7%) near Lake Tohopekaliga in the City of St. Cloud. **Figure 2** displays the distribution of individuals with disabilities in the LYNX CTC service area.

C. Veteran Population

Slightly less than 14 percent of the Census Block Groups in Orange, Seminole, and Osceola Counties have higher percentages of veteran populations than the statewide average of 10.4 percent. While concentrations are scattered throughout the service area, veteran populations are especially dense in the central and northern portions of the service area (north of SR 528, along I-4). The highest density of veteran population (29.0% and 23.3%) is located in two adjacent Census Block Groups in Kissimmee (just north of US-17/US-92). Additionally, high concentrations of veteran populations are located just north of SR 408 along John Young Parkway and just west of I-4 south of the Seminole-Orange county border. **Figure 3** displays the distribution of veterans in the LYNX CTC service area.

D. Persons in Poverty

According to the 2013 Census Bureau estimates, 40 percent of the Census Block Groups in Orange, Seminole, and Osceola Counties have higher percentages of populations living below poverty than the statewide average of 16.3 percent. Most of these populations are located in the central part of the LYNX service area in Orange County. Areas with the highest percentages (above 50%) are primarily located along SR 408 and I-4 in the downtown Orlando area, along SR 429 just north of SR 408, and at the northern end of the service area by Lake Monroe. Generally speaking, the areas with lowest populations (10% and below) are outside of the LYNX service area, although there is a low percentage located in Winter Park. **Figure 4** displays the distribution of below poverty populations in the LYNX CTC service area.

E. Minority Populations

Title VI is a federal statute intended to ensure that programs (including public transportation services) received federal financial assistance do not discriminate or deny benefits to people based on race, color, or national origin. About 41 percent of the Census Block Groups in Orange, Seminole, and Osceola Counties have higher percentages of minority populations than the statewide average of 23.7 percent.

Orange County has an estimated minority population of 34.8 percent, over 10 percent higher than the population averages in Osceola and Seminole Counties. In relation to the LYNX service area, areas with the highest percentages of minority populations (above 75%) are primarily located west of I-4 between SR 414 and SR 528. Additionally, there are three Census Block Groups in the service area that have minority populations of 100 percent – two of the Census Block Groups are located in the City of Sanford and one is located in Orlando (north of SR 408 and west of I-4).

Figure 5 displays the distribution of minority populations in the LYNX CTC service area.

