TRANSPORTATION DISADVANTAGED LOCAL COORDINATING BOARD

Ocala Citizens Service Center
201 SE 3rd Street, Ocala, FL 34471

November 26, 2018
10:00 AM

MEETING AGENDA

1. **Call to Order and Roll Call**

2. **Proof of Publication**

ACTION ITEMS

3. **2017 Transportation Service Plan Update**

OTHER ITEMS

4. **Comments by TDLCB Members**

5. **Comments by Community Transportation Coordinator (CTC)**

6. **Comments by TPO Staff**

7. **Public Comment**

8. **Adjournment**

The next meeting of the TDLCB will be held on __January 17, 2019__.

If reasonable accommodations are needed for you to participate in this meeting, please call the TPO Office at (352) 629-8297 forty-eight (48) hours in advance, so arrangements can be made.

November 15, 2017

TO: **TPO Members**

FROM: **Kenneth Odom, Transportation Planner**

RE: **DRAFT Transportation Disadvantaged Service Plan - 2017 Update**

The Florida Commission for the Transportation Disadvantaged (FCTD) requires that each Community Transportation Coordinator (CTC) submit a comprehensive TDSP or an annually updated tactical plan that includes the following components for the local transportation disadvantaged (TD) program:

- Development Plan
- Service Plan
- Quality Assurance
- Cost/Revenue Allocations and Fare Justification

The CTC is responsible for arranging transportation for TD persons, and the FCTD approves the CTC every five years. With approval from the Local Coordinating Board (LCB), the CTC may subcontract or broker transportation services to private transportation operators. Each year, the CTC reviews all transportation operator contracts before renewal to ensure that the contracts comply with the standards of the FCTD.

This TDSP updates the 2018–2027 TDSP previously completed in 2013 and fulfills the requirements of the FCTD as it relates to the TDSP. The LCB will review and approve the TDSP prior to submission to the FCTD for final action. This document includes the Development Plan, Service Plan, and Quality Assurance components of the TDSP.

This document was approved by the TPO Board in August of 2017. However, the approval of the TDLCB was also required and was not completed. Formal adoption of this document by the TDLCB will assist Marion Transit Services in future grant acquisition.

If you have any questions regarding the TDSP Update or any of its components, please feel free to contact Kenneth Odom at 629-8297.

Cooperative and comprehensive planning for our transportation needs
Marion County • City of Belleview • City of Dunnellon • City of Ocala

121 S.E. Watula Avenue • Ocala, Florida 34471
Telephone: (352) 629-8297 • Fax: (352) 629-8240 • www.ocalamariontpo.org

SunTran 2018–2027

Transportation Disadvantaged

Service Plan

Final Report

August 2017

Prepared for

Ocala/Marion County TPO

and SunTran

Prepared by

Tindale Oliver

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TDSP CERTIFICATION

The Ocala/Marion County Local Coordinating Board (LCB) for the Transportation Disadvantaged (TD) hereby certifies that an annual evaluation of the Community Transportation Coordinator (CTC) was conducted consistent with the policies of the Commission for the Transportation Disadvantaged and that all recommendations of the CTC evaluation have been incorporated in this Plan.

We further certify that the rates constrained herein have been thoroughly reviewed, evaluated, and approved. The Transportation Disadvantaged Service Plan (TDSP) will be reviewed in its entirety and approved by the Board at an official meeting held on [Month/Date], 2017.

_____   _____

Date   *Commissioner Michelle Stone, Chairman*

Approved by the Commission for the Transportation Disadvantaged:

_____   _____

Date   Steve Holmes, Executive Director

TDLCB ROLL CALL VOTE

For Approval of Marion County's TDSP Update

[Month/Date], 2017

Name	Representing	Yes	No	Absent

Section 1: Development Plan

The required components of a Transportation Disadvantaged Service Plan (TDSP) Development Plan include an introduction to the service area; a service area demographic profile; service analysis; goals, objectives, and strategies; and an implementation schedule. These elements are described in the following sections. This section outlines the baseline conditions within Marion County and the strategy to achieve the long-term transportation goals of the County.

Introduction to the Service Plan

The Florida Commission for the Transportation Disadvantaged (FCTD) requires that each Community Transportation Coordinator (CTC) submit a comprehensive TDSP or an annually updated tactical plan that includes the following components for the local transportation disadvantaged (TD) program:

- Development Plan
- Service Plan
- Quality Assurance
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The CTC is responsible for arranging transportation for TD persons, and the FCTD approves the CTC every five years. With approval from the Local Coordinating Board (LCB), the CTC may subcontract or broker transportation services to private transportation operators. Each year, the CTC reviews all transportation operator contracts before renewal to ensure that the contracts comply with the standards of the FCTD.

This TDSP updates the 2018–2027 TDSP previously completed in 2013 and fulfills the requirements of the FCTD as it relates to the TDSP. The LCB will review and approve the TDSP prior to submission to the FCTD for final action.

This document includes the Development Plan, Service Plan, and Quality Assurance components of the TDSP.

Background of Transportation Disadvantaged Program

Florida Coordinated Transportation System

The Florida Coordinated Transportation System (FCTS) was created in 1979 with the enactment of Chapter 427, Florida Statute (F.S.). Chapter 427 defines transportation disadvantaged persons as:

> … those 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 healthcare, employment, education, shopping, social activities, or children who are handicapped or high-risk or at-risk as defined in Section 411.202, F.S.

The statewide TD program was developed to improve coordination among TD services sponsored by social and human service agencies. The program's purpose was to address concerns about duplication and fragmentation of transportation services. The initial Chapter 427 legislation created the Coordinating Council for the Transportation Disadvantaged with the Florida Department of Transportation (FDOT) for the purpose of coordinating TD services throughout the state. Chapter 427 was revised in 1989 to replace the Coordinating Council with the CTD, which was established as an independent commission authorized to hire its own staff and allocate funding for specialized transportation services available through the new Transportation Disadvantaged Trust Fund (TDTF). The 1989 legislative revisions also established CTCs and LCBs to administer and monitor the TD program at the local level. The Metropolitan Planning Organization (MPO) or designated official planning agency (DOPA) performs long-range planning and assists the CTD and LCB in implementing the TD program within the designated service area.

Figure 1-1 is an organization chart that identifies the parties involved in the provision of Florida's TD transportation services. Medicaid transportation services are provided through the Statewide Medicaid Managed Care program. Under this program, transportation services, including emergency transportation, are provided to enrollees who have no other means of transportation available to access any covered service. The Managed Care Plan is not obligated to follow the requirements of the CTD or the LCB as set forth in Chapter 427, F.S., unless the Managed Care Plan has chosen to coordinate services with the CTD.

The CTD has used a 1993 methodology to provide county-level demand forecasts for TD populations based on two types of trips (program and general) and two TD population groups (Potential Transportation Disadvantaged—TD Category I and Transportation Disadvantaged—TD Category II). The recent update to the forecasting demand methodology recommended that the CTD revise the terms and methodology. The new methodology, as of June 2013, uses two TD populations: the "General TD" population and the "Critical Need TD" population. The General TD population includes the estimates of all persons with disabilities, older adults, low-income persons, and children who are "high-risk" or "at-risk," defined by F.S. Chapter 411.202 as preschool children that include but are not limited to those born to underage parents, victims or siblings of victims of abuse, graduates of the perinatal intensive care unit, parents or guardians are migrant workers, institutionalized, or negligent, and those requiring other State assistance for their necessities. The Critical Need TD population includes individuals who due to severe physical limitations or low incomes are unable to transport themselves or purchase transportation and are dependent upon others to obtain access to healthcare, employment, education, shopping, social activities, and other life-sustaining activities. Currently, the CTD is working with the Center for Urban Transportation Research (CUTR) at the University of South Florida to review the TD methodology.

Figure 1-1: Florida's Coordinated Transportation System
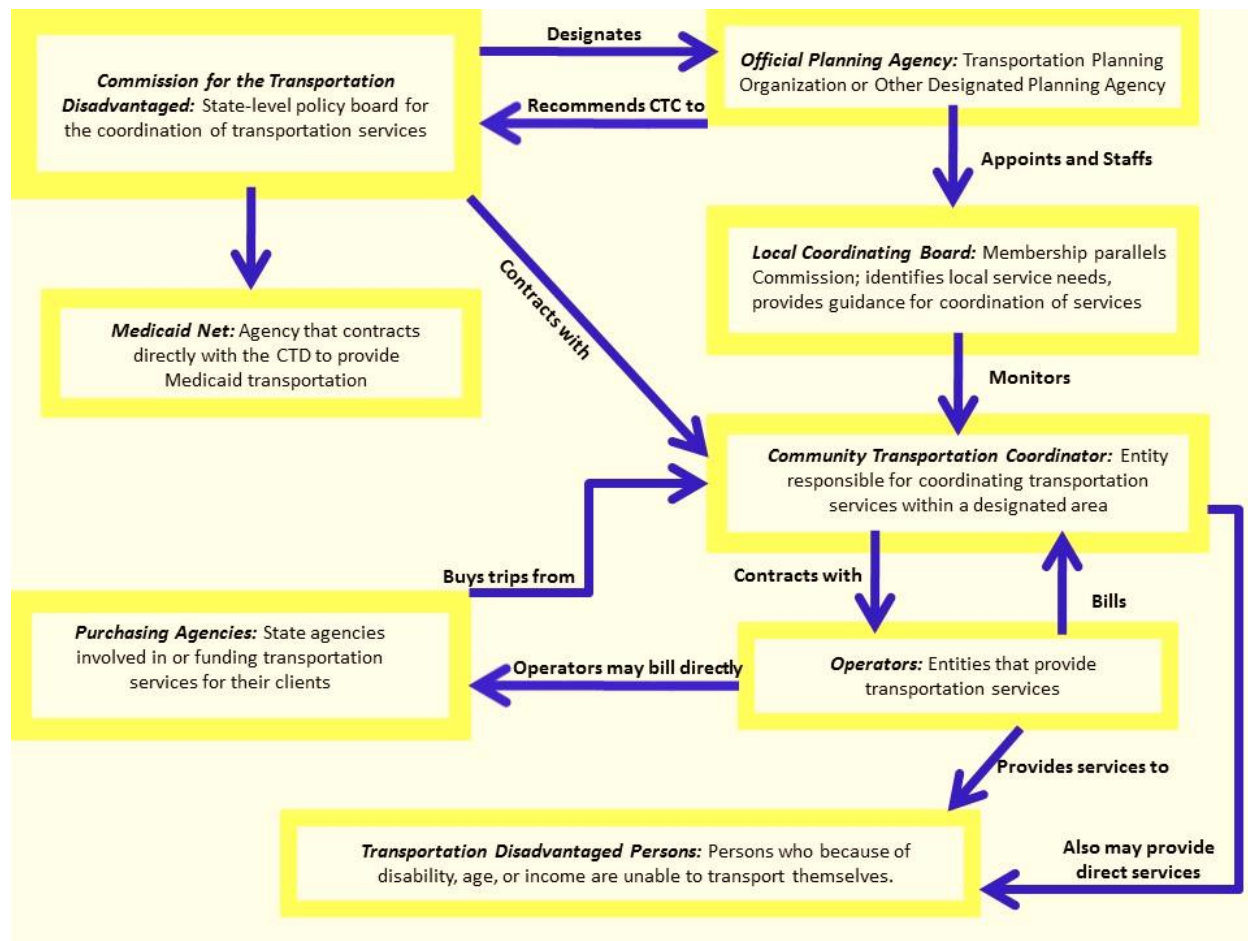
History and Background

Marion Senior Services (MSS) began serving the transportation needs of older populations in 1976 under the name Marion Transit Services (MTS), and service has since expanded to include TD and Medicaid clients. Since 1982, MSS has been designated as the Marion County CTC for all non-emergency medical transportation and for those needing wheelchairs or other assistance, pursuant to Chapter 427, F.S. and Rule 41-2 of the Florida Administrative Code (FAC). A Memorandum of Agreement (MOA) was executed between MSS and FDOT on January 5, 1983. In 1990, the Ocala-Marion TPO endorsed the appointment of MSS as the CTC for Marion County. As the CTC, MSS assumes responsibility for ensuring coordination of local transportation services to the maximum extent possible.