Figure I: Elderly Population

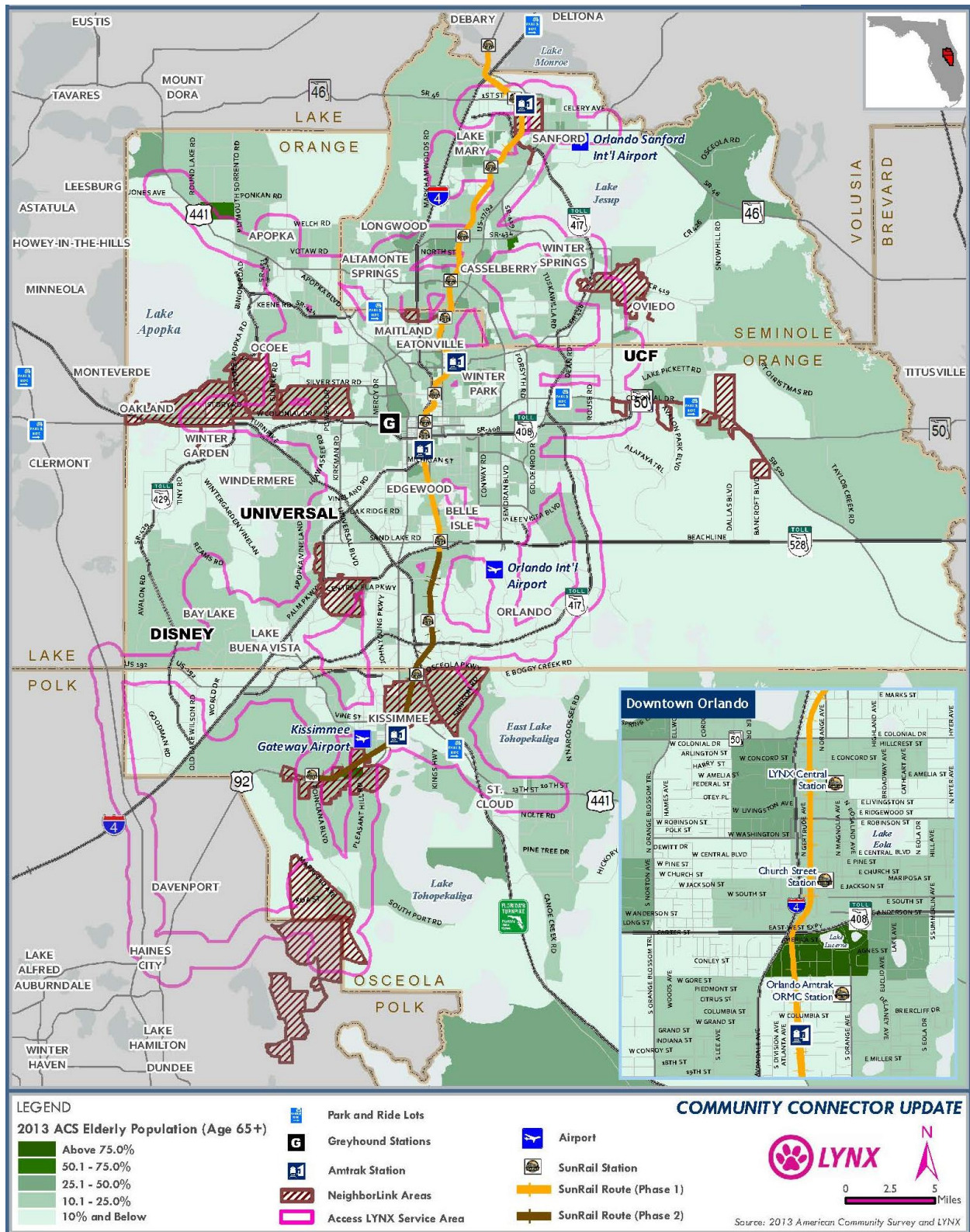


Figure 2: Individuals with Disabilities Population

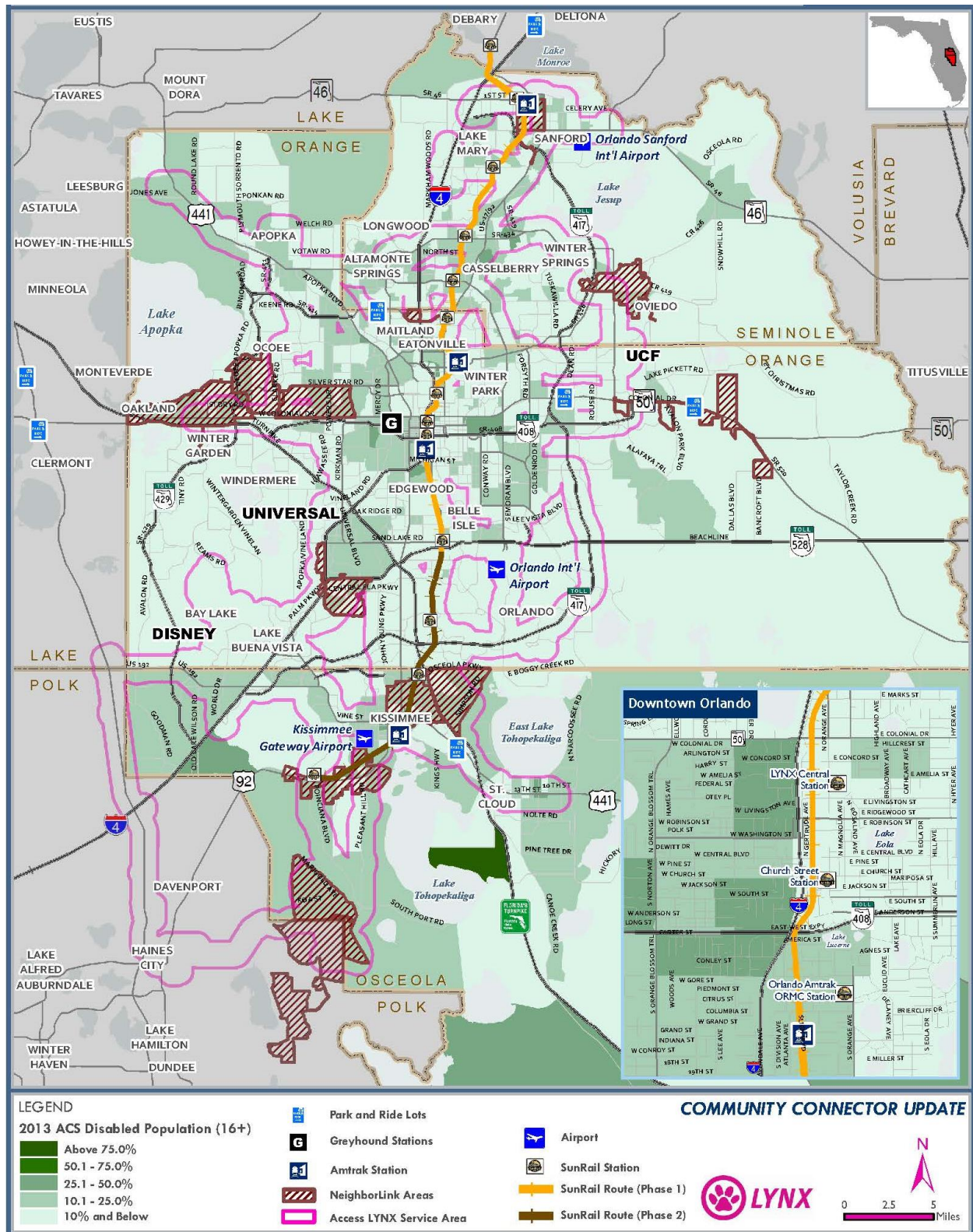


Figure 3: Veteran Population

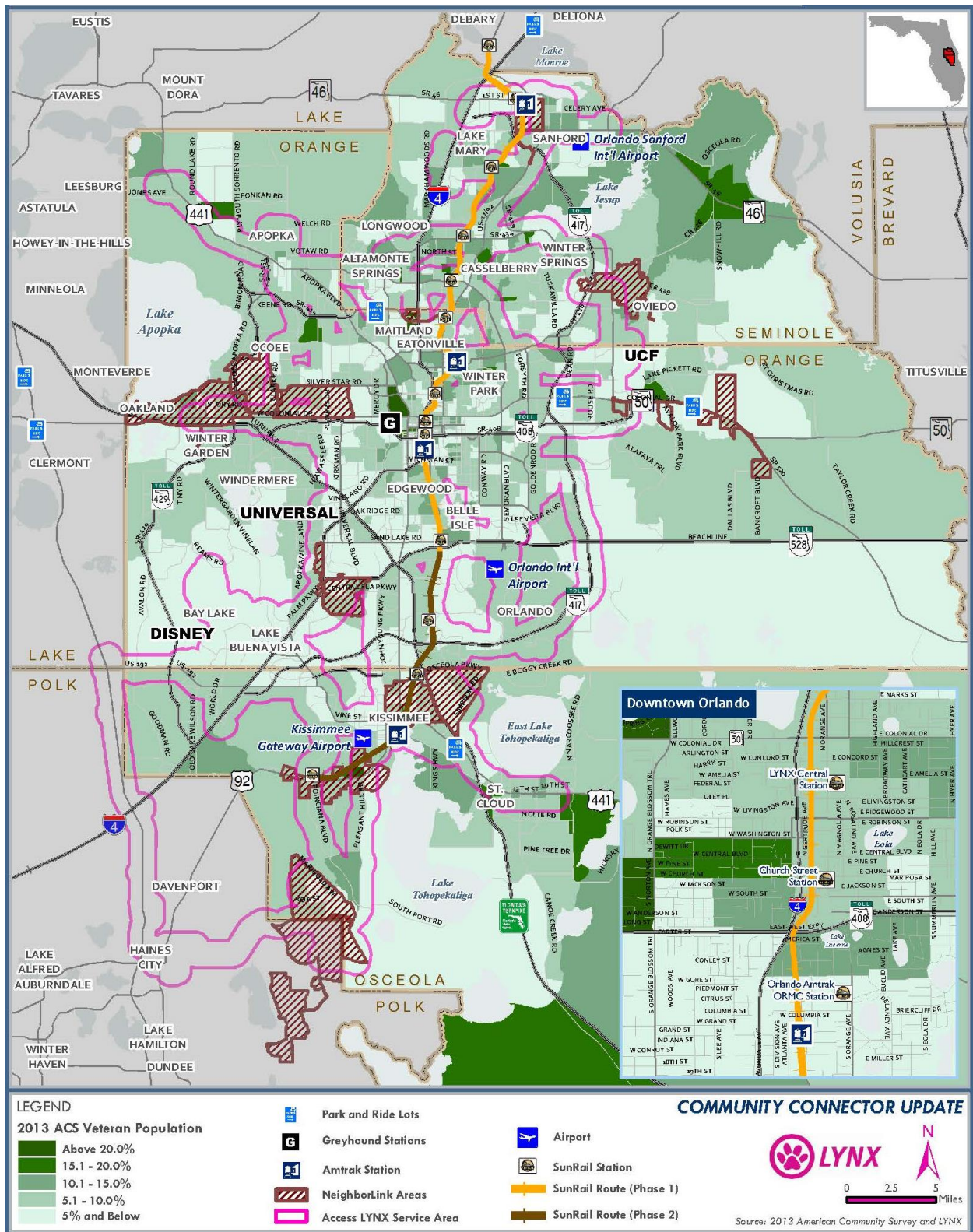


Figure 4: Populations Below Poverty Level

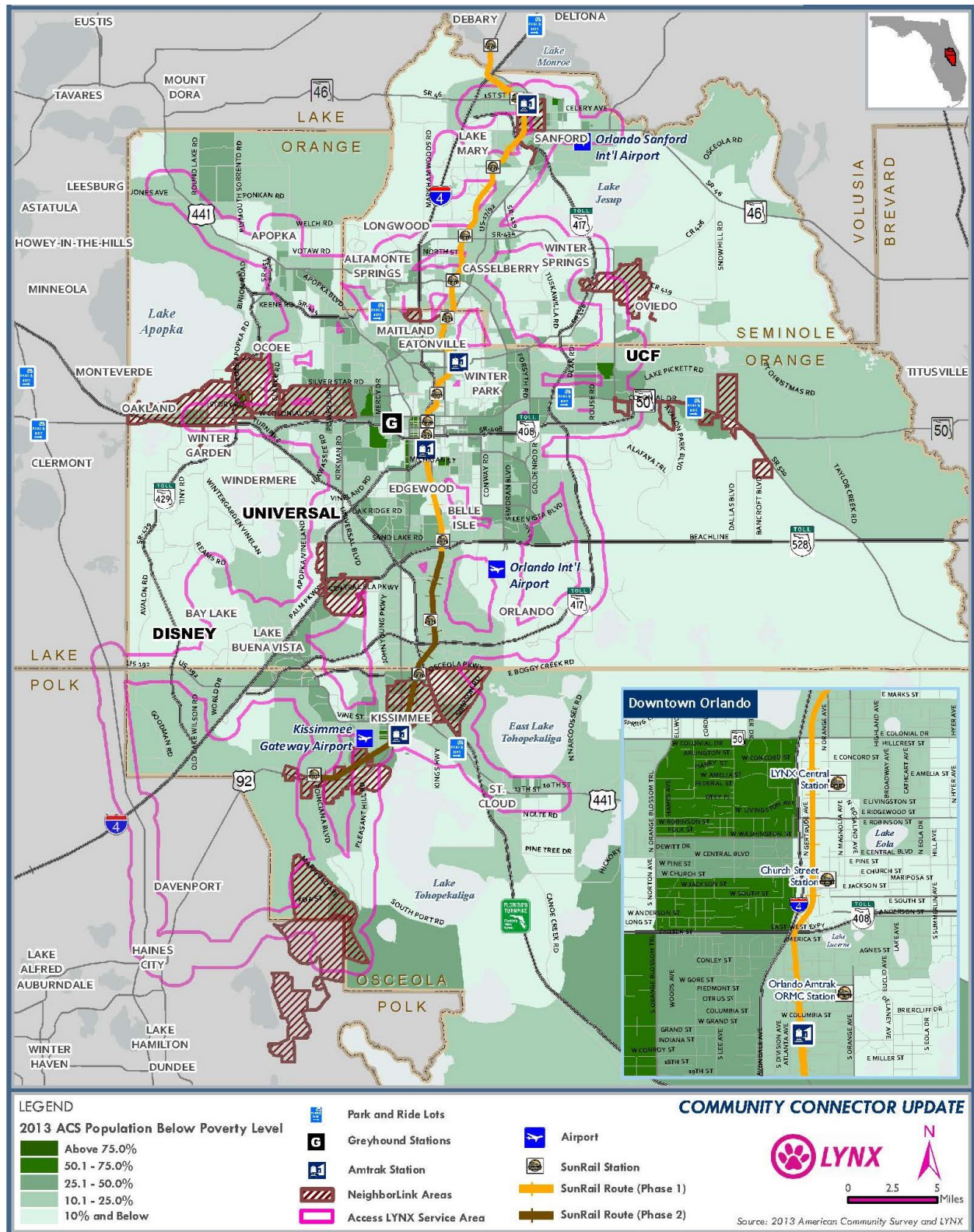
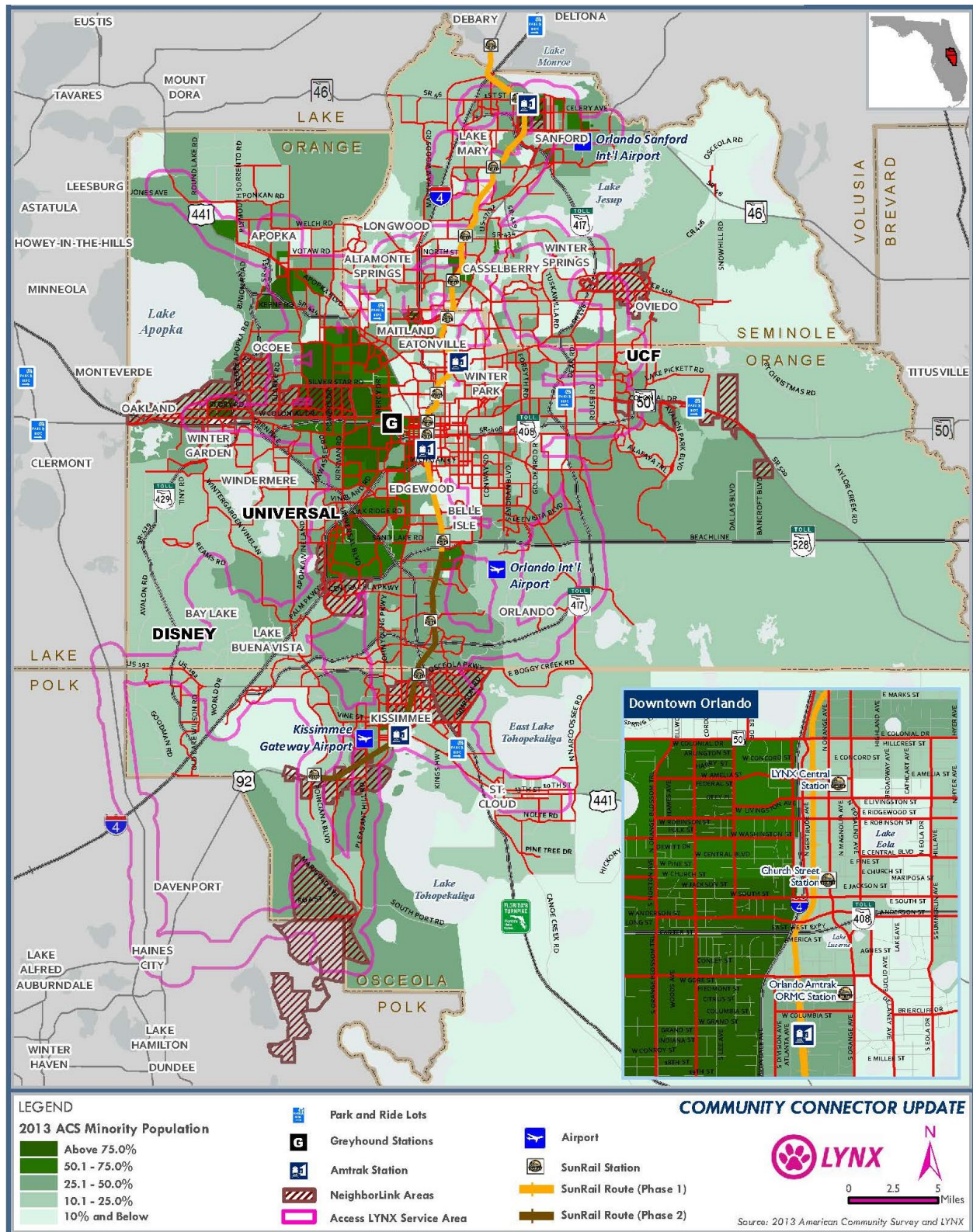


Figure 5: Minority Populations



F. Major Employers

The top twenty major employers within the service area are listed in **Table 2** and displayed in **Figure 6**. Understanding the location of employers helps evaluate if employees can access their workplace by public transportation.

Table 2: Major Employers

Company	City	County	Employment
Walt Disney Company (Walt Disney World Resort)	Lake Buena Vista	Orange	66,000
Orange County Public Schools	Orlando	Orange	21,984
Orlando International Airport	Orlando	Orange	18,000
Adventist Health System (Florida Hospital)	Orlando	Orange	17,600
Publix Super Markets	Multiple	Multiple	17,521
Orlando Health	Orlando	Orange	14,000
Universal Orlando Resort	Orlando	Orange	16,500
Lockheed Martin Corporation	Orlando	Orange	13,000
University of Central Florida	Orlando	Orange	10,554
Seaworld Parks & Entertainment	Orlando	Orange	7,000
Marriott International, Inc.	Orlando	Orange	6,312
Starwood Hotels and Resorts Worldwide, Inc.	Orlando	Orange	5,369
Walgreens Company	Multiple	Multiple	5,004
Darden Restaurants	Orlando	Orange	4,800
Siemens Energy Inc.	Orlando	Orange	4,000
Westgate Resorts	Orlando	Orange	3,861
AT&T Corporation	Lake Mary	Seminole	3,210
FedEx Corporation	Orlando	Orange	3,000
Loews Hotels - Royal Pacific Resorts	Orlando	Orange	2,738
Covergys Corporation	Lake Mary	Seminole	2,500

Source: Orlando Business Journal (2014) and InfoUSA (2014)

G. Activity Centers

Activity centers provide meaningful social, educational, health and recreational opportunities for the general public, including seniors and individuals with disabilities. Understanding their location helps evaluate the availability of public transportation to serve these centers. Activity centers are displayed in **Figure 7** and also listed in **Table 3** through **Table 6**. All centers, except for one college, are located within the 3/4-mile service area of the LYNX fixed route bus system. Seminole State College Oviedo Campus is located outside the fixed route service area. However, LYNX does provide NeighborLink service to the campus. Riders can use Oviedo NeighborLink 622 and transfer to the Link 434 at Oviedo Market Place.