MTS provides door-to-door paratransit services to meet numerous transportation needs for medical, life-sustaining, educational, work, business, and recreational activities for Marion County's TD citizens as well as other recipients in the county. MTS's existing fleet of 43 small cutaway-type buses serves an area of more than 1,600 square miles. Trip priorities are established by a subcommittee of the MPO, the Local Coordinating Board (LCB).

Currently, service is provided according to the following needs as space is available:

- Medical
- Life-sustaining activities
- Education
- Work
- Business
- Recreational

MTS currently has coordination contracts with two entities that provide transportation services to their own residents: Independent Living for Retarded Adults and ARC Marion. MTS contracts with one operator, Leopard Transportation, to provide back-up services for overflow during normal business hours, holidays, nights, and weekends. Leopard Transportation provides ambulatory, wheelchair, and stretcher support. The MTS fare is $2.00–$5.00 per one-way trip depending on location and eligibility. MTS accepts cash or passes for fare payment, and the fare must be paid upon boarding the vehicle; drivers are unable to make change.

Marion County's public transit service, SunTran, is provided by the Ocala-Marion TPO and managed by McDonald Transit. The service began operating in 1998 and currently operates a scheduled, fixed-route system six days per week to riders of all age groups. The regular full cash fare is $1.50, with discounts offered for youth, students, older adults, and individuals with disabilities. Reduced rate passes are also available for youth and older adult passengers. SunTran contracts with MTS for the required complementary Americans with Disabilities Act (ADA) paratransit services within ¾-mile of the SunTran fixed-route system.

Summary of Existing Plans and Documents

This section provides a summary of existing plans, programs, and documents that are or may be relevant to the preparation of the TDSP for Marion County. The purpose of reviewing this information is to ensure consistency, coordination, and understanding of other transportation planning and programming activities that were recently completed or are in the process of being developed. This TDSP is consistent with the list of planning documents listed below; a complete summary is presented in Appendix A:

- MSS FCTD Annual Performance Report 2011–2015
- FCTD Annual Performance Report
- SunTran Comprehensive Operations Analysis (COA)
- Ocala/Marion County 2013–2022 Transit Development Plan (TDP) Update
- Ocala/Marion County 2013 TDSP Update
- Ocala/Marion TPO 2040 Long Range Transportation Plan (LRTP)
- Ocala/Marion TPO 2035 LRTP
- Ocala 2035 Vision
- Marion County Comprehensive Plan
- City of Ocala Comprehensive Plan

Local Coordinating Board Certification

The most recent LCB Certification is included as Appendix B.

Service Area Profile and Demographics

This section includes an overview of the Marion County demographics and local operating environment to gain a better understanding of the physical conditions when planning for the provision of transit service.

Service Area Description

Marion County is located in north central Florida and is bordered by Alachua and Putnam counties on the north, Sumter and Citrus counties on the south, Levy County on the west, and Volusia and Lake counties on the east. Marion County's population is concentrated in Ocala in central Marion County and, to a lesser extent, in Belleview, located south of Ocala. The service area for TD services and the planning area for the Ocala/Marion County TPO include all of Marion County and trips to neighboring counties that originate within Marion County. The main north-south corridors are I-75, US 301, and US 441; SR 40 is the main east-west corridor through the center of the county. Map 1-1 provides an overview of the study area.

Demographics

Population Profile

Marion County's population increased from 258,916 persons in 2000 to 336,811 persons in 2015, an overall increase of 30%. The population continues to increase, as estimated by the 2015 *Florida Statistical Abstract* prepared by the Bureau of Economic and Business Research (BEBR) at the University of Florida using population estimates as of April 1, 2015, of 341,205 persons. As of 2015, Marion County was ranked the 17th most populous county in Florida.

Using BEBR Florida population projections, the population of Marion County is expected to increase by 39% by 2040. Table 1-1 provides an overview of the population projections for Marion County and Florida from 2020 to 2040.

Table 1-1*: Marion County and Florida Population Growth Projections, 2015–2040

Area	Population Estimate	Population Projections					Population Growth
	2015	2020	2025	2030	2035	2040	2015-2040
Marion Co.	341,205	372,300	401,100	427,100	451,400	474,400	39.0%
Florida	19,815,183	21,372,200	22,799,500	24,071,000	25,212,400	26,252,100	32.5%

Source: BEBR 2015–2040 Population Projections, April 2015

Map 1-1: Study Area
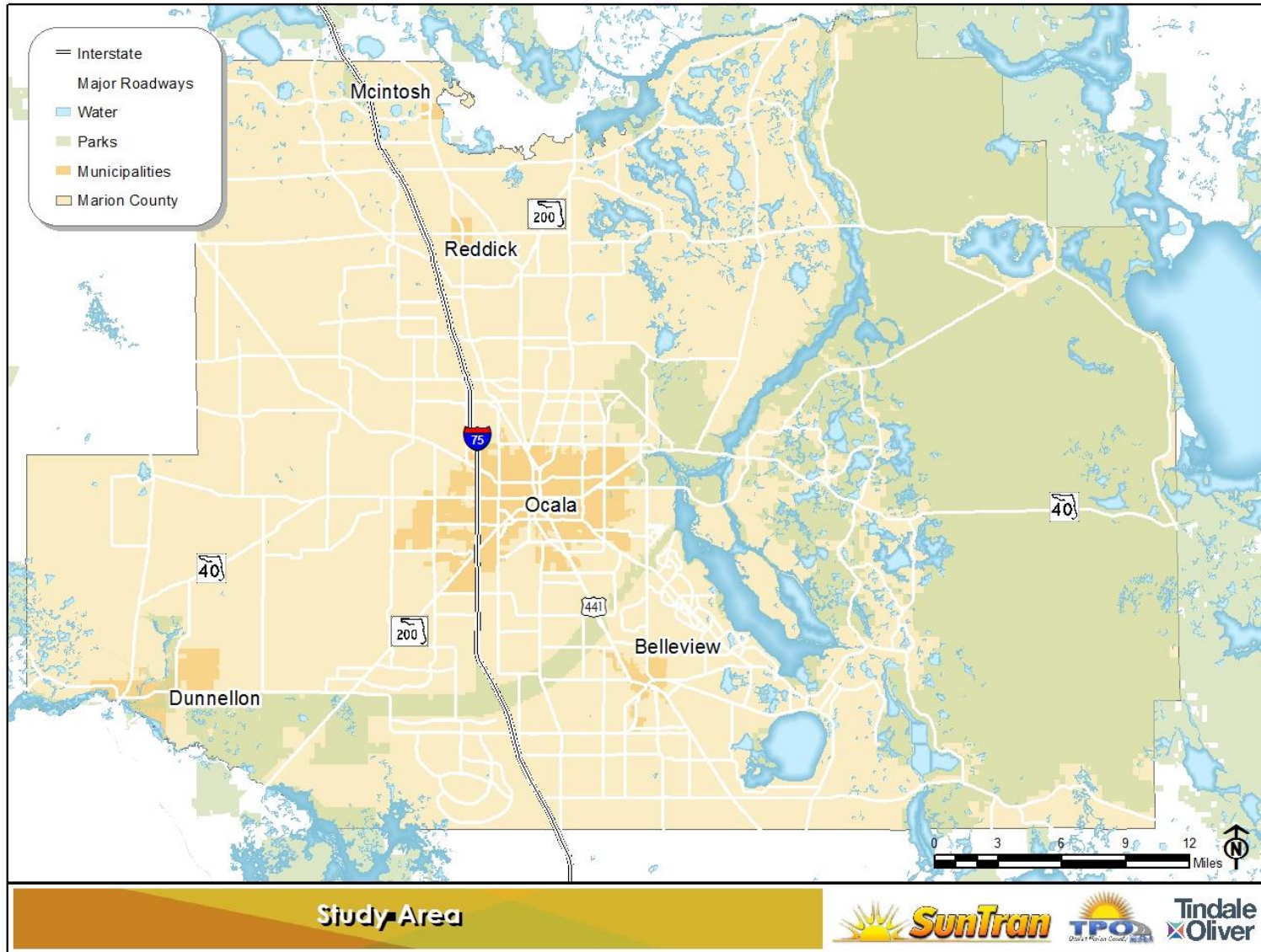
Study Area

Population estimates from the 2011–2015 American Community Survey (ACS), were used to develop a population profile for the study area. As shown in Table 1-2, the population of Marion County increased 30%, from 258,916 in 2000 to 336,811 in 2015. Marion County is experiencing high residential and business growth, which could require a higher demand for transit service in the future.

Table 1-2: Population Characteristics, Marion County, 2000, 2010, 2015

Characteristic	2000	2010	2015	% Change 2000–2015
Persons	258,916	326,833	336,811	30.09%
Households	106,755	133,966	132,287	23.92%
Number of Workers	104,422	137,320	131,261	25.70%
Land Area (square miles)	1,578.86	1,584.55**	1,584.55**	0.35%
Water Area (square miles)	84.15	78.06**	78.06**	-7.07%
Average Household Size	2.36	2.35	2.55	7.88%
Workers per Household	0.978	1.03	0.99	1.25%
Persons per Square Mile of Land Area	163.99	206.26	212.56	29.61%
Workers per Square Mile of Land Area	66.14	86.66	82.84	25.25%

** 2010 Census data used, not available for 2015.
Sources: 2000 and 2010 Census, 2011–2015 ACS 5-Year Estimates

There are five municipalities and towns in Marion County—Belleview, Dunnellon, McIntosh, Ocala, and Reddick. Population trends for seven divisions, three municipalities, two towns, and three census-designated places were reviewed. Table 1-3 provides population trends for Marion County and all subareas for 2000, 2010, and 2015. The fastest-growing area of population in Marion County is The Villages census designated place (CDP), with a 63.8% growth in population from 2000 to 2015.