Figure 6: Major Employers

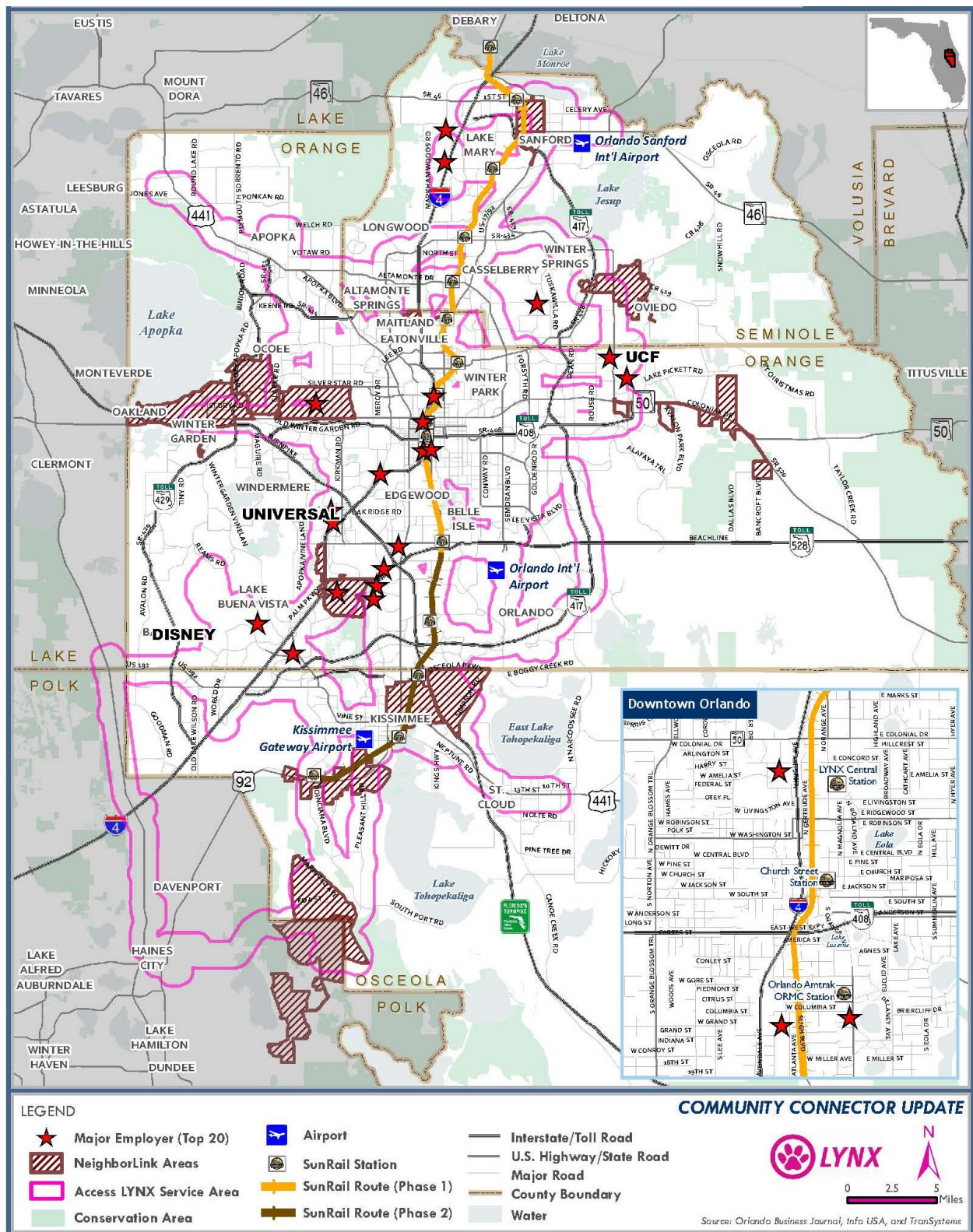


Figure 7: Activity Centers

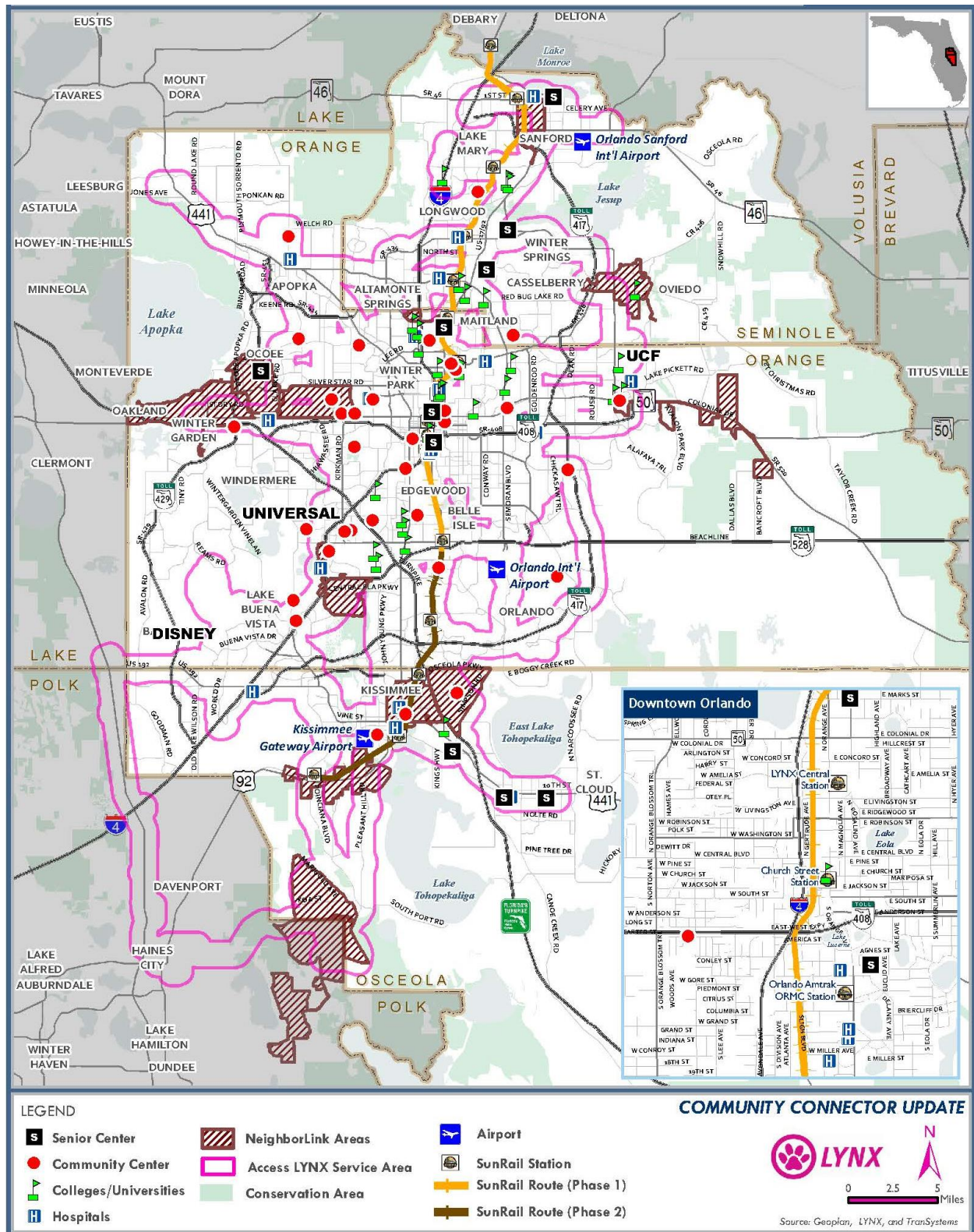


Table 3: Colleges/Universities

College/University	City	County
Americare School of Nursing - Orlando Main Campus	Fern Park	Seminole
Barry University - Orlando East Location	Orlando	Orange
Barry University - Orlando South Location	Orlando	Orange
Barry University - Sanford Campus	Sanford	Seminole
Central Florida College	Winter Park	Orange
City College	Casselberry	Seminole
DeVry University - Florida	Orlando	Orange
Florida Christian College Inc	Kissimmee	Osceola
Florida College of Integrative Medicine	Orlando	Orange
Florida College of Natural Health - Orlando Campus	Maitland	Orange
Florida Hospital College of Health Sciences	Orlando	Orange
Florida Hospital School of Medical Technology	Orlando	Orange
Florida Metropolitan University - North Orlando	Orlando	Orange
Florida Metropolitan University - South Orlando	Orlando	Orange
Florida Technical College - Orlando Campus	Orlando	Orange
Full Sail Real World Education	Winter Park	Orange
Golf Academy of The South	Altamonte Springs	Seminole
Herzing College	Winter Park	Orange
High-Tech Institute - Orlando	Orlando	Orange
International Academy Of Design And Technology	Orlando	Orange
ITT Technical Institute - Orlando Area Campus	Lake Mary	Seminole
Orlando Culinary Academy	Orlando	Orange
Reformed Theological Seminary - Orlando Campus	Oviedo	Seminole
Rollins College	Winter Park	Orange
Seminole Community College	Sanford	Seminole
University of Central Florida	Orlando	Orange
University of Phoenix - Central Florida Campus	Maitland	Orange
Valencia Community College	Orlando	Orange

Table 4: Community Centers

Community Center	City	County
Arab American Community Center	Orlando	Orange
Camp David Community Center	Orlando	Orange
Casselberry Multi-Purpose Senior Center	Casselberry	Seminole
Center Pointe Community Church of the Nazarene	Orlando	Orange
Clarcona Community Center	Orlando	Orange
Community Service Center	Orlando	Orange
Denton Johnson Center	Eatonville	Orange
East Orange Community Center	Orlando	Orange
Gay Lesbian & Bisexual Community Center	Orlando	Orange
Hannibal Community Center	Winter Park	Orange
Hope Community Center	Apopka	Orange
Italian American Community Center	Orlando	Orange
Jewish Community Center of Central Florida Inc	Winter Park	Orange
Jewish Community Center South	Orlando	Orange
Lila Mitchell Community Center	Orlando	Orange
Magnolia Pointe Community Center	Orlando	Orange
Marks Street Senior Rec. Complex	Orlando	Orange
Orange County - Barnett Park & Gym	Orlando	Orange
Orange County - Goldernrod Park	Orlando	Orange
Orange County – Meadow Woods Park	Orlando	Orange
Orange County – Silver Star Community Park	Orlando	Orange
Orange County – South Econ Community Park	Orlando	Orange
Orange County – West Orange Recreation Center	Orlando	Orange
Orlando (City of) John H Jackson Community Center	Orlando	Orange
Osceola County Buenaventura Lakes Community Center	Kissimmee	Osceola
Osceola County COA	Kissimmee	Osceola
Pine Hills Seventh Day Adventist Community Center	Orlando	Orange
Seventh Day Adventist Church Community Center	Kissimmee	Osceola
YMCA of Central Florida (22 locations)	Multiple	Multiple

Table 5: Senior Centers

Senior Center	City	County
Casselberry Multi-Purpose Senior Center	Casselberry	Seminole
City of Ocoee Senior Center	Ocoee	Orange
Maitland Senior Center	Maitland	Orange
Marks Street Senior Rec. Complex	Orlando	Orange
Orange County - Renaissance Senior Center	Orlando	Orange
Osceola County COA	Kissimmee	Osceola
Sanford Senior Center	Sanford	Seminole
St. Cloud Senior Center	St. Cloud	Osceola
William Beardall Senior Center	Orlando	Orange
Winter Springs Senior Center	Winter Springs	Seminole

Table 6: Hospitals

Hospital	City	County
Central Florida Regional Hospital	Sanford	Seminole
Doctor P Phillips Hospital	Orlando	Orange
Florida Hospital - Altamonte	Altamonte Springs	Seminole
Florida Hospital - Apopka	Apopka	Orange
Florida Hospital - Celebration Health	Celebration	Osceola
Florida Hospital - East Orlando	Orlando	Orange
Florida Hospital - Kissimmee	Kissimmee	Osceola
Florida Hospital - Orlando	Orlando	Orange
Florida Hospital - Winter Park Memorial Hospital	Winter Park	Orange
Health Central	Ocoee	Orange
Lakeside Alternatives - Central Plaza	Orlando	Orange
Lakeside Alternatives - Princeton Plaza	Orlando	Orange
Monroe Dunaway Anderson Cancer Center	Orlando	Orange
Orlando Regional Healthcare - Arnold Palmer Hospital	Orlando	Orange
Orlando Regional Lucerne Hospital	Orlando	Orange
Orlando Regional Medical Center	Orlando	Orange
Orlando Regional South Seminole Hospital	Longwood	Seminole
Osceola Regional Medical Center	Kissimmee	Osceola
St. Cloud Regional Medical Center	St. Cloud	Osceola
University Behavioral Center	Orlando	Orange

V. PUBLIC INVOLVEMENT

A. Steering Committee

A Steering Committee was formed at the initiation of the 2016 CCP Update process to serve as an advocate for the populations who will be benefitting from the improvements identified and implemented by the Plan. The Committee's role was to provide feedback to the Project Team, provide ideas and perspectives, guide the Plan Update process, and assist in outreach efforts.

I. Steering Committee Members

The list of the Steering Committee members is provided in **Table 7** below.

Table 7: Steering Committee Members

Organization/Agency	Representative
Agency for Persons with Disabilities	Sharon Jennings
Certified Senior Advisor	Win Adams
Florida Department of Transportation (FDOT)	Jo Santiago
Individuals with Disabilities Transportation User	Marilyn Baldwin
LYNX (ACCESS LYNX)	Tim May
LYNX Vanpool	Christopher Smullins
Meals on Wheels	Sherry Fincher
Mears Transportation	Kraige Jean
MetroPlan Orlando	Virginia Whittington
Osceola ARC (Supporting adults with developmental disabilities)	Sherry Cain
Quest, Inc. (Supporting Central Floridians with developmental disabilities)	Angela White-Jones
Senior Resource Alliance	Randall Hunt
Veterans Administration	Richard Miller

2. Meeting Schedule & Comments Received

Four Steering Committee meetings were scheduled during the 2016 CCP Update process. They were scheduled at key project milestones in order to provide feedback on the planning and execution of future activities and provide insight into draft documentation. The first meeting, held on January 25, 2016, was the kickoff meeting for the Committee, where information was provided about the purpose of the 2016 CCP Update, the various outreach and survey activities to be conducted, and the proposed documentation of all feedback and plan updates.