It should be noted that nearly 81% of the population in Marion County resides in unincorporated areas of the county, a percentage that has not changed since 2000.

Table 1-3: Population Trends for Cities and Census Designated Places, Marion County, 2010–2015

Geographic Area	2000 Population	2010 Population	2015* Population	% Change 2000 -2010	% Change 2010-2015
Marion County	258,916	331,303	336,811	28.0%	1.66%
Belleview Division	68,107	107,445	108,771	57.8%	1.23%
The Villages CDP	8,333	40,341	66,083	384.1%	63.81%
Dunnellon Division	10,484	12,354	12,612	17.8%	2.09%
East Marion Division	18,638	19,413	18,977	4.2%	-2.25%
Fellowship Division	18,362	25,232	26,723	37.4%	5.91%
Fort McCoy-Anthony Division	16,465	19,230	19,048	16.8%	-0.95%
Ocala Division	114,238	134,984	138,520	18.2%	2.62%
Ocala city	45,943	56,315	57,209	22.6%	1.59%
Silver Springs Shores CDP	6,690	6,873	7,809	2.7%	13.62%
Reddick-McIntosh Division	12,532	12,645	12,160	0.9%	-3.84%

Sources: 2000 and 2010 Census.
*2011-2015 ACS 5-Year Estimates.

Age Distribution

Figure 1-2 shows the Marion County and Florida populations by age distribution. According to the 2011–2015 ACS, more than 27% of Marion County's population is 65 years of age or older compared to nearly 17% for Florida. The 45-to-65 age group includes the largest percentage of both the Marion County and Florida populations, indicating that the older age group will be increasing significantly in the future, which could lead to increased public transportation demand.

Figure 1-2: Population Age Distribution, Florida and Marion County, 2015
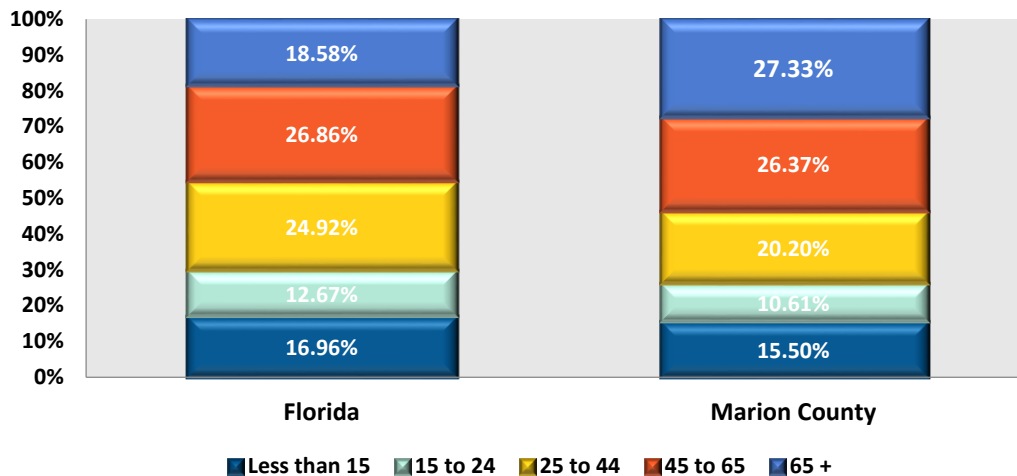
Source: 2011-2015 ACS 5-Year Estimates

Income Distribution

Figure 1-3 compares the distribution of household income in Marion County and Florida. The distribution in Marion County is similar to that in Florida, with the exception that more Marion County residents earn $10,000–$24,999 and fewer Marion County residents earn $75,000 or more compared to Florida. The Marion County median household income is approximately 17% lower than Florida, with Marion County's median income at $39,459 and Florida's at $47,507.

Figure 1-3: Annual Household Income Distribution, Florida and Marion County, 2015
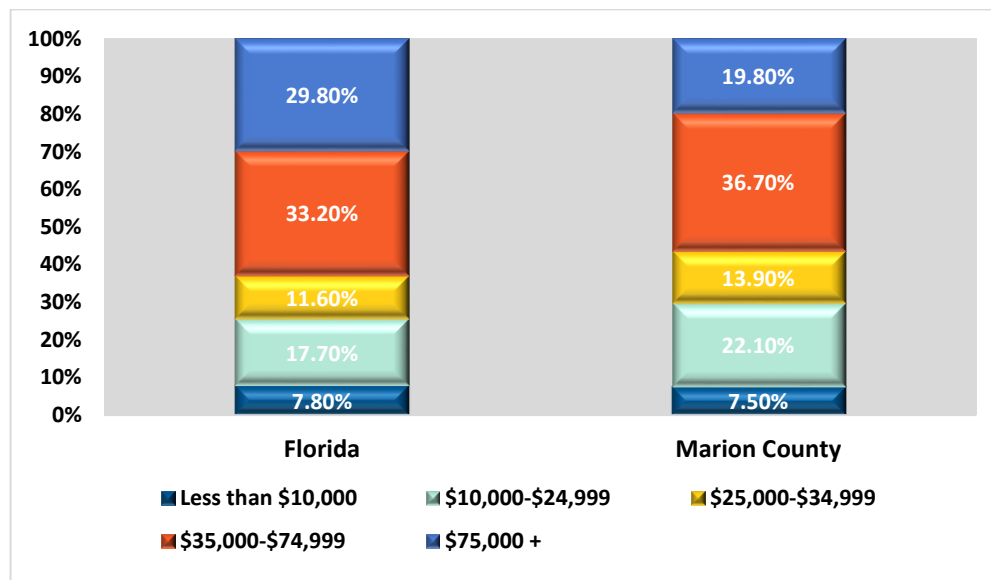
Source: 2011–2015 ACS 5-Year Estimates

Employment

Table 1-4 includes the current labor force, employment, and unemployment data for Marion County and Florida. The data provided in the table presents a snapshot from the Florida Department of Economic Opportunity Labor Market Statistics for December 2016 data. These figures show that Marion County has a slightly higher unemployment rate than the state as a whole, though the rates are not seasonally adjusted.

**Table 1-4: Employment Characteristics, Marion County and Florida, 2015
(Not Seasonally Adjusted)**

Area	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Marion County	132,884	125,337	7,547	5.7%
Florida	9,922,000	9,456,000	466,000	4.7%

Source: Labor Market Statistics, Local Area Unemployment Statistics Program

Figure 1-4 displays the percent of population above the age of 16 in the labor force and the percent of the labor force employed for 2000, 2010, and 2015. Marion County had a lower labor force percentage than Florida, at approximately 47%, compared to nearly 60% for Florida. This is due, in part, to the high retired population in the county.

Figure 1-4: Labor Force Participation, Florida and Marion County, 2000, 2010, 2015
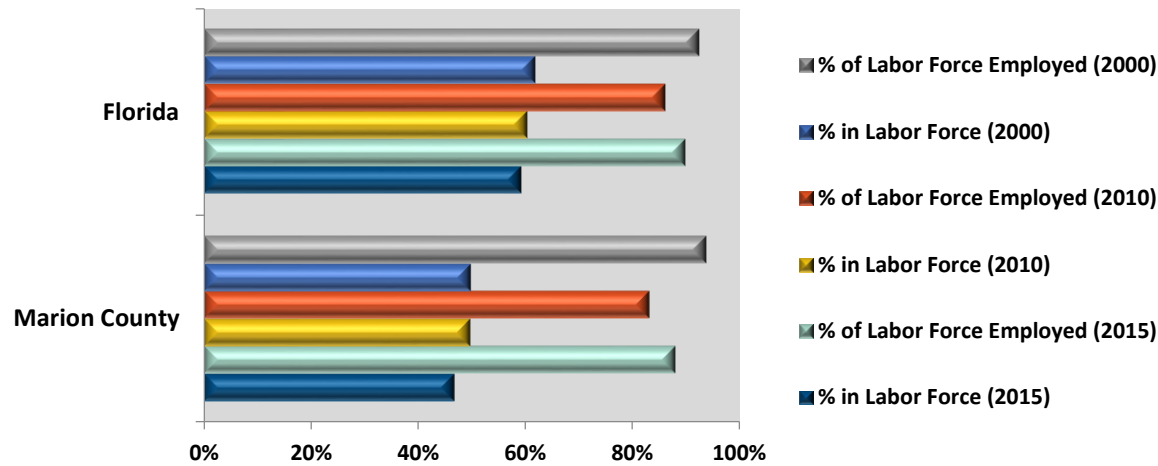
Sources: 2000 and 2010 Census. 2011-2015 ACS 5-Year Estimates

Population and Employment Densities

Population density (measured per square mile) is a key factor when assessing potential transit needs, as it reveals whether an area contains sufficient density to support transit. Dwelling unit and employment data obtained from Marion County staff from the 2040 Marion County LRTP were used to conduct the analysis. The data are a forecast of population and employment from 2010 to 2040 to estimate needed improvements in transportation infrastructure by Traffic Analysis Zone (TAZ).

Population Density

As shown in Map 1-2, the most dense areas are projected to be within the Ocala urbanized area, along southwest Marion County along SR-40 and SR-200, and in pockets along McIntosh and Belleview. High population density also will be in The Villages and the sprawling On Top of the World development communities located off SW 99th Street Road and south of 103rd Street Road.

Employment Density

Like population density, employment density is concentrated throughout the central Ocala area, as shown in Map 1-3. Beyond the urbanized Ocala area, pockets of high density are also found along SR 200 southwest of Ocala near the I-75 interchange, the Belleview area along US-301 southeast of Ocala, the Dunnellon area, and west of I-75 adjacent to the Ocala International Airport, where there is a cluster of transportation, distribution, and equine-focused companies. Employment density is more centralized than the general population density along the major arterials and, for the most part, employment is projected to continue growing in the TAZs where high growth is currently observed, with some growth observed just south of Reddick along I-75, as shown in Map 1-4.

Map 1-2: Population Density 2017

2017 Existing Population Density
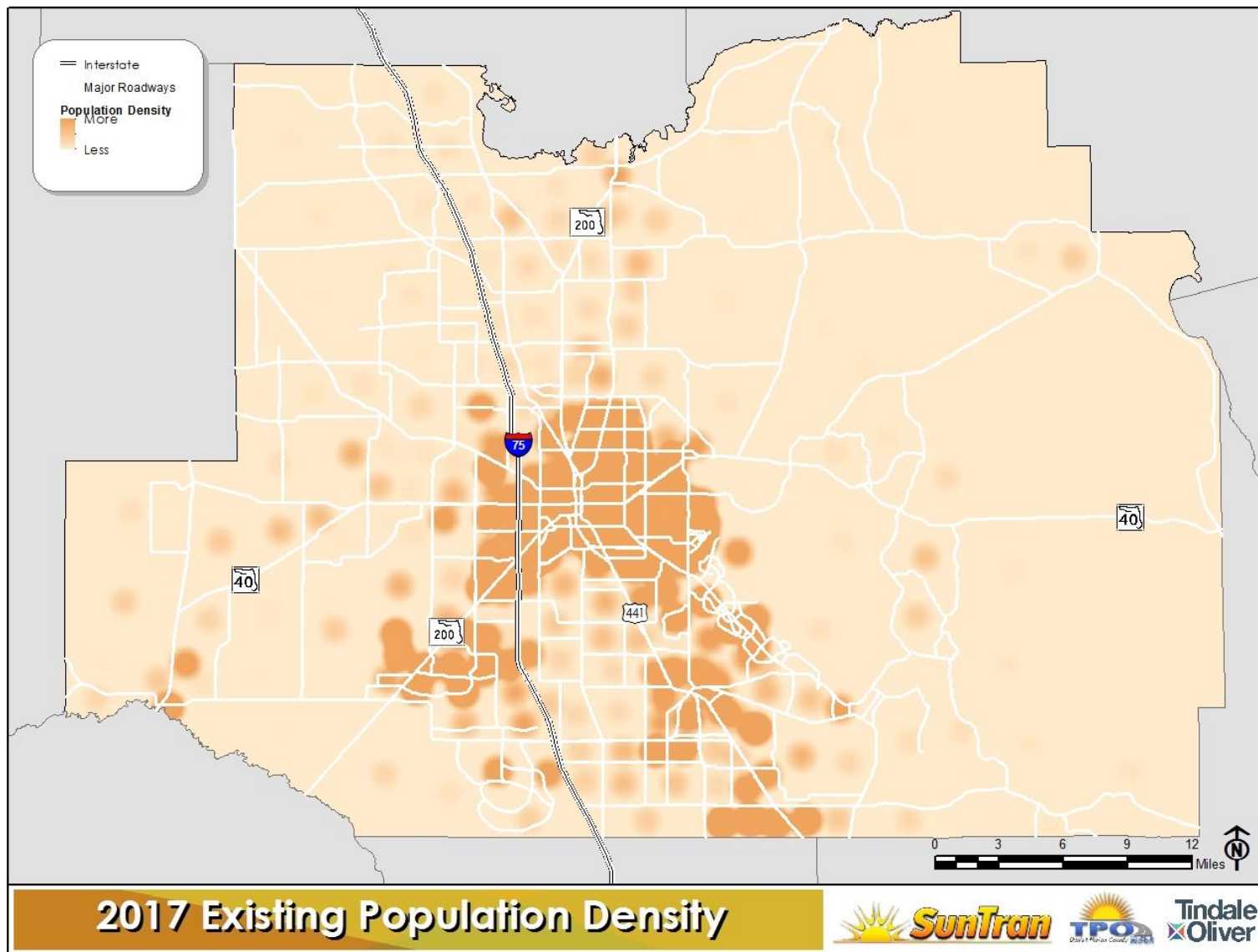
Map 1-3: Population Density 2027

2027 Future Population Density
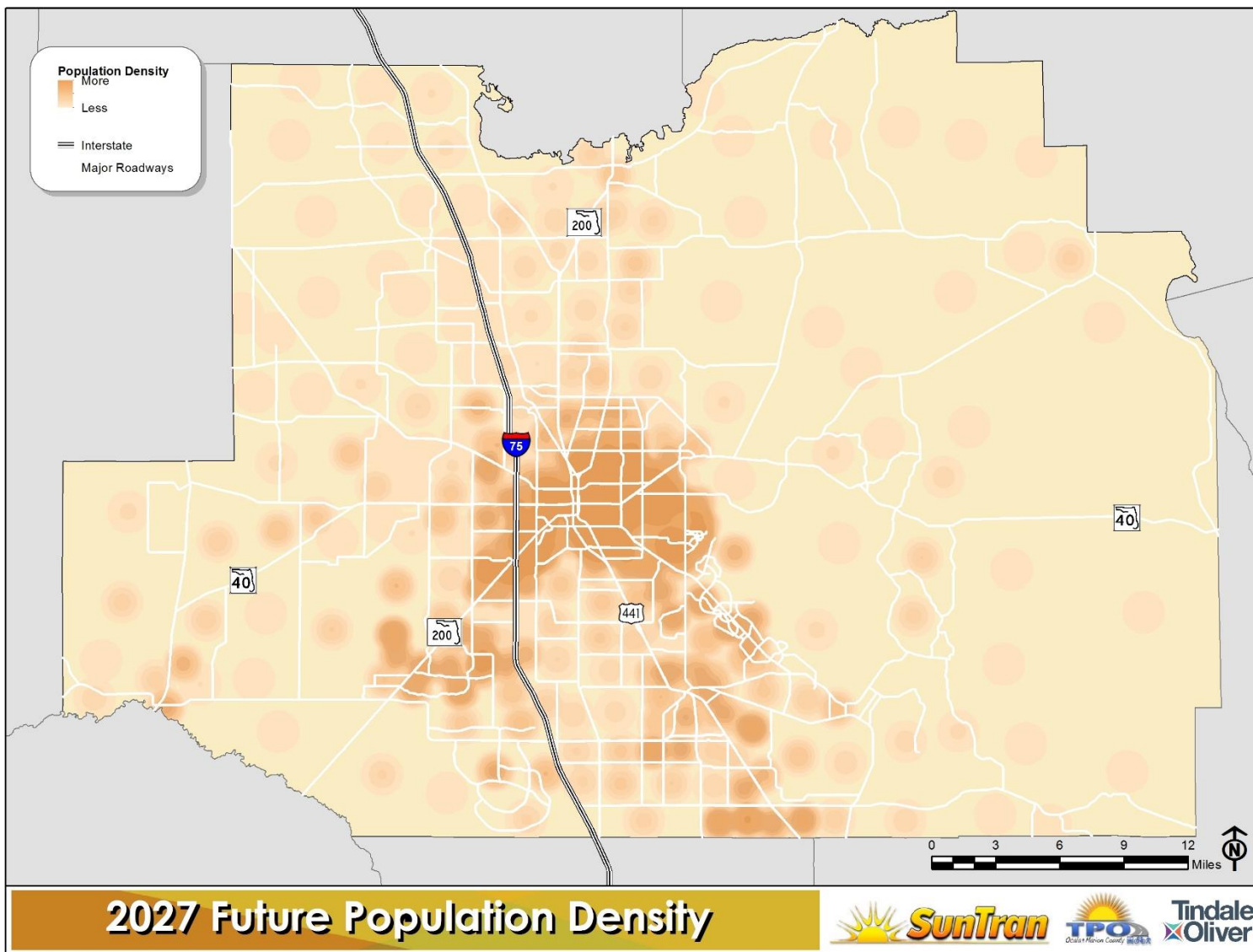
Map 1-4: Employment Density 2017

Existing Employment Density
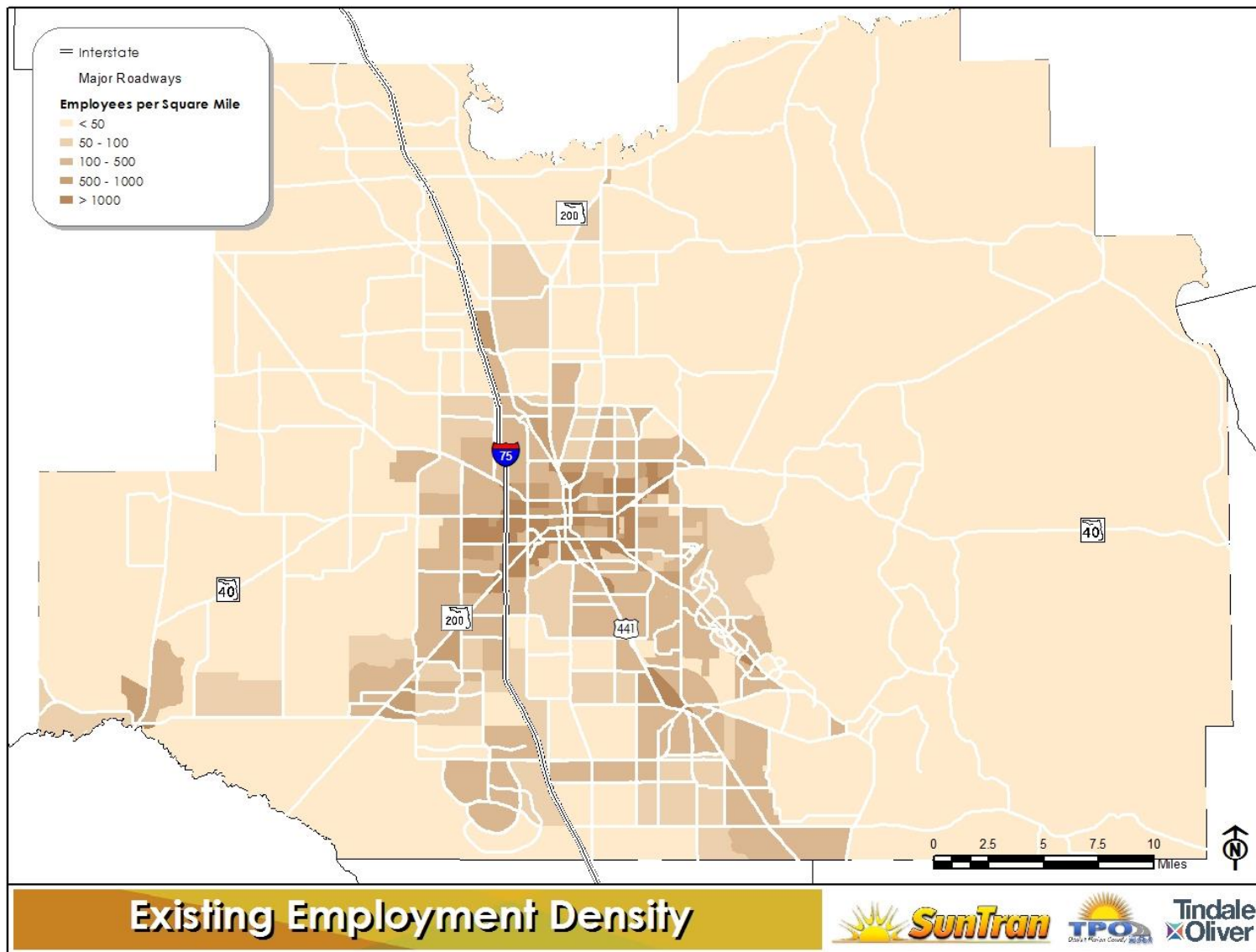
Map 1-5: Employment Density 2027