The second meeting, on February 18, 2016 was a more informative session with the preliminary results from the first Public Workshop, the Stakeholder Workshop results, and the draft Existing Conditions Report (Technical Memorandum No. 1) being discussed. Key points discussed by the Steering Committee members are summarized below.

- There is an “at-risk” youth population that would greatly benefit from enhanced transportation services. Further, some of this population may also be disabled.

- There was a lengthy discussion about when technology advancements may be implemented to assist riders. LYNX staff discussed the five or six mobile applications that are currently under development by various LYNX Departments. “Where is my bus” type applications which track the location and projected arrival time of specific transportation vehicles were noted as a priority.
- The Final CCP Update document should provide an implementation action plan, including the identification of funding and additional resources required. Too frequently planning studies never materialize into actual improvement projects.

The third meeting was held on March 16, 2016, and provided a review of the public workshops, the public survey results, and included a presentation by Doug Jamison, LYNX ITS Project Manager, on an on-line and mobile app for the NeighborLink service. This presentation provided the Steering Committee with information on how a mobile app would work for not just NeighborLink, but for other human services transportation applications.

Committee members mentioned that the City of Altamonte Springs has partnered with Uber to offset the cost of certain trips for city residents. Further, it was noted that the Tampa Bay region and the Dallas/Ft. Worth area have similar programs in place.

The fourth and final meeting held April 15, 2016 reviewed the Service Gaps Assessment including the identification of strategies and priorities to address these gaps. The Committee provided valuable input on these strategies and on the prioritization schedule.

B. Public Surveys

An objective of the 2016 CCP Update is to identify current needs and potential gaps in services faced by the users of public transit for human services; in this case transportation services for seniors (aged 65 +), low income persons, veterans, and persons with disabilities.

An on-line survey instrument was developed to facilitate information input and reporting. Paper-based surveys were also produced in English and in Spanish, and were distributed at the Public Workshops to further gain feedback from the community.

1. Survey Questions

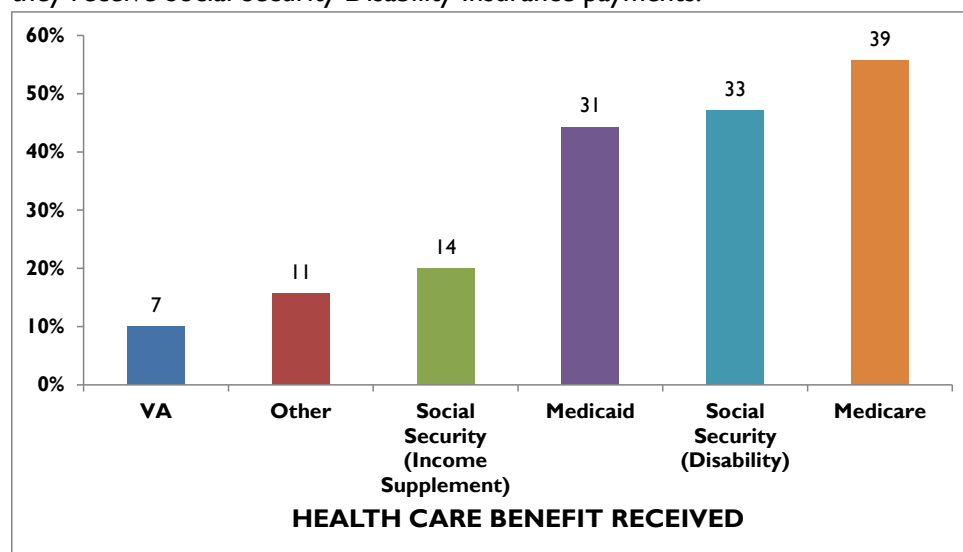
The Public Survey included 14 questions designed to identify origins and destinations for trips, frequency and time of day for trips, human services benefits received for transportation, specific travel modes and services used daily, age range, the presence of any disabilities, and demographic data. No personal information which could identify the respondent was collected.

2. Summary of Responses

Survey responses were received from 82 riders. The responses were either input directly by the rider via the on-line survey available on the LYNX website, or were completed on the paper forms, and subsequently input into the on-line survey. The results of these surveys provide insight into the demographics and the use of transit services among the target audience. Survey tabulations and summaries have been prepared for many of the questions that provide categorization of answers. Other questions which are open-ended questions (allowing free responses) are summarized as to their common theme. It should be noted that several survey questions allowed more than one answer (i.e. benefits received) and thus the percentage reporting statistics do not summate to 100%. For instance, a respondent may be receiving both Medicare and Social Security Disability Insurance benefits.

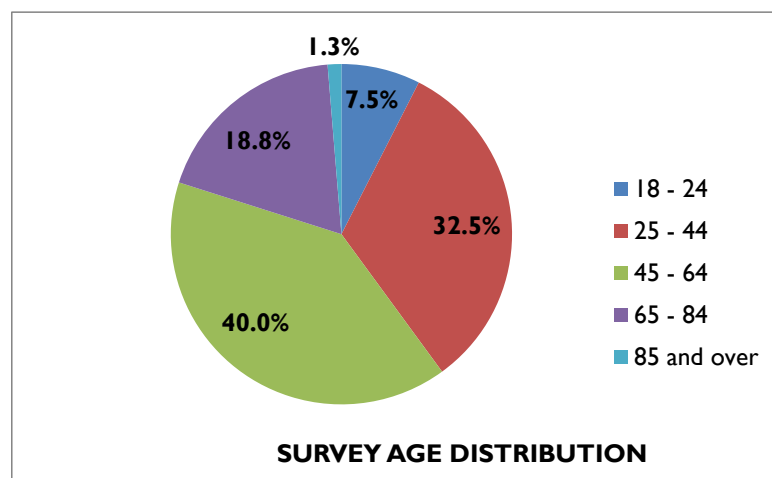
The first noteworthy finding was regarding receipt of transportation funding assistance from employers (Q #4). Of 78 recorded responses, approximately 90% indicated they received no funding assistance, including bus passes, vouchers, reimbursement, or a stipend. This lack of funding assistance may be a hardship on our clients and may represent a need for service improvement strategies.

The percentage of survey respondents that receive some health care benefit is significant, with 56% receiving Medicare and 44% receiving Medicaid assistance. Also, over 47% of the respondents stated they receive Social Security Disability Insurance payments.

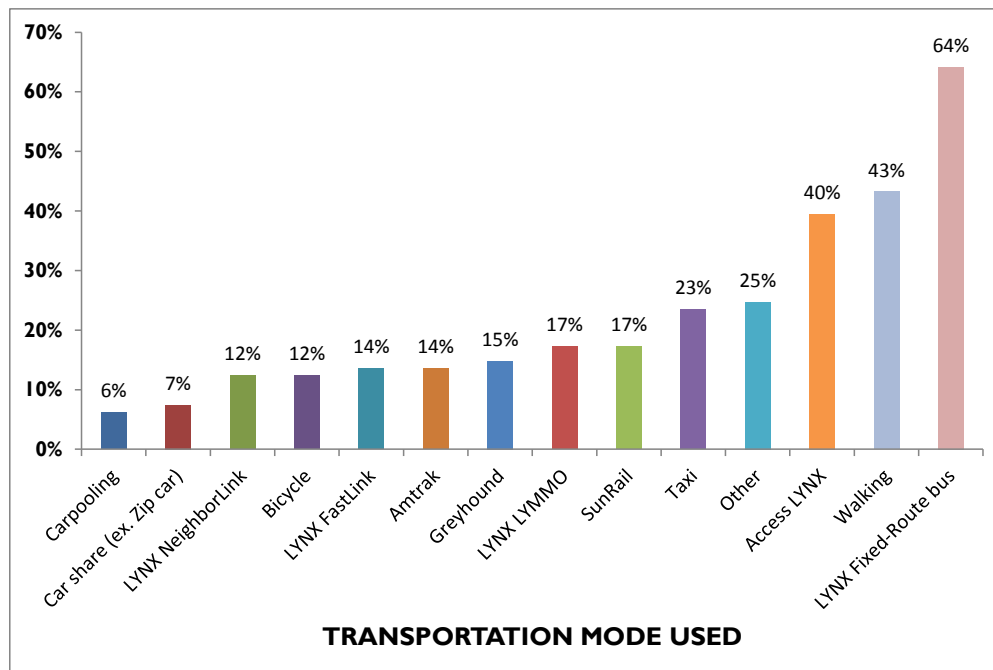


Eighty three percent of total respondents indicated they had some type of disability with almost 30% mobility impaired, 31% with a visual impairment, 25% with psychological or cognitive impairment, and 23% with a physical disability. Of those respondents noting they had a mobility impairment or a physical disability, 20% use a cane, 15% use a walker, and 14% use a wheelchair.

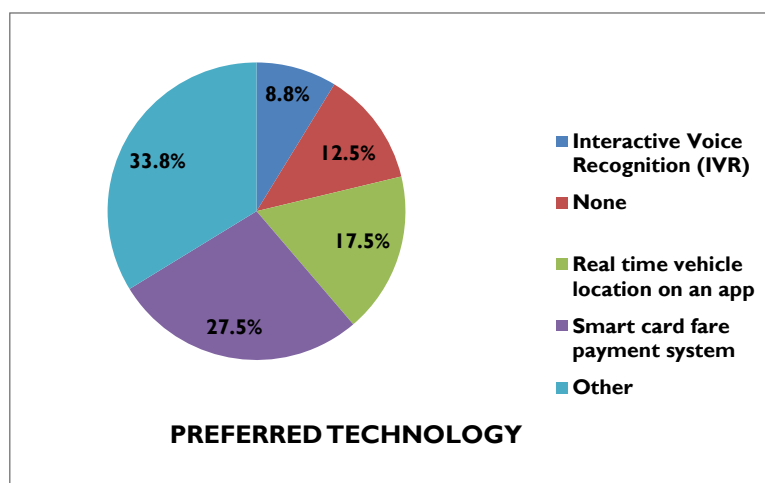
Of 80 recorded responses on Question #13, the age distribution showed that 40% of the respondents are aged 45 to 64, and 20% are aged 65 and older.



The question regarding transportation services used (Q #6) revealed that a majority of the respondents use LYNX fixed route (64%), 40% use Access LYNX, 17% use LYMMO, 14% use FastLink, and 12% use NeighborLink. Persons reported that they frequently link their trips through the use of more than one transportation service.



In terms of improving the quality service, Question #5 asked about the type of technology tool or system the rider would prefer to improve access to the transit system. The most cited response (28%) was the development of a reloadable smart card and fare account for trip payments. Real-time vehicle information on a mobile application was second at 18%.



In addition to the surveys, LYNX received input from the Coordinator for Recreational Programs at the City of Altamonte Springs, specializing in programs for teens and adults with special needs. In summary, the City's comments are as follows:

- Drivers leave the pick-up location without picking up the rider; this is sometimes due to the fact that the rider is required to wait inside the building and the driver does not see the rider
- Drivers frequently get lost going to Eastmonte Park as their GPS routing is incorrect
- Drivers are falsely claiming that they have arrived at the facility when, in fact, they have not
- Late arrivals by the drivers have become a source of concern for City staff and volunteers; the drivers or dispatchers do not provide notification of delays.

C. Public Workshops

The purpose of the Public Workshops was to increase outreach of the 2016 CCP Update, provide information about available transit options for the target audience, and to solicit feedback via the public survey and general comment cards. Due to the large size of the LYNX geographic service area, it was determined that workshops would be held in Orange, Seminole, and Osceola counties.