Future Employment Density
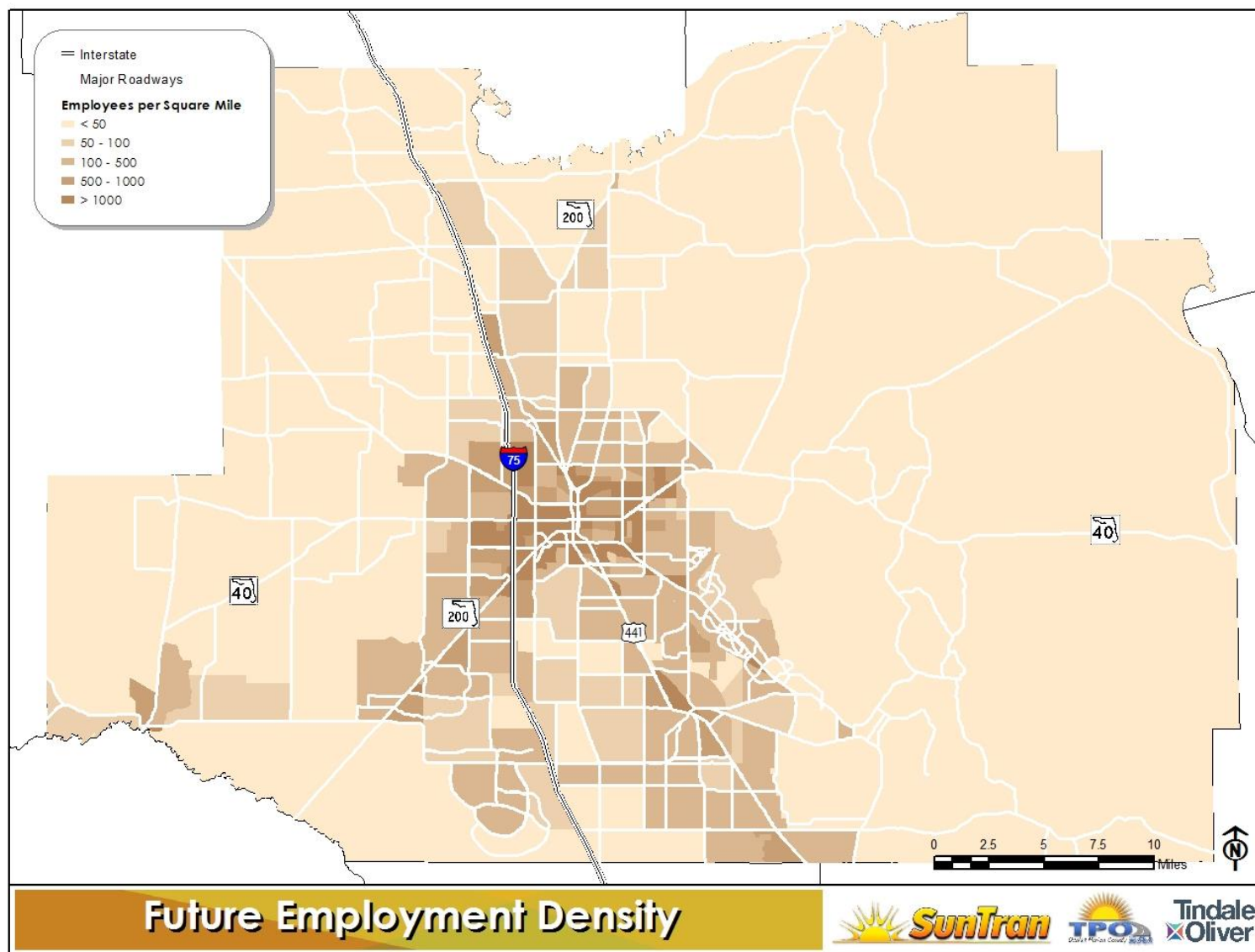
Major Employers

Major industries in Marion County include government, education, healthcare, manufacturing, distribution and transportation, and leisure/hospitality. Major employment centers include healthcare centers such as Munroe Regional Medical Center and Ocala Health System and manufacturing factories such as Lockheed-Martin, E-ONE, and ClosetMaid Corporation. In addition, Cheney Brothers, Kmart Corporation, and Cone Distributing are major employers in the distribution and transportation sectors. Retail centers also employ a large percentage of workers in Marion County, including Walmart and Publix. Table 1-5 shows the major public sector and private sector employers in Marion County.

Table 1-5: Major Public and Private Sector Employers, Marion County

Employer Name	No. of Employees	Business Type/Sector
Marion County Public Schools	6,070	Education
Munroe Regional Medical Center	2,648	Healthcare
State of Florida (All Departments)	2,600	Government
Wal-Mart (combined)	2,370	Retail Sales
Ocala Health System	2,200	Healthcare
Public Supermarkets (combined)	1,488	Retail Sales
Marion County Board of County Commissioners	1,368	Government
AT&T	1,000	Support Services
City of Ocala (All Depts.)	989	Government
Lockheed Martin	981	Manufacturing
E-ONE, Inc.	800	Manufacturing
Marion County Sheriff's Office	750	Government
Sitel	700	Customer Contact Center
US Government	700	Government
Cheney Brothers, Inc.	645	Distribution
The Centers	568	Healthcare
College of Central Florida	450	Education

Source: Ocala/Marion County Major Employers, 2017

Major Trip Generators

Major trip generators in Marion County for paratransit trips include medical facilities (hospitals, healthcare clinics, dialysis facilities), parks, libraries, government/social services, religious activities, restaurants, and local shopping centers. TD services are provided county-wide, with service to any location in the county, and ADA service is provided within ¾ mile of SunTran fixed route service.

Table 1-6 presents the major trip generators accessible by SunTran in Marion County listed by category, destination, location within the county, and SunTran route serving the location.

Table 1-6: Marion County Fixed-Route Oriented Paratransit and TD Trip Generators/Attractors

Destination	Area	SunTran Route
Medical Generators		
Marion County Health Department	SE Ocala and Silver Springs Shores	#2
Compass Health & Fitness	SW Ocala	#4
Munroe Regional and Ocala Regional Medical Centers	SW Ocala	#4
Attraction/Recreation Generators		
Coehadjoe Park	NE Ocala	#1, #6
Booster Stadium	NE Ocala	#1
Appleton Museum	SE Ocala, N Ocala	#2, #6
Too Your Health Spa	SE Ocala	#2
YMCA and Jervey Gantt Park	SE Ocala	#2
Too Your Health Spa II	NW Ocala	#3
Lillian Bryant Park	NW Ocala	#3
Hampton Aquatic Fun Center	NW Ocala	#3
Ralph Russell Field	Silver Springs Shores	#5
Silver Springs Community Center	Silver Springs Shores	#5
Baseline Road Trailhead	Silver Springs Shores	#5
Rotary Sportsplex	Silver Springs Shores	#5
Library and Veterans Memorial Park	N Ocala	#6
Tuscawilla Park	N Ocala	#6
Government/Social Service Generators		
Ocala Housing Authority	NW Ocala	#3
Court House	NW Ocala	#3
Ocala Police Department	SW Ocala	#4
McPherson Government Complex	N Ocala	#6
Dept. of Motor Vehicles	N Ocala	#6
Business/Transportation		
One-Stop Work Force Center	NE Ocala	#1
The Cascades Office Complex	NE Ocala	#1
Downtown Transfer Station	NE Ocala	#1, #3, #4, #6
Cheney Brothers and Golden Flake	NW Ocala	#3
Lockheed Martin	Silver Springs Shores	#5
Education Generators		
MTI High School	NE Ocala	#1
Central Florida Community College	NW Ocala	#3
Howard Middle School	NW Ocala	#3
Howard Academy	NW Ocala	#3
Marion County Education Center	SW Ocala	#4
Forest High School	Silver Springs Shores	#5
Lake Weir High School*	Silver Springs Shores	#5
Vanguard High School	SW Ocala, N Ocala	#6
Shopping Centers		
Silver Springs Walmart	NE and SE Ocala	#1, #2, #5, #6
36th Avenue Kmart	NE Ocala	#1, #6
Skylark Plaza	NE Ocala	#1
Shoppes of Silver Springs	SE Ocala	#2
40 East Shopping Center	SE Ocala	#2
Paddock Mall	SW Ocala	#4
Publix Shopping Center	SW Ocala	#4

Walmart Supercenter- SW 19th Ave	SW Ocala	#4
Kmart Shopping Center	SW Ocala	#4
Gateway Plaza	SW Ocala	#4
Downtown Square	SW Ocala	#4
Heather Island Plaza	Silver Springs Shores	#5
Shores Landing Shopping Center	Silver Springs Shores	#5
Springs Shores Plaza	Silver Springs Shores	#5
Crystal Square Shopping Center	Silver Springs Shores	#5
Cedar Shores Shopping Center	Silver Springs Shores	#5
Shady Oaks Mall	SW Ocala	#6
Easy Street Walmart	SW Ocala	#6
Target	SW Ocala	#6
Six Gun Plaza	N Ocala	#6

*Service provided August through May per the school year.
Source: SunTran Route Destinations

Transportation Disadvantaged Population

Table 1-7 shows the trend in the TD population and TD passengers between 2011 and 2015 in Marion County. The TD population has risen by more than 11%, from 154,514 in 2011 to 172,192 in 2015. However, the number of TD passengers served declined at a significant rate, with a 61% decrease, from 7,997 in 2011 to 3,063 in 2015. Although there is a slight decrease in TD passengers from 2011 to 2014, the passenger count dropped by more than 50% between 2014 and 2015.

Table 1-7: Marion County TD Population and Passenger Trends, 2011–2015

Year	Potential TD Population	TD Passengers Served
2011	154,514	7,997
2012	158,738	7,747
2013	158,738	7,258
2014	163,090	6,788
2015	172,192	3,063
% Change (2011–2015)	11.44%	-61.70%

Source: 2011-2015 FCTD Annual Performance Reports

MTS provides public transportation to the TD population of Marion County. MSS is the designated CTC for Marion County and operates the paratransit services under the name MTS. Priority is given to those who do not own or drive their own vehicle and do not have family or friends to assist them in traveling to and from destination points.

Figure 1-5 shows the number of TD passengers served during the five-year period from 2011–2015.

Figure 1-5: Number of TD Passengers Served, Marion County, 2011–2015
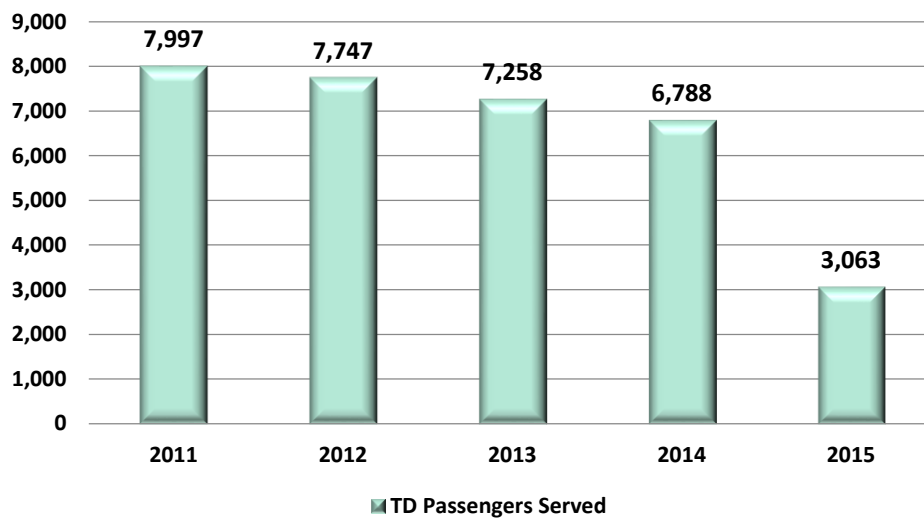
Source: 2011-2015 FCTD Annual Performance Reports

Commuting Patterns

Table 1-8 summarizes the commuter flows for workers living in Marion County. The analysis of 2014 Census Longitudinal Employer-Household Dynamics (LEHD) worker flow data indicates that more than 51% of workers residing in Marion County also work in Marion County; the remaining 49% commute to neighboring counties. Orange and Lake counties and all other areas not included in the top 10 highest-ranking locations have the greatest number of commuters. Although the number of commuters has increased slightly since 2010, the proportion of workers living and working within Marion County has decreased slightly, from approximately 52% in 2010 to 51% in 2014.

Table 1-8: County of Work for Workers Residing in Marion County, 2010 and 2014

County of Residence		County of Work							
		Marion	Orange	Lake	Alachua	Sumter	Hillsborough	Other	Total
Marion (2014)	# of Workers	55,467	5,988	5,528	5,207	4,842	3,987	27,151	108,170
	% Distribution	51.30%	5.50%	5.10%	4.80%	4.50%	3.70%	25.10%	100.0%
Marion (2010)	# of Workers	53,013	5,207	4,522	4,721	4,155	3,565	26,551	101,734
	% Distribution	52.10%	5.10%	4.40%	4.60%	4.10%	3.50%	26.10%	100.0%
Percent Change		-1.65%	4.63%	15.00%	22.25%	10.29%	16.53%	11.84%	2.26%

Source: U.S. Census Bureau "On the Map" online application: LEHD Data 2010, 2014

Table 1-9 reflects commuting flows for Marion County as a work destination. The analysis of 2014 LEHD database worker flow data, measuring all jobs, indicates that more than 60% of Marion County's workers live in the county, an increase of nearly 5% in comparison to the 2010 LEHD database. The number of workers commuting from Citrus County and Lake County to Marion County accounted for the

highest percent for workers, with a respective 15% and 21% from 2010 to 2014. In addition, persons commuting to Marion County from all other areas not included in the top 10 highest-ranked locations increased by nearly 4% from 2010 to 2014.

Table 1-9: Commuting from Neighboring Counties to Marion County, 2010 and 2014

County of Residence		County of Work							
		Marion	Citrus	Lake	Orange	Alachua	Duval	Other	Total
Marion (2014)	# of Workers	55,467	3,815	2,671	2,348	2,077	2,040	23,697	92,115
	% Distribution	60.20%	4.10%	2.90%	2.50%	2.30%	2.20%	25.70%	100.00%
Marion (2010)	# of Workers	53,013	3,333	2,207	2,783	2,087	2,119	23,163	88,705
	% Distribution	59.80%	3.80%	2.50%	3.10%	2.40%	2.40%	26.20%	100.00%
Percent Change		4.63%	14.46%	21.02%	-15.63%	-0.48%	-3.73%	2.31%	3.84%

Source: U.S. Census Bureau "On the Map" online application: LEHD Data 2010, 2014

Household Vehicle Availability

Table 1-10 shows the number of vehicles available by household in Marion County and Florida and indicates that household vehicle availability is fairly consistent. Marion County has a slightly lower percentage of households with zero vehicles than Florida, but has a higher percentage of single-vehicle households. Nearly 48% of households in the county have two or more vehicles available.

Table 1-10: Distribution of Vehicle Availability, Marion County and Florida, 2015

Area	Number of Vehicles Available			
	0	1	2	3+
Marion County	6.1%	45.7%	35.9%	12.3%
Florida	7.1%	41.4%	37.9%	13.6%

Sources: 2000 and 2010 Census, 2011–2015 ACS 5-Year Estimates

Service Analysis

Transportation Disadvantaged Population/Demand Projections

This section details the population forecasts and trip demand projections developed as part of the paratransit market assessment for the TDSP update. The TD population forecasts are broken down by population segment to better understand the composition of the TD population. In addition, this section summarizes forecasts of TD trip demand, supply, and unmet demand for Marion County for 2018–2022.

Forecasts of TD Population

The TD population was estimated using the methodology described in *Forecasting Paratransit Service Demand – Review and Recommendations* (National Center for Transit Research 2013). The travel demand forecasting methodology was updated effective June 2013 to address some of the changes in

policy and demographics that have occurred over the past 20 years since the original methodology was established in 1993.

The TD population and travel demand estimates for Marion County were calculated from a series of automated formulas from the work book using the 2011–2015 ACS data and 2016 socio-economic data from BEBR. The pre-coded data included in the workbook's automated formulas is derived from the National Household Travel Survey (NHTS) and the US Census Bureau's Survey of Income and Program Participation (SIPP).

The forecast estimates produced from the workbook include the general TD population, the Critical Need TD population, and the demand for TD trips. The workbook eliminates "double counts" by automatically calculating the overlapping populations that occur when individuals fall into one or more demographic or socio-economic category, as shown in Figure 1-6.

Figure 1-6: General Transportation Disadvantaged Population Groups
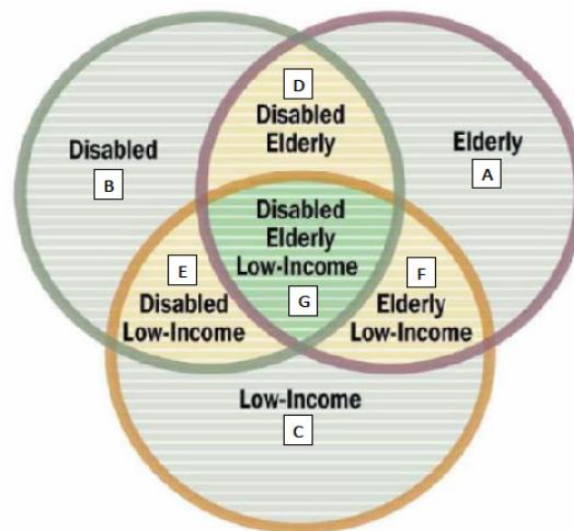
Source: University of South Florida's Center for Urban Transportation Research (CUTR),
Paratransit Service Demand Estimation Tool, 2013

Table 1-11 shows the forecasts of the general TD population for Marion County and references the categories shown in Figure 1-6. As shown, the 2018 TD population in Marion County is estimated to be 158,155, representing approximately 43% of the total population. This population includes all persons with disabilities, older adults, low-income persons, and children who are high-risk or at-risk and is expected to increase by approximately 11% over the five-year period of 2018–2022.

Table 1-11: Marion County General TD Population Forecast

General TD Population Forecast	2018	2019	2020	2021	2022
Overlapping Circle Component					
E – Estimated non-older/disabled/low-income	6,355	6,487	6,622	6,760	6,900
B – Estimated non-older/disabled/not low-income	17,216	17,574	17,940	18,313	18,694
G – Estimated older/disabled/low-income	2,027	2,069	2,113	2,156	2,201
D – Estimated older/disabled/not low-income	24,586	25,098	25,620	26,153	26,697
F – Estimated older/non-disabled/ low-income	4,293	4,382	4,473	4,566	4,661
A – Estimated older/non-disabled/not low-income	58,686	59,907	61,153	62,425	63,724
C – Estimated low-income/not older/not disabled	44,991	45,927	46,883	47,858	48,854
Total General TD Population	158,155	161,445	164,803	168,232	171,731
Total Population	365,791	373,400	381,168	389,098	397,192

*Based on 19% of Marion County population having access within ¼-mile of existing fixed-route system and paratransit service operating service 307 days annually.
Source: CUTR, Paratransit Service Demand Estimation Tool, 2013

Table 1-12 presents the Critical Need TD population forecasts and includes individuals who, due to severe physical limitations or low income, are unable to transport themselves or purchase transportation and are dependent upon others to obtain access to health care, employment, education, shopping, social activities, and other life-sustaining activities. As shown, the Marion County's 2018 Critical Need TD population is estimated to be 21,551, representing nearly 14% of the general TD population. The Critical Need population forecasted for the five-year period indicates that the population will increase by approximately 9% in 2022.

In 2018, the Critical Need TD population is expected to make 15,889 total daily trips and 4.87 million annual trips. The number of Critical Need trips needed is expected to increase to 5.23 million annually in 2022, an increase of 7% over the five-year period.

Table 1-12: Marion County Forecasted Annual Trip Demand, 2018–2022

Critical Need TD Population Forecast	2018	2019	2020	2021	2022
Total Critical Need TD Population					
Disabled	13,374	13,652	13,936	14,226	14,522
Low-Income, Not Disabled, No Auto/Transit	8,177	8,347	8,521	8,698	8,879
Total Critical Need TD Population	**21,551**	**22,000**	**22,457**	**22,924**	**23,401**
Daily Trips Critical Need TD Population					
Severely Disabled	655	669	683	697	712
Low Income, Not Disabled, No Access	15,529	15,852	16,181	16,518	16,862
Total Daily Trips Critical Need TD Population	15,889	16,171	16,457	16,748	17,045
Total Annual Trips	4,878,038	4,964,379	5,052,248	5,141,673	5,232,681

*Based on 19% of Marion County population having access within ¼-mile of existing fixed-route system and paratransit service operating service 307 days annually.
Source: CUTR, Paratransit Service Demand Estimation Tool, 2013

CTC Trend Analysis

A review of service trends for MSS was completed to examine the performance of the paratransit service, including effectiveness and efficiency. A trend analysis was completed using Annual Performance Report (APR) data from FY 2011 through FY 2015, compiled by the FCTD. The APR is a compilation of information submitted to the FCTD by each county's CTC in an Annual Operating Report (AOR). The Ocala/Marion TPO is responsible for evaluating the MSS under a Planning Grant from the FCTD. Table 1-13 lists the measures used in this analysis to measure performance, effectiveness, and efficiency. The measures selected are known to provide a good representation of overall paratransit system performance.

Table 1-13: MSS Paratransit Performance Review Measures

Performance Measures	Effectiveness Measures	Efficiency Measures
• Passenger Trips • Vehicle Miles • Revenue Miles • Operating Expense • Operating Expense • Operating Revenue • Operating Revenue • Total Fleet	• Vehicle Miles per TD Capita • Passenger Trips per TD Capita • Passenger Trips per Vehicle Mile • Accidents per 100,000 Vehicle Miles • Vehicle Miles between Roadcalls/ Failures	• Operating Expense per Passenger Trip • Operating Expense per Passenger Trip • Operating Expense per Vehicle Mile • Operating Expense per Vehicle Mile • Operating Expense per Driver Hour • Operating Expense per Driver Hour

A trend analysis from FY 2011 through FY 2015 was conducted to examine the performance of the Ocala/Marion County paratransit over time. The Consumer Price Index (CPI) was used to normalize the average cost between FY 2011 and FY 2015 for better comparison. The tables and figures provided throughout the trend analysis present selected performance, effectiveness, and efficiency measures available from the APRs. Results of the paratransit trend analysis are provided below.