I. Workshop Schedule

The location and schedule for the three workshops was as follows:

- February 17, 2016, 4:30 to 7:00 p.m., LYNX Central Station, Orlando (Orange County)
- February 25, 2016, 4:30 to 7:00 p.m., Kissimmee Intermodal Station, Kissimmee (Osceola County)
- March 1, 2016, Noon to 3:00 p.m., Sanford Senior Center, Sanford (Seminole County)

2. Workshop Notifications

Public notification of the three workshops was accomplished via local newspapers, the LYNX website, and flyers posted at the LYNX Central Station and on board ACCESS LYNX vehicles. The specifics of the notification process are as follows:

- Newspaper Advertisements:
 - Orlando Public Workshop:
 - Orlando Sentinel, February 4, 2016
 - El Sentinel, February 6, 2016
 - Orlando Sentinel, February 7, 2016
 - Kissimmee Public Workshop:
 - Orlando Sentinel, February 11, 2016
 - El Sentinel, February 13, 2016
 - Orlando Sentinel, February 14, 2016
 - Sanford Public Workshop:
 - Orlando Sentinel, February 18, 2016
 - El Sentinel, February 20, 2016
 - Orlando Sentinel, February 21, 2016
- All three workshops were advertised on the LYNX website and on the LYNX calendar online
- All three workshops had flyers in both English and Spanish and posted on all ACCESS LYNX vehicles
- All three workshops had a recording promoting the workshops and Public Survey on the ACCESS LYNX call-in recording
- The Sanford Public Workshop was advertised via flyers and the calendar at the Sanford Senior Center

- Press releases were prepared for all three workshops and released to local media

3. Information Provided and Input Tracking

Exhibit boards were prepared for all three Public Workshops. Since the Kissimmee Workshop was held outdoors at the Intermodal Center, exhibit boards were limited to two boards; one board explaining the 2016 CCP Update objectives, and one board with a map of the LYNX service routes with special service areas (i.e. NeighborLink). A handout flyer was produced in English and Spanish for the Kissimmee and Sanford Workshops. In addition to exhibit boards, a PowerPoint presentation was provided on a looped video format at the Orlando Workshop for continuous viewing, and presented at the Sanford Workshop.

During the workshops, the Project Team engaged the attendees and solicited input and feedback on any transportation issues and needs experienced by the target audience. To facilitate the tracking of public comments at the Orlando Workshop, comments were noted on a large flip chart. The resulting sheets were then posted on display boards, allowing the workshop attendees to review them, and subsequently identify priority issues and needs. At the Kissimmee and the Sanford Workshops, comments were collected via comment cards and also notated by the Project Team in small notebooks.

4. Public Issues and Needs

While three Public Workshops were held, the format and the attendance at the Orlando Workshop provided the most comprehensive list of transportation issues and needs from the target audience. Additional comments that were collected from the Sanford and Kissimmee Workshops are also reflected in the listing below. It is important to provide and review these individual comments to better ascertain the transit issues faced by the target audience. To facilitate the review of the comments, each comment is provided within one of the following five categories: Trip Reservation, Tracking, and Payment Technology, Service Coverage, Service Quality/Operations, Regional Coordination of Trips, and Other Comments. The majority of comments involved issues and needs associated with the quality of the service and the need to modify or improve trip operations.

Category 1 – Trip Reservation, Tracking and Payment Technology

- GPS tracking and a mobile application would benefit riders to know when they will get picked up
- Provide for electronic fare payment (credit card or the use of an account)
- Drivers should offer change for clients paying cash
- Offer passenger payment accounts so passengers don't have to carry fare (like Uber) – especially for subscription trips

Category 2 – Service Coverage

- NeighborLink needs to be in more places (Colonial and Rouse, Sanford Baptist Church area)
- Fixed route services in Pine Hills needs to be more frequent; often the buses are too full to accept additional passengers
- Provide transit service along Longwood Lake Mary Road and along Country Club Road
- Provide a NeighborLink service in Winter Park

Category 3 – Service Quality/Operations

- On-time issues/delays affect client's lives; provide cost reimbursement for trip pick-up delays
- Customer service needs to be improved
- Dispatch needs to be more supportive of the drivers; they don't seem to work together as evidenced by the radio communications between them that the client hears

- Empower seasoned drivers to make routing decisions based on real time traffic information
- ACCESS LYNX drivers should be assigned to the same geographical area and not constantly moved
- Vehicle inspections should check the MDTs to make sure they are working
- Maps on the on-board computer/GPS are not always up to date
- Driver or dispatcher should call 30 minutes prior to picking someone up to help prevent no-shows
- The metric for measuring on-time performance of ACCESS LYNX is flawed as it only has to meet “pick-up window” ranges
- The contract for ACCESS LYNX should stipulate penalties for late service
- The ride is too long; too many persons are being picked up within one trip; poor routing
- The routing and schedule should be prepared with the coordination of the drivers to include their knowledge of the viability of the schedule
- The contractor for Access LYNX does not select their drivers correctly; they often provide poor customer service and are poorly trained
- Driver re-training should be evaluated for those who perform poorly
- The scheduling seems to have several persons at several locations being picked up at exactly the same time – which is impossible and results in poor service
- Bus crowding and the cleanliness of the vans is often an issue
- The dispatcher doesn’t always answer the phone when a driver or a client calls, resulting in trip delays
- Dispatcher should call passengers to give them trip status updates so they are not waiting hours for a ride
- Provide incentives for ACCESS LYNX contractors to improve their performance, and not just meet minimal requirements
- ACCESS LYNX contractor gets paid for scheduled trips even though the passenger does not board the bus (this includes deceased persons, those in the hospital or out of town)
 - No one has cancelled the subscription trip
 - Results in longer trip times for passengers
- Needs to be a process to verify the subscription trip

Category 4 – Regional Coordination of Trips

- Regional coordination across counties (including Volusia, Lake, Brevard)
- If you’re going to incentivize the use of SunRail by offering free or reduced priced service, then make the rest of the transit system discounted or free to complete the discounted trip
- Provide better integration of trips with the private providers
- The same fare should be charged on all modes and all distances; frequently lower-demand trips are priced higher than other routes of the same distance

Category 5 – Other Comments

- Obtain dedicated funding for transit (half cent sales tax, gas tax, sales tax, licensing fees)
- Increase the funding of LYNX
- SunRail is changing peoples’ minds about using transit
- Access LYNX is not just for medical trips; some persons use it every day, multiple times in a day
- Clients liked the radios on the units – playing music or news – bring them back
- Provide incentives for new riders (free or discounted services for a month)
- Customers like the printed LYNX schedule book

5. Public Priorities

To determine the public priorities for service enhancements, we reviewed both the public survey responses and the comments provided to derive those needs and central themes that seem to be prevalent. As our sampling size was rather small, the prioritization process was both objective and subjective, as the Project Team identified similar themes which were stated several times through the public involvement process (workshops and survey results).

Priority #1 - Client Service/Transportation Operations/Technology Improvements

The majority of comments received concerned the need for service improvements; ranging from additional driver training to improved communications between dispatcher and driver to technological improvements (mobile applications) that improve trip information dissemination to the client. The excessive time length of the trip was a repeating comment, which may be the result of “aggressive” schedule of pick-up times that cannot be achieved (i.e. schedule four separate pick-ups at four separate locations at the exact same time) due to poor trip routing, or finally due to communication issues between the dispatcher and the driver.

Technology improvements desired and voiced through the public surveys, workshops, stakeholder comments and the steering committee include the following:

- SmartCard/mobile app fare payment
- Trip vehicle tracking and arrival notification
- Mobile app trip reservation.

Priority #2 Payment of Fares

The surveys revealed that 90% of respondents receive no funding assistance for their transportation, while 44 to 56% receive government health care assistance (Medicaid, Medicare, SSDI, etc.). Workshop attendees voiced concerns over the price of trips, specifically stating that LYNX must find dedicated funding sources to support the region’s needs for improved service. Further, we received numerous comments on the desire to have a payment account system which could be used by the various transportation providers and modes (i.e. FDOT-SunRail, ACCESS LYNX, LYNX fixed route).

Priority #3 – Regional Coordination of Trips

Question #6 of the public survey documented the various transportation modes that clients use during their trips. Comments received from the public noted that clients use various forms of transportation throughout their day or week, and may travel outside of the Tri-County area of Orange, Seminole and Osceola. While a level of transportation planning coordination occurs throughout the Central Florida Region, more emphasis on coordination across the region is required to better serve transit users, especially those trips accomplished for human services agencies and clients.

6. Stakeholders

Stakeholders were identified as public or private entities that serve as human services agencies to seniors and individuals with disabilities, funders of these human services agencies, and advocacy groups for this population. Input from this group provides a perspective which may differ from riders, providing alternative ideas for improvements and identifying additional transportation gaps or needs within the existing services.

a. Stakeholders Identified

LYNX objective in identifying the specific stakeholders for the 2016 CCP Update centered on selecting public and private organizations that are either sponsors of services such as Access LYNX, or who offer transportation for their own organization’s employees and/or clients. **Table 8** provides the

organizations and representatives invited to participate in the Stakeholder Workshop for this Plan Update.

Table 8: Stakeholders

Organization/Agency	Representative
50 Plus FYI magazine	Linda Cavanaugh
Agency for Persons with Disabilities	Clarence Lewis
Career Services Central Florida	Nilda Blanco
Celebration Health	Jay Voorhees
Center for Independent Living	Jason Venning
Department of Elder Affairs	Samuel Verghese
Division of Blind Services	Jeff Whitehead
Division Vocational Rehabilitation Orlando	Wayne Olson
Easter Seals	Suzanna Caporina
Florida Commission for the Transportation Disadvantaged	Bill Hearndon
Goodwill Industries	Linda Rimmer James O'Brien
League of Women Voters of Florida	Charley Williams
Orange Commission on Aging	Mimi Reggentin
Orland VA Medical Center	Fanita Jackson-Norman Sandra Dreibelbis
Special Olympics Florida	Larry Daniell
Veteran's Affairs	Roosevelt Curry Sandra Dreibelbis Fanita Jackson-Norman
Veteran's Affairs Osceola County	Jean Corvoisier
Veteran's Affairs Orange County	Dianne Arnold Tommie Maldonado
Veteran's Affairs Seminole County	Ed Buford
Workforce Development Centers	Pam Nabors

b. Meeting Date and Information Provided

The Stakeholder Workshop was conducted on February 17, 2016 at the LYNX downtown Orlando offices. In attendance were the following stakeholders:

- Jean Corvoisier, Veterans Affairs, Osceola County Human Services; Osceola VA
- Dianne Arnold, Veterans Affairs, Orange County Family Services; Orange VA
- Nilda Blanco, Career Services, Central Florida
- James O'Brien, Goodwill Industries of Central Florida

The same PowerPoint presentation that was developed for the Orlando and Sanford Public Workshops was presented at the Stakeholder Workshop. The presentation provided the necessary overview of the 2016 CCP Update objectives to facilitate a discussion of issues and needs.

c. Stakeholder's Issues and Needs

An interactive session was held with the stakeholders to identify issues and needs. Their comments are noted below:

Category 1 – Trip Reservation, Tracking and Payment Technology

- “One Call – One Click” for easier rider trip coordination
- Technology solution needed to help clients find and compare ride options
- Provide a better menu of ride choices and services
- Provide identification of linkages for complete ride, cost, and any eligibility requirements
- It’s an administrative hassle to track the use of discount bus passes
- An electronic “smart card” should be developed; It should facilitate complete trip payment across multiple services/vehicles
- Develop a mobile application to pay for service; sponsored by the local transportation agency

Category 2 – Service Coverage

- Provide transportation to special events
- Recognize veterans’ unique needs and identify resources for them

Category 3 – Service Quality/Operations

- Individuals have issues getting to work when they work off-peak schedules
- Often could get there but not get back home (vice versa)
- Inconsistencies in the time of trips
- Employees may work at various locations on various days- e.g. Goodwill - temporary day labor

Category 4 – Regional Coordination of Trips

- Possible reThink ¹²coordination with large employers
- Improved coordination between transportation agencies and human services providers

Category 5 – Other Comments

- Clients are very cost conscience; will wait for a less expensive ride
- Grants for transportation services do not permit the flexibility required to serve clients
- Need for coordination between grant funding to achieve our objectives (i.e. Mission United for Veterans)

d. Priorities

After notating the issues and needs, it was requested that the stakeholders categorize and prioritize these needs. The following is their priority list.

- Mobile application for trip requests
- Inter human service agency coordination for trip planning (including LYNX and FDOT reThink)
- Electronic trip passes
- Improved coordination with employers for varying work shift trip requirements

¹² reThink is Florida Department of Transportation’s (FDOT) resource for commute options, including transit, vanpools and carpools, walking, bike share programs, car share program, and alternative work schedules

D. Conclusions and Findings

The public involvement activities associated with the 2016 CCP Update process included perspectives from not only the target audience of seniors and individuals with disabilities, but also from human resource agency providers, transportation providers, and advocacy groups. We identified specific central themes which were generally recognized as needs that should be addressed. **Table 9** presents these needs, then identifies a classification category to help focus implementation.

Table 9: Summary of Service Needs

Category	Service Needs
Technology	Software to Track Bus Pass Usage
	Smart Card Technology
	One-Call, One-Click Transportation Resource Directory Website
	Mobile Trip Application
	Automatic Vehicle Location (AVL) and Interactive Voice Recognition (IVR)
Service Coverage	Expansion of Services
	Same Day Service/Scheduling Flexibility
	Use of Uber Services
Service Quality	More Dependable/On-Time Services
	Scheduling Issues
	Customer Service and Driver Training
Coordination	Improved Coordination Between Transit Services
	Partnering with private transportation providers (i.e. Uber)
Funding	Dedicated and Sustainable Funding Sources

VI. SERVICE NEEDS

Graphically, the 2016 CCP update process is represented in Figure 8. The assessment of existing services and our client demographics combined with the public comments/input received led to the identification of the service needs. These needs were then compared to the existing services provided to identify service gaps. Strategies may then be identified and, most importantly, prioritized for implementation.

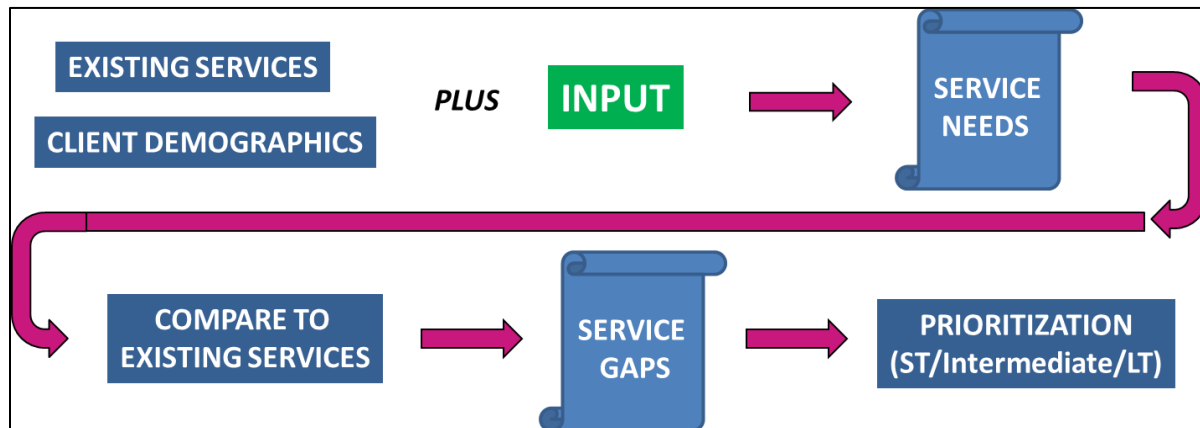


Figure 8 – CCP Update Process

A. Identification of Service Needs

Service needs are determined from a review of the demographic characteristics of our clients in combination with comments and recommendations for service improvements. This section will highlight both of these elements to derive service needs.

A. Demographics Assessment

The demographic analysis presented in Technical Memorandum No. 1 identified both population characteristics and trip attractor land uses (i.e. activity centers, medical facilities). Key client demographics (based on 2013 American Community Survey estimates developed from Census data) were further analyzed determine higher densities of existing and potential human services transportation customers. Two “heat mapping” analyses were conducted – one to assess the locational intensity of elderly and disable persons, and one to assess minority and low income populations. Heat mapping is a method of showing the geographic clustering of a phenomenon. Our analyses show the locations of higher densities the four selected demographic characteristics. The objective of these hot spot maps is to gain knowledge of the residential location of our target clients for human services transportation assistance. **Figures 9** through **12** depicting this analysis are on the following pages.