Performance Indicators

Paratransit performance measures are used to present the data reported directly in the APRs and measure overall system performance through level of service and service cost, with service costs adjusted to reflect an index in 2011 dollars. The performance measures are shown in Table 1-14 and illustrated in Figures 1-7 through 1-12.

- Total annual passenger trips have been declining over the five-year period, aside from a small uptick in 2012, from 197,645 in FY 2011 to 129,011 in FY 2015, representing an overall decrease of nearly 35%. There was a noticeable decline between FY 2014 and FY 2015, a decrease of nearly 25%.
- Vehicle miles have steadily decreased by more than 38%, from 1,907,213 in FY 2011 to 1,181,030 in FY 2015.
- Overall, vehicle revenue miles decreased by more than 38% from FY 2011 to FY 2015, aside from a slight increase between FY 2012 and FY 2013, in which revenue miles increased nearly 6%, then later fell 12% between FY 2013 and FY 2014.

- Operating expenses declined approximately 22% FY 2011 to FY 2015, and operating revenue increased overall 10%, representing a decrease of 18% and an increase of 16%, respectively, in real dollars.
- The total fleet size declined from 93 in 2011 to 77 in 2015, a decrease of more than 17%.

Table 1-14: MSS Paratransit Trend Analysis General Performance Indicators, 2011–2015

Performance Measure	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	% Change FY 2011– FY 2015
Passenger Trips	197,645	202,356	193,866	171,982	129,011	-34.7%
Vehicle Miles	1,907,213	1,849,858	1,802,367	1,583,822	1,181,030	-38.1%
Revenue Miles	1,770,192	1,581,919	1,670,389	1,469,652	1,096,984	-38.0%
Total Fleet	93	109	108	96	77	-17.2%
Operating Expense	$4,550,487	$4,324,026	$4,442,490	$4,225,078	$3,532,738	-22.4%
Operating Revenue	$3,905,408	$3,947,075	$4,346,260	$4,326,521	$4,307,538	10.3%
Operating Expense (2011$)	$4,550,487	$4,413,510	$4,600,844	$4,446,664	$3,722,427	-18.2%
Operating Revenue (2011$	$3,905,408	$4,028,758	$4,501,183	$4,553,427	$4,538,829	16.2%

Source: Annual Performance Reports from 2011 to 2015, FCTD

Figure 1-7: Passenger Trips, 2011–2015
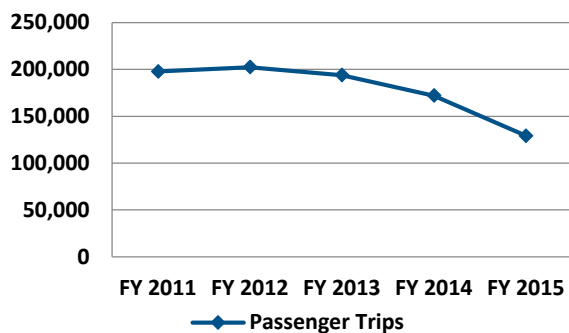
Figure 1-8: Vehicle Miles, 2011–2015
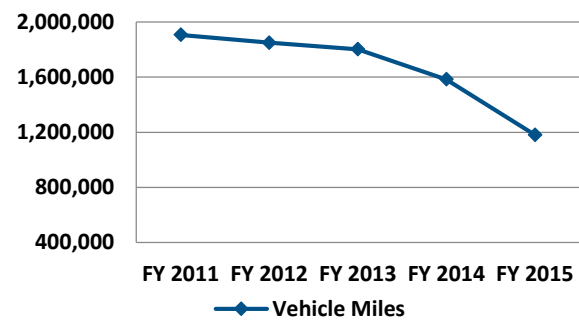
Figure 1-9: Revenue Miles, 2011–2015
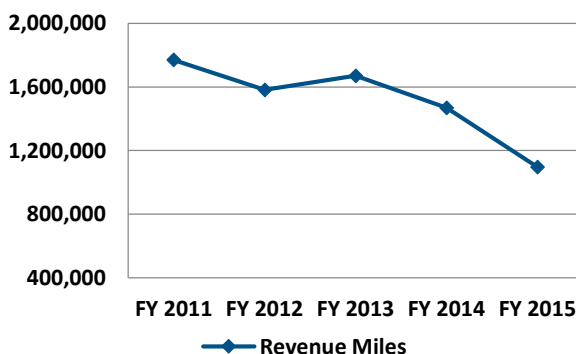
Figure 1-10: Total Fleet, 2011–2015
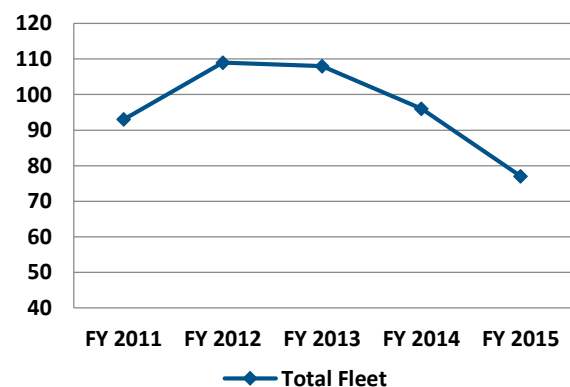
Figure 1-11: Operating Expense, 2011–2015
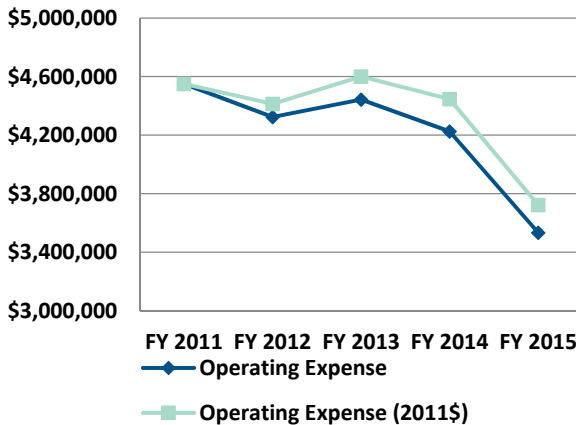
Figure 1-12: Operating Revenue, 2011–2015
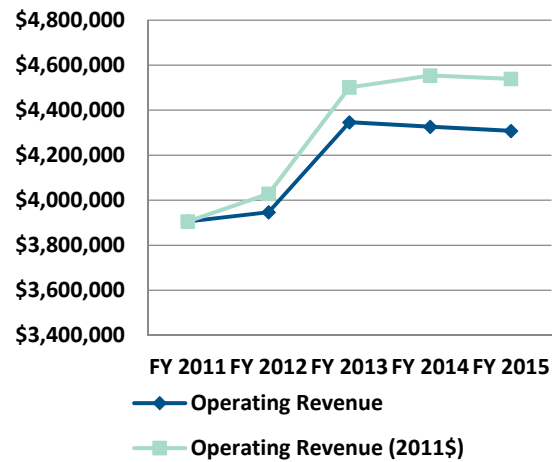
Effectiveness Measures

Effectiveness measures indicate the extent to which various service-related goals are being achieved in relation to transit customers. For this analysis, MSS paratransit service was analyzed using measures that illustrate service supply, service availability, service consumption, and quality of service between FY 2011 and FY 2015. The effectiveness measures are shown in Table 1-15 and illustrated in Figures 1-13 through 1-18.

- Vehicle miles per TD capita decreased from 12.3 in 2011 to 6.9 in 2015, a decrease of 44%.
- From FY 2011 to FY 2015, vehicle miles per passenger trip declined by 5%, from 9.65 miles per trip to 9.15 miles per trip.
- Over the five-year period, passenger trips per capita declined 41%, from 1.28 trips in FY 2011 to 0.75 trips in FY 2015
- Passenger trips per vehicle mile remained around 0.1 throughout the five-year period.
- Paratransit accidents per 100,000 vehicle miles increased by 100% over the five-year period, from 0.21 to 0.42.
- Roadcalls declined significantly from FY 2011 to FY 2015, with a drop from 28 to 8 roadcalls, representing a 116% decrease.
- Consistent with the decline in roadcalls, the vehicle miles between roadcalls increased drastically, from 68,115 in FY 2011 to 147,629 miles in FY 2015, a nearly 117% increase.

Table 1-15: MSS Paratransit Trend Analysis Effectiveness Measures, 2011–2015

Effectiveness Measure	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	% Change FY 2011– FY 2015
Vehicle Miles per TD Capita	12.3	11.7	11.4	9.7	6.9	-44.4%
Vehicle Miles per Passenger Trip	9.65	9.14	9.30	9.21	9.15	-5.1%
Passenger Trips per TD Capita	1.28	1.27	1.22	1.05	0.75	-41.4%
Passenger Trips per Vehicle Miles	0.10	0.11	0.11	0.11	0.11	5.4%
Accidents per 100,000 Vehicle Miles	0.21	0.22	0.17	0.19	0.42	100.0%
Roadcalls	28	13	19	18	8	-71.43%
Vehicle Miles between Roadcalls	68,115	142,297	94,861	87,990	147,629	116.7%