Figure 9 – Hot Spot Map – Elderly Persons

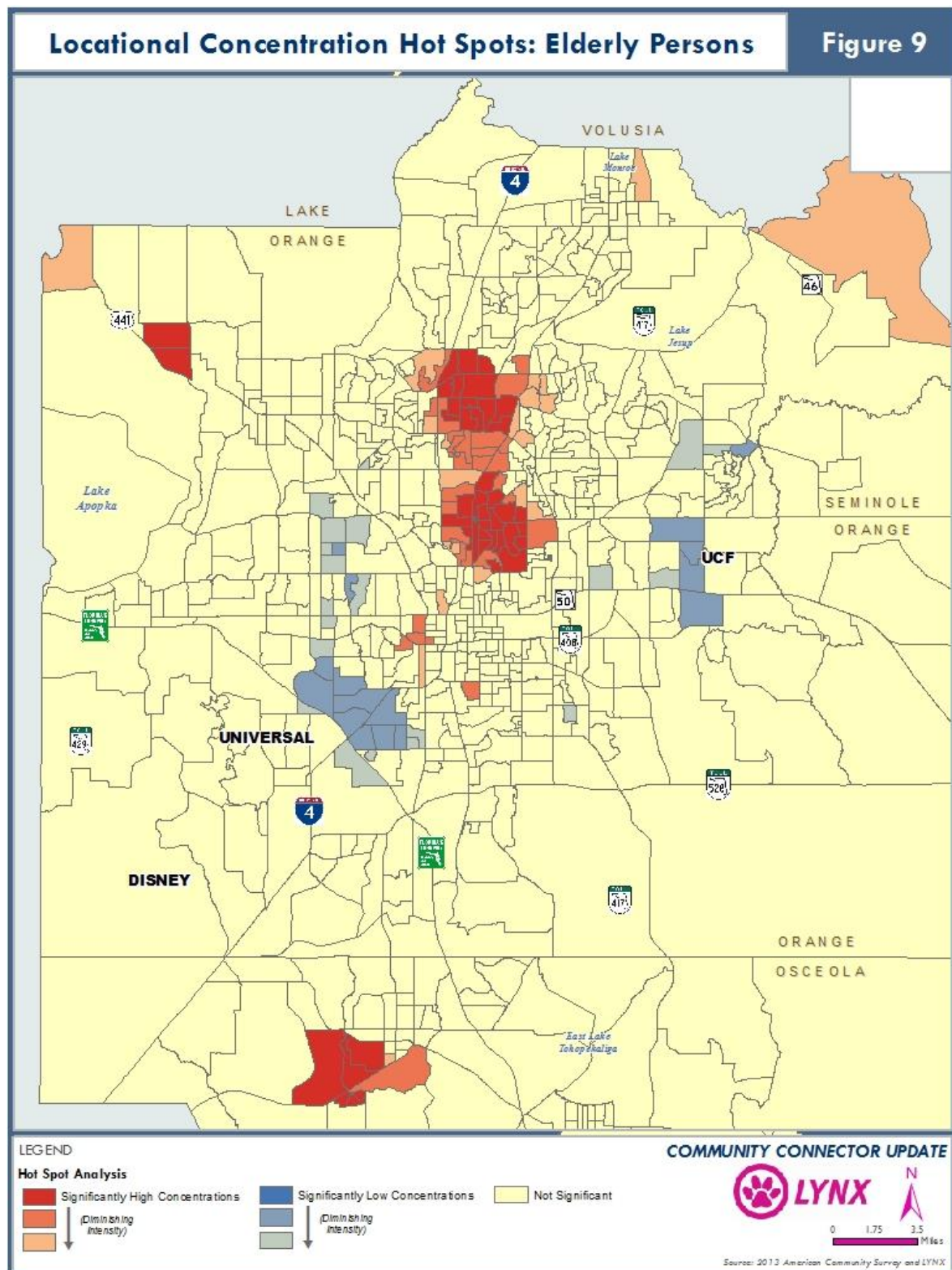


Figure 10 – Hot Spot Map – Persons with Disabilities

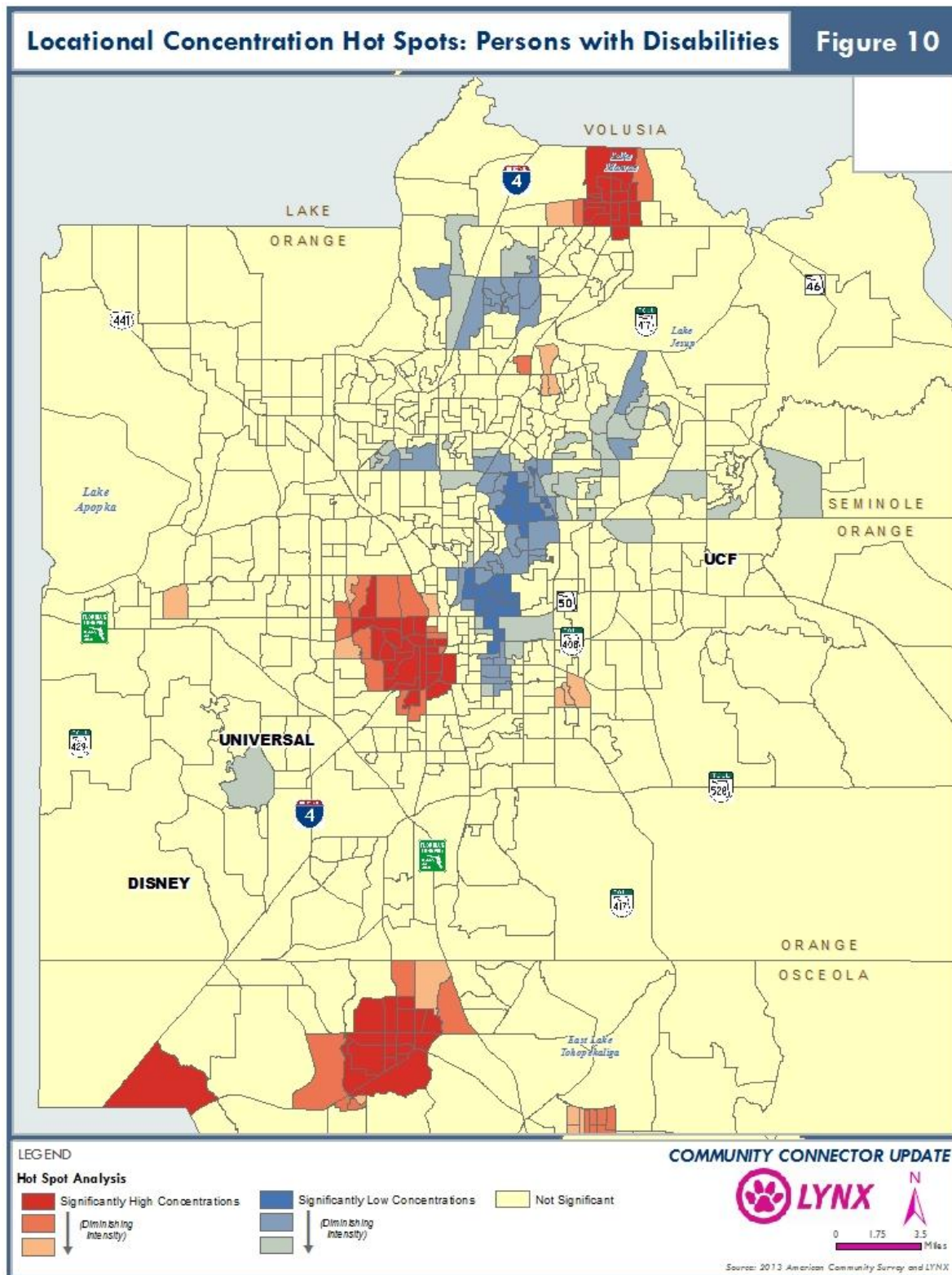


Figure 11 – Hot Spot Map – Persons of Minority

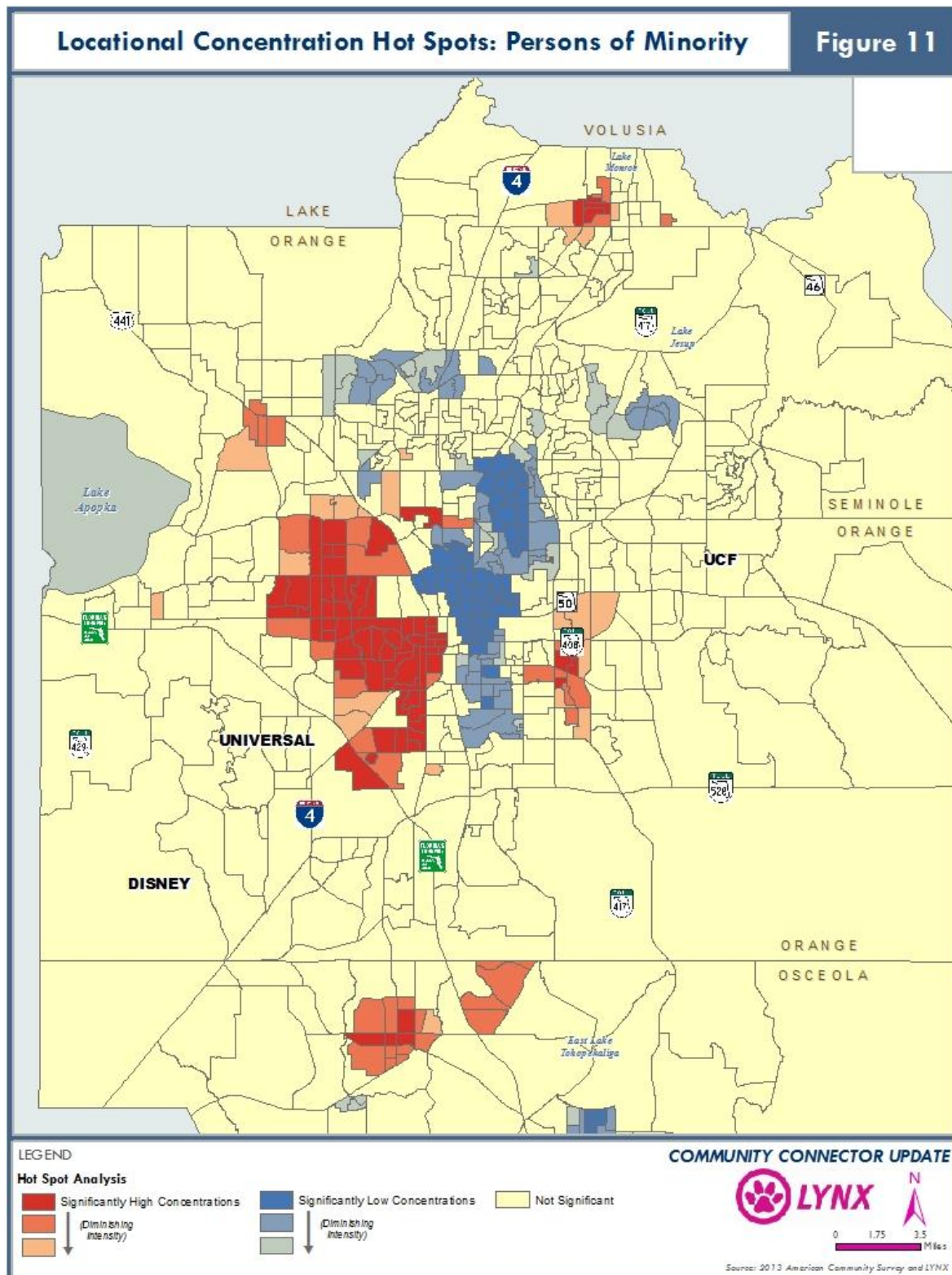
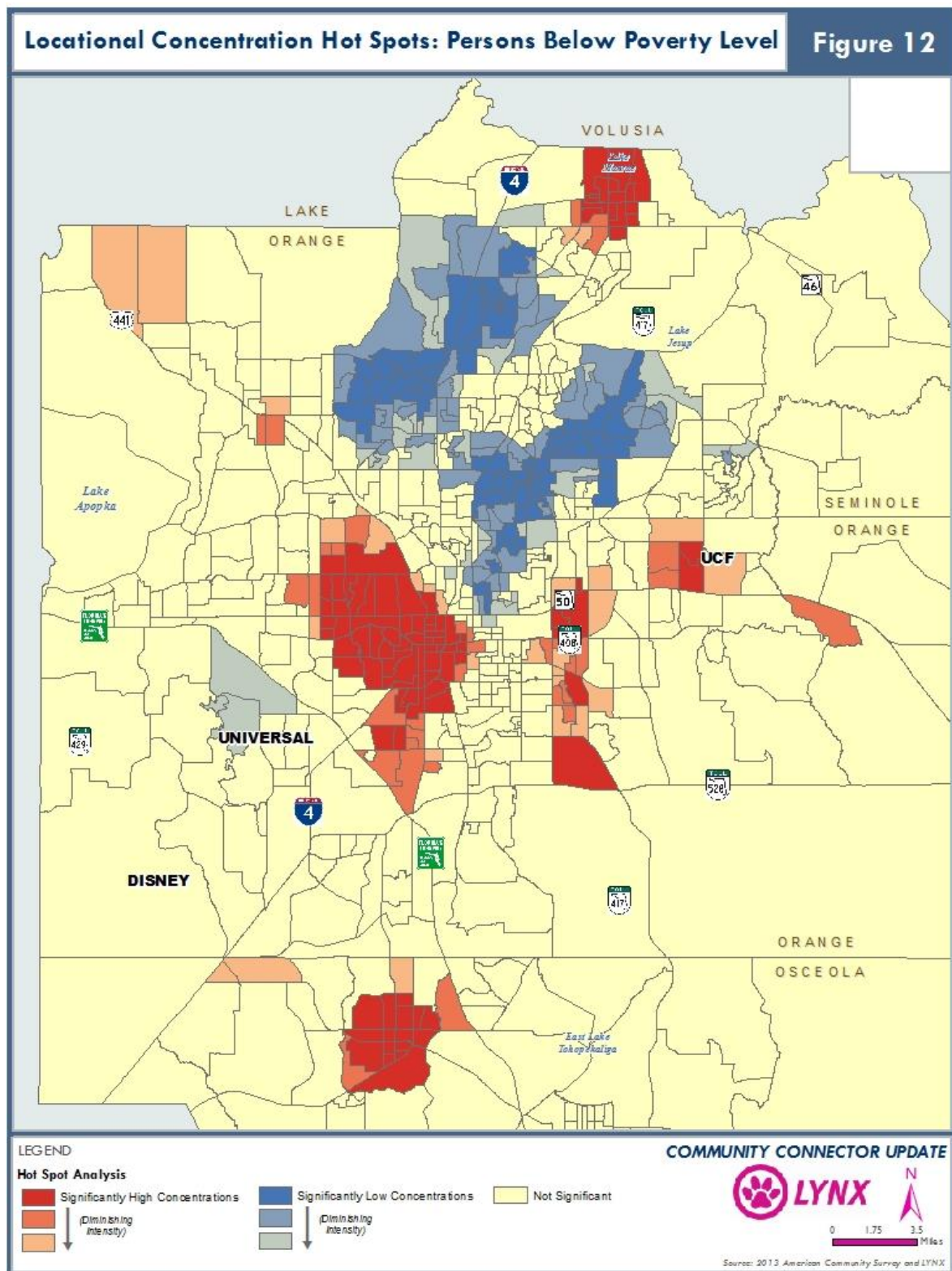


Figure 12 – Hot Spot Map – Persons Below Poverty Level



The hot spot maps provide the general location of persons who may have need for human services transportation assistance based on their demographic characteristics. The following table summarizes the areas where higher concentrations of persons with the noted demographic characteristics reside.

Table 10: Demographic Characteristics – Areas of Concentration

Area	Elderly	Disabled	Minority	Poverty
Kissimmee	X	X	X	X
Buenaventura			X	
Hoffner (South SR 436)	X	X	X	X
West of Orange Blossom Trail (includes Sand Lake Road, LB McLeod Road, West Colonial Drive, Silver Star/Pine Hills Road)		X	X	X
Plymouth-Sorrento	X			X
North Clarcona Road			X	X
Eatonville	X		X	
Winter Park	X			
Maitland	X			
Altamonte Springs	X			
Longwood/Casselberry	X	X		
Sanford		X	X	X
Bithlo				X

Source: 2013 American Community Survey

The areas noted in **Table 10** should be considered locations of greater need for human service transportation relative to other areas within the LYNX service area.

B. Public Involvement Input

The comments and input provided through the public involvement process including input from project stakeholders (human service agencies and transportation providers) is summarized in Technical Memorandum No. 2. Gleaned from this input are transportation service needs as voiced by our clients and transportation service partners. The priorities were grouped into four categories of issues/needs as follows:

- Category 1 – Trip Reservation, Tracking and Payment Technology
- Category 2 – Service Coverage
- Category 3 – Service Quality/Operations
- Category 4 – Regional Coordination of Trips

Category 1 – Trip Reservation, Tracking and Payment Technology Priorities

- SmartCard/mobile app fare payment
- Trip vehicle tracking and arrival notification
- Mobile app trip reservation
- An electronic “smart card” should be developed; It should facilitate complete trip payment across multiple services/vehicles

Category 2 – Service Coverage

There were no Service Coverage priorities identified from the public involvement process. Service coverage needs are identified through the demographic analyses previously reviewed.

Category 3 – Service Quality/Operations

- Individuals have issues getting to work when they work off-peak schedules
- Inconsistencies in the time of trips
- Employees may work at various locations on various days- e.g. Goodwill - temporary day labor
- Improve driver training (sensitivity to customers special needs)
- Improve communication between the dispatcher and the driver (as dispatcher sometimes is unavailable when the driver calls in)

Category 4 – Regional Coordination of Trips

- Possible reThink ¹³coordination with large employers
- Improved coordination between transportation agencies and human service providers

Table 11 identifies the service need priorities, noting which input group (stakeholders or the general public) emphasized each need.

Table 11: Priority Service Needs

Need	Category	Stated as a Priority by:	
		Stakeholder	Public
Trip vehicle tracking and arrival notification	1- Technology		X
Mobile app trip reservation	1- Technology	X	X
Electronic smart card for fare payment	1- Technology	X	X
Getting to and from work in off peak hours	3- Service Quality	X	
Inconsistencies of trip times	3- Service Quality		X
Driver training	3- Service Quality		X
Improved dispatch and driver coordination	3- Service Quality		X
reThink Coordination	4- Regional Coordination	X	
Improved coordination between transportation agencies and human service agencies	4- Regional Coordination	X	X

¹³ reThink is Florida Department of Transportation's (FDOT) resource for commute options, including transit, vanpools and carpools, walking, bike share programs, car share program, and alternative work schedules

C. Service Needs

1. Geographic Service Coverage

The primary residential locations of potential human service transportation clients based on the demographic characteristics of elderly persons, persons with disabilities, persons of minority, and persons below the poverty level are concentrated in the following LYNX service coverage areas:

- Kissimmee
- Hoffner area north to Colonial Drive (Southeast SR 436 area)
- West of Orange Blossom Trail (includes Sand Lake Road, LB McLeod Road, West Colonial Drive, Silver Star/Pine Hills Road)
- Plymouth-Sorrento
- North Clarcona Road
- Eatonville and northeast Winter Park
- Longwood/Casselberry
- Sanford

The concentration of needs was defined as meeting two of the four demographic characteristics. This geographic dispersion of service needs represents one of the challenges of LYNX – providing an appropriate service level to a large geographic area.

2. Operational Services

As we reviewed the priority operational service needs through the public involvement process, we see the following priorities (defined as those needs that were generally expressed by more than one person or provided by the project stakeholders group, and are feasible for implementation by LYNX):

- Applications for mobile devices to improve service quality, including:
 - Trip reservations by client
 - Vehicle/trip tracking by client
 - Payment via a smart phone from a mobile device
 - Listings of alternative transportation options to accomplish a trip
- Smart card for payment that may be used across vehicles and modes (i.e. SunRail, ACCESS LYNX)
- Provide consistent trip pick-up and trip length times
- Inform clients of trip status (i.e. running late, mechanical problems)
- Improve the coordination of trip options between various modes and service providers (this would provide clients with more trip options and with potential linkage of trips that would improve service times and quality).

The overarching theme of the service needs is improved trip coordination and improved communication between the service providers and the client. These needs may be addressed through both technological improvements and through a regional perspective of providing human service trips.

VII. IDENTIFICATION OF SERVICE GAPS

A. Approach

Service gaps are identified through the comparison of the Needs summarized in Section II and the Existing Services currently provided as summarized in Section III. Graphically, the process is depicted below.



Figure 13 – Service Gaps Identification

To provide focus and definition of the service gaps, we will use the primary four defined classification of Needs from the public involvement process (stakeholders and general public):

- Category 1 – Technology (Trip Reservation, Tracking and Payment)
- Category 2 – Service Coverage
- Category 3 – Service Quality/Operations
- Category 4 – Regional Coordination of Trips/Service

B. Service Gaps Identified

Table 12 has been developed to present the identified Service Gaps. The Need and the Existing Service that led to the Service Gap is presented by Need Classification.