Source: Annual Performance Reports from 2011 to 2015, FCTD

Figure 1-13: Vehicle Miles per TD Capita, 2011–2015
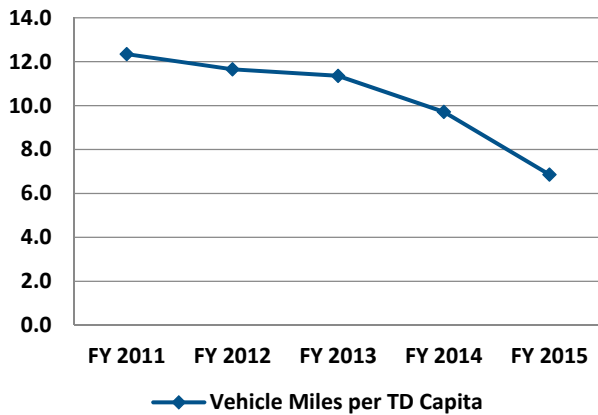
Figure 1-14: Vehicle Miles per Passenger Trip, 2011–2015
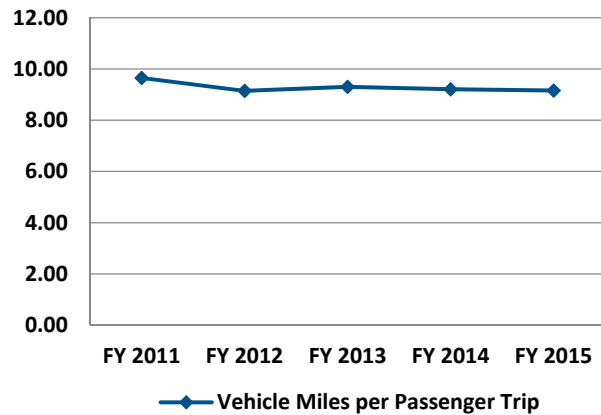
Figure 1-15: Passenger Trips per TD Capita, 2011–2015
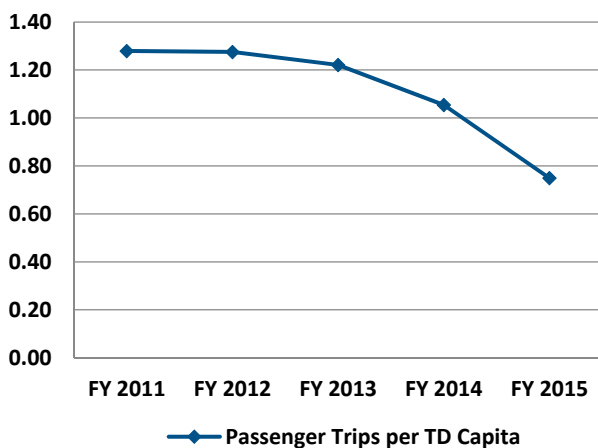
Figure 1-16: Passenger Trips per Vehicle Miles, 2011–2015
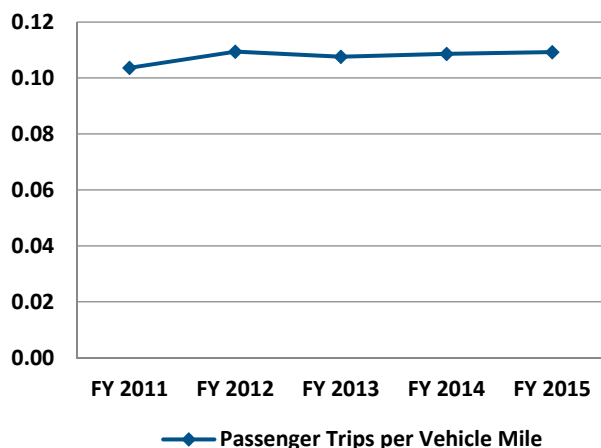
Figure 1-17: Accidents per 100,000 Vehicle Miles, 2011–2015
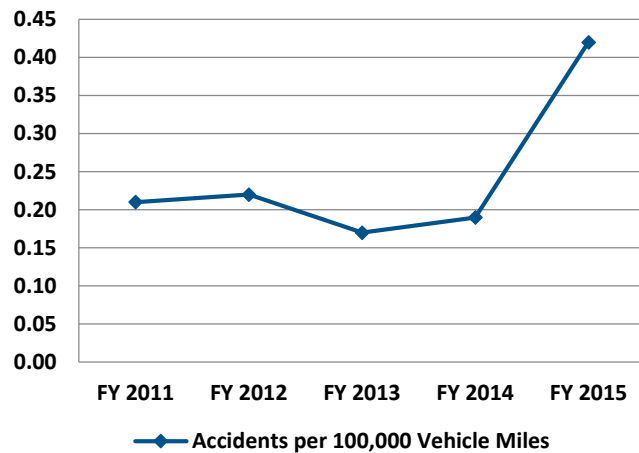
Figure 1-18: Vehicle Miles between Roadcalls, 2011–2015
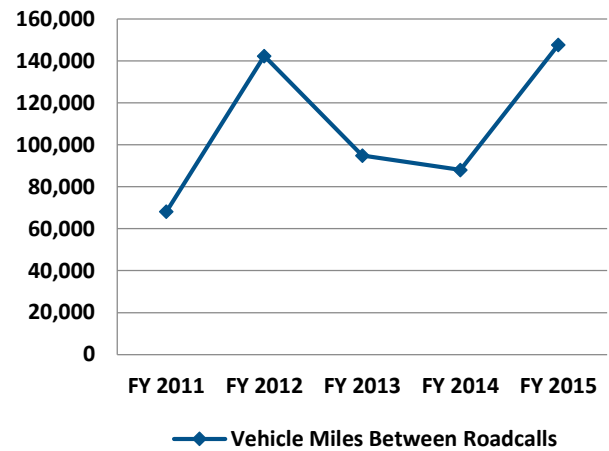
Efficiency Measures

Efficiency measures are designed to measure the cost of resources provided by the transit agency, and details the extent to which cost efficiency is achieved. For example, operating expense per passenger trip measures the cost of achieving a given level of ridership within the system. MSS efficiency measures are presented in Table 1-16 to illustrate performance of the system between FY 2011 and FY 2015, with costs adjusted to reflect an index in 2011 dollars. Figures 1-19 through 1-21 illustrate the effectiveness measures.

- Over the five-year period, the operating expense per passenger trip increased 19%, from $23.02 in FY 2011 to $27.38 in FY 2015, an increase of more than 25% in real dollars.
- From FY 2011 to FY 2015, the operating expense per vehicle increased 25%, from $2.39 per vehicle mile to $2.99 per vehicle mile an increase of approximately 32% in real dollars.
- Operating expense per driver hour increased slightly from $29.56 in FY 2011 to $30.06 in FY 2015, an increase of nearly 2%, representing an increase of 7% in real dollars.

Table 1-16: MSS Paratransit Trend Analysis Efficiency Measures, 2011–2015

Efficiency Measure	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	% Change FY 2011–FY 2015
Operating Expense per Passenger Trip	$23.02	$21.37	$22.92	$24.57	$27.38	18.9%
Operating Expense per Vehicle Mile	$2.39	$2.34	$2.46	$2.67	$2.99	25.4%
Operating Expense per Driver Hour	$29.56	$26.65	$26.87	$28.02	$30.06	1.7%
Operating Expense per Passenger Trip (2011$)	$23.02	$21.81	$23.73	$25.86	$28.85	25.3%
Operating Expense per Vehicle Mile (2011$)	$2.39	$2.39	$2.55	$2.81	$3.15	32.1%
Operating Expense per Driver Hour (2011$)	$29.56	$27.20	$27.82	$29.49	$31.67	7.1%

Source: Annual Performance Reports from 2011 to 2015, FCTD

Figure 1-19: Operating Expense per Passenger Trip, 2011–2015
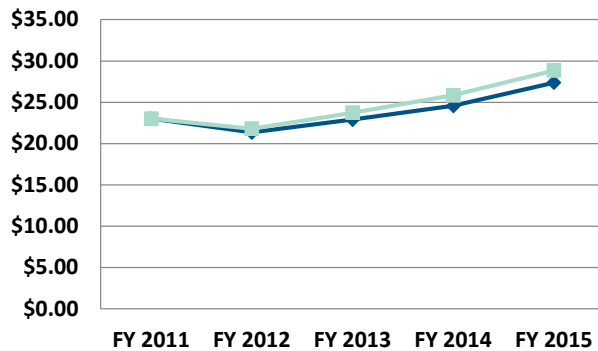
Figure 1-20: Operating Expense per Vehicle Mile, 2011–2015
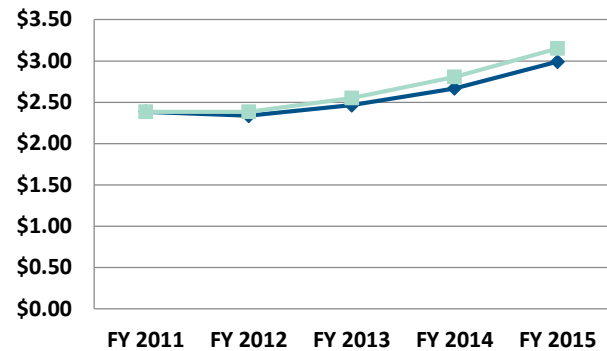
Figure 1-21: Operating Expense per Driver Hour, 2011–2015
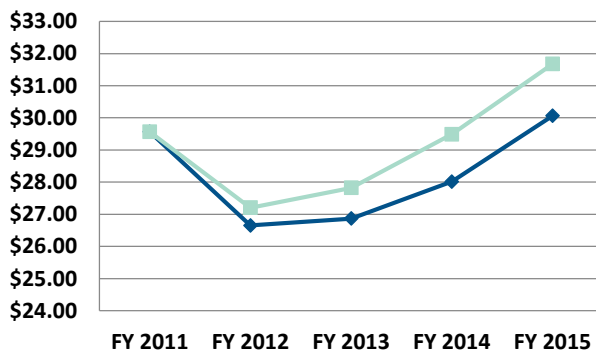
Summary Results of Trend Analysis

A trend analysis is an aspect of transit performance evaluation that provides a starting point for understanding the strengths and weaknesses of a transit system's performance over time.

- Total passenger trips, vehicle miles, and revenue miles decreased over the five-year period by 34.7%, 38.1%, and 38.0%, respectively.
- Consistent with the previously-mentioned measures, there was a decrease of 22.4% for total operating expense.
- Passenger trips per TD capita experienced a sharp decline of 41.4%.

- Operating expense per passenger trip and mile increased by 18.9% and 25.4%, respectively.
- Reduction in vehicle miles per TD capita could be attributable to MSS's focus on improving transit service efficiency and service operations.
- Although the potential TD population grew 11.4%, total passenger trips per TD capita decreased 41.4%.
- Longer trip lengths for passengers to access their destinations will continue to increase burdens on the MSS system, as shown by the increased growth in passenger trips per vehicle miles of 5.4%, and indicates that passengers are located farther away from the locations they would like to access.

Table 2-17 provides a summary of the trend analysis for TD services provided by MSS from 2011 to 2015.

Table 1-17: MSS Paratransit Trend Analysis Summary, 2011–2015

Performance Indicators/Measures	Percent Change 2011–2015
Performance Measures	
Passenger Trips	-34.7%
Vehicle Miles	-38.1%
Revenue Miles	-38.0%
Operating Expense	-22.4%
Operating Expense (2011$)	-18.2%
Operating Revenue	10.3%
Operating Revenue (2011$)	16.2%
Total Fleet	-17.2%
Effectiveness Measures	
Vehicle Miles per TD Capita	-44.4%
Vehicle Miles per Passenger Trip	-5.1%
Passenger Trips per TD Capita	-41.4%
Passenger Trips per Vehicle Mile	5.4%
Accidents per 100,000 Vehicle Miles	100.0%
Vehicle Miles between Roadcalls	116.7%
Roadcalls	-71.43%
Efficiency Measures	
Operating Expense per Passenger Trip	18.9%
Operating Expense per Passenger Trip (2011$)	25.3%
Operating Expense per Vehicle Mile	25.4%
Operating Expense per Vehicle Mile (2011$)	32.1%
Operating Expense per Driver Hour	1.7%
Operating Expense per Driver Hour (2011$)	7.1%

Needs Assessment

This section includes the assessment of existing and unmet needs for public transportation for low-income and older adult persons and persons with disabilities. An inventory of existing transportation providers and identification of redundancies and gaps in service were used to identify unmet needs or duplications of public transportation services. It is assumed that there will be a growing need for public transit in the higher-density areas in Marion County.

Older Adults Profile

Older persons may be more likely to use public transportation as the aging process begins to limit their ability or preference to drive. Marion County has a larger proportion of older adults compared to the statewide average. Map 1-5 depicts