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TABLE 12: Identification of Service Gaps

Priority Need	Existing Services	Service Gap
CATEGORY 1 - TRIP RESERVATION, TRACKING AND PAYMENT TECHNOLOGY		
Smart card/ mobile app fare payment	LYNX has the option to purchase the same smartcard system that SunRail uses, but we are waiting for all of the issues to be worked out with its implementation by SunRail.	Yes
Trip vehicle tracking and arrival notification	NeighborLink Pilot DoubleMap/ LYMMO; Clever software on LYMMO and new buses purchase	Yes- for system wide implementation
Mobile app trip reservation	NeighborLink Pilot DoubleMap	Yes- for system wide implementation
CATEGORY 2 - SERVICE COVERAGE		
High concentrations of CCP populations in Kissimmee, OBT, Hoffner, Eatonville, Casselberry/Longwood, Plymouth-Sorrento, Sanford	Existing service varies dependent upon area, but all are served by fixed route and by ACCESS L	Yes
CATEGORY 3 - SERVICE QUALITY/OPERATIONS		
Getting to and from work in off peak hours	Dependent on fixed route, NeighborLink, ACCESS LYNX availability and schedules	Yes
Inconsistencies of trip times	MV Transportation currently manages this with LYNX oversight	Yes- LYNX can be more actively involved in oversight to ensure quality performance of contractor
Varying work locations and schedule	Dependent on fixed route, NeighborLink, ACCESS LYNX availability and schedules	Yes
Driver training	All newly-hired LYNX operators undergo a New Operators Training to make sure they are familiar with the company work rules. Paratransit employees, receive initial training and subsequent retraining periods, as well as by contract reference of Federal ADA requirements. Periodic remote observations and on the spot inspections are made to ensure compliance. ADA requirements are communicated through training, the operator's guide and work rules, and through operational bulletins.	Yes- for retaining and refreshers (currently have a grant for CUTR Special Mobility Needs Sensitivity and Communication Program Phase 1 Train the Trainer)
Improved dispatch and driver coordination	MV Transportation currently manages this with LYNX oversight	Yes- LYNX can be more actively involved in oversight to ensure quality performance of contractor
CATEGORY 4 - REGIONAL COORDINATION OF TRIPS		
reThink Coordination	Commuter assistance program which coordinates throughout the FDOT District 5 area for alternate methods of transportation including ride sharing, van pools, and other strategies.	Yes - Regional coordination of trips
Improved coordination between transportation agencies and human service agencies	Florida Safe Mobility for Life Coalition's Find a Ride Guide, Taxicab, Limousine & Paratransit Association website (national), LYNX 5310 sub-recipient program	Yes- Coordination can always be improved to increase quality of services

VIII. STRATEGIES FOR ADDRESSING SERVICE ENHANCEMENTS

A. Approach

As we identify potential strategies for addressing the service gaps, we will focus on feasible and implementable options, understanding the financial constraints realized by LYNX and its human service transportation partners. The strategies have been developed through the following methods:

- Direct input from the general public and the stakeholders
- Review of Best Practices of LYNX and other transportation agencies
- Discussions and knowledge of LYNX current and future service enhancement goals

B. Identification of Strategies

1. Technology (Trip Reservation, Tracking, and Payment)

Smart Card / Mobile App Fare Payment: Passengers would like the ability to use smart card technology instead of cash so they don't have to worry about carrying exact change. While LYNX currently offers multiple trip bus passes (for up to a 30-day period), a Smart Card would be reloadable via a website portal. Coordination with SunRail should also occur to assess the viability of smart card compatibility between the two transit modes.

At the fourth Steering Committee meeting (April 15, 2016) it was recommended by Committee members that a phased approach should be used to address this important service gap. Possible phased strategies for implementing a service payment account are as follows:

- Phase 1 – ACCESS LYNX
- Phase 2 – NeighborLinks
- Phase 3 - Downtown Kissimmee Xpress service (Link 208)
- Phase 4 – Four FastLink services
 - Link 406 – Downtown Orlando/Lake Nona/VA Hospital
 - Link 407 – Kissimmee/Lake Nona/VA Hospital/OIA
 - Link 418 – Meadow Woods/Lake Nona/Florida Mall
 - Link 441 – Kissimmee/Orlando
- Phase 5 – Fixed Route Links
- Phase 6 – Compatibility with SunRail SmartCards and accounts

These service accounts would incorporate the following features at a minimum:

- Debit account for fare payment drawdowns
- Smart card and readers on vehicles to charge the account with each trip
- Reloadable account via website or cash/check by mail

Trip vehicle tracking and arrival notification: Smart phone technology similar to the “DoubleMap” application that LYNX is currently testing for NeighborLink should be developed for use on all LYNX transit modes, as well as for ACCESS LYNX. Any transit rider with a mobile device would be able to make or cancel trip requests, be notified of service delays, and informed about vehicle estimated time of

arrival. Similar to the SmartCard and the mobile application for fare payment, trip vehicle tracking should also be implemented in a phased approach to allow sufficient testing and acceptance.

Mobile app for trip reservation: As noted above, the “DoubleMap” application would serve to allow trip reservations or cancellations from a client’s mobile device. The phased approach for this technology would be limited to NeighborLink (which is currently being pilot tested as of April 2016) and to ACCESS LYNX (Phase 1 – NeighborLinks; Phase 2 – ACCESS LYNX).

2. Service Coverage

High concentrations of existing and potential clients: Coordination should occur between LYNX Customer Service, Service Planning and ACCESS LYNX operations to assess service coverage from, to and within the following areas of high concentrations of human agency transportation clients:

- Kissimmee
- Hoffner area north to Colonial Drive (Southeast SR 436 area)
- West of Orange Blossom Trail (includes Sand Lake Road, LB McLeod Road, West Colonial Drive, Silver Star/Pine Hills Road)
- Plymouth-Sorrento
- North Clarcona Road
- Eatonville and northeast Winter Park
- Longwood/Casselberry
- Sanford

LYNX internal coordination through the formation of an ad hoc, short-term task force with representatives from the necessary Departments should review performance metrics on the various transit modes to assess the level of service coverage currently provided. Issues to address include but are not limited to fixed route headways, NeighborLink coverage boundaries and availability, a menu of transit options for clients, and related elements. Upon completion of the LYNX internal coordination, a meeting should be conducted with the paratransit service contractor to consider modifications to ACCESS LYNX operations that would address any service gaps for paratransit clients.

3. Service Quality/Operations

Getting to and from work in off-peak hours: Potential strategies for improving off-peak service include the following:

- Extending the hours of fixed-route service to high demand areas
- Providing/expanding weekend hours of fixed-route service
- Accommodating same-day ACCESS LYNX service
- Expanding and extending NeighborLink service coverage and hours

Inconsistency of trip times: There are several strategies that should be investigated to improve trip duration and on-time performance for pick-ups and drop-offs. First, subscription trips need to be verified ahead of time, as the trips are sometimes “phantom” or wasted trips when a subscription trip passenger forgets or is unable to cancel their trip reservation due to a health issue, for example. Second,

service may be improved if the driver has the authority to adjust the route based on current traffic conditions. Currently, the driver must receive direction from dispatch to change route, however, dispatch is not always available to recommend route changes. This delays the trip, and subsequently delays pick-up times. Third, ACCESS LYNX must ensure that the mapping software on the Mobile Data Computers (MDC) is updated frequently. Fourth, many pick-ups are scheduled at the same time, making the schedules unrealistic. ACCESS LYNX scheduling should reflect average daily traffic conditions (congestion) and schedule pick-ups at appropriate and realistic times. Fifth, ACCESS LYNX must ensure that they have enough vehicles in operation to accommodate the scheduled trips on time. Vehicle availability has been noted as a concern and a possible element in higher levels of on-time nonperformance.

Varying work locations and schedule: The strategies for this service gap are similar to those strategies for the first gap in this category – Off-peak hour's service.

Driver training: While LYNX drivers receive extensive service training, including client sensitivity training, there is room for improvement. Refresher training and random on-board driver monitoring are outstanding methods toward instilling a customer-service mentality to drivers. LYNX oversight management must ensure that ACCESS LYNX drivers (through the paratransit contractor) receive the same high level and continuing training. LYNX and ACCESS LYNX should review the driver training program used by the Hillsborough Area Regional Transportation (HART) for their paratransit service Sunshine Line.

Beyond driver training, LYNX should review the ongoing training for dispatchers, which will emphasize and improve the coordination between the drivers and the dispatchers.

Improved dispatch and driver coordination: LYNX and ACCESS LYNX should review their policies and procedures for communications between drivers and dispatchers. ACCESS LYNX dispatchers have reportedly been unavailable when a driver attempts to contact them, and procedures and technical solutions such as call forwarding and mobile application text services should be reviewed for modification or implementation.

4. Coordination

reThink coordination: The FDOT District 5 Commuter Assistance Program coordinates with employers to identify alternative trip modes, such as car sharing/ride sharing, van pools, and other strategies. LYNX currently coordinates with reThink representatives, but should enhance that coordination to identify potential trip mode alternatives which may serve human service transportation clients. It is recognized that acceptable vehicles for serving human service transportation clients would have to accommodate users of various abilities.

Improved Coordination between Transit Services: Improved coordination of services, both local and regional, is required in Central Florida to serve all transit client needs. A successful model for this level of coordination is the Northeast Florida Mobility Coalition the Jacksonville area. The local transit operator, Jacksonville Transportation Authority (JTA) led the formation of this coalition of transportation providers, elected officials, planning, experts, funding agencies, and transportation disadvantaged service providers. Strategies implemented within this coalition included integrated technological trip

scheduling and planning tools, coordinated trip dispatch, and a one call center to manage the efficient use of resources.

The coordination of funding sources including alternative funding of trips should be thoroughly evaluated. Palm Tran, Division of Senior Services, Department of Elder Affairs in Palm Beach County provides funding options for human service trips. And Cobb County, Georgia has implemented a trip voucher program that may be an option for LYNX.

C. Prioritization of Strategies

The strategies to meet the service gaps have been identified as near term, medium term, or long term time frames with regard to implementation.

Near Term Strategies

- Improved Coordination & reThink Coordination – Various local and regional transportation coordination efforts currently occur within the LYNX service area, including MetroPlan, reThink, and numerous advisory committees and boards. Continued and enhanced coordination between the region’s transportation providers, including the CTCs, should be a near term priority. The formation of a regional transportation authority beyond LYNX’ current role, such as the Northeast Florida Mobility Coalition, would require additional time and coordination.
- Mobile App for Trip Reservation - LYNX staff is currently evaluating and developing up to 6 mobile applications such as the DoubleMap app for NeighborLink. As testing and evaluation continues, we anticipate DoubleMap to be implemented for all NeighborLink service within the next 12 months, and expanded to paratransit vehicles thereafter.
- Driver Training & Improved Dispatch and Driver Coordination – The existing procedures for driver training, especially for ACCESS LYNX, should be reviewed and modified accordingly to emphasis high quality client service. The contract with the ACCESSSS LYNX provider shall include these training requirements, including refresher training and appropriate monitoring. The same approach should be taken with the coordination between dispatch and driver, with a similar objective of improving quality client service.
- Phases 1, 2, and 3 of Smart Card / Mobile App Fare Payment implementation – ACCESS LYNX, the NeighborLinks, and the Downtown Kissimmee Xpress service (Link 208).

Intermediate Term Strategies

- Trip vehicle tracking and arrival notification (mobile app) –Implementation of this mobile application is dependent upon Automatic Vehicle Location (AVL) hardware and software compatibility on the ACCESS LYNX units as well as on fixed-route buses. Based on our discussions with ITS personnel at LYNX, full implementation is likely to occur within the next 5 years.
- High Concentration of Clients, Getting To and From Work in Off-Peak Hours, Inconsistency of Trip Times, and Varying Work Locations and Schedules – Service Planning should review the level of service currently realized with fixed route (and NeighborLink where it exists) in the high concentration of client areas. Then coordination with the ACCESS LYNX operator should occur to review their performance, and identify and implement appropriate modifications. A similar approach toward a review of the existing services and performance measures (i.e. on-time

performance) should be conducted to review fixed-route, NeighborLink and ACCESS LYNX operations to address the other strategies.

- Phase 4 of Smart Card / Mobile App Fare Payment – Implementation within the four FastLink services:
 - Link 406 – Downtown Orlando/Lake Nona/VA Hospital
 - Link 407 – Kissimmee/Lake Nona/VA Hospital/OIA
 - Link 418 – Meadow Woods/Lake Nona/Florida Mall
 - Link 441 – Kissimmee/Orlando
- Phase 5 of Smart Card / Mobile App Fare Payment – Implementation throughout all fixed route Links.

Long Term Strategies

- Phase 6 of Smart Card / Mobile App Fare Payment –Implementation to allow use of a card payment system compatible with SunRail will require significant systems integration which may occur within the next five years, but is currently considered a long-term strategy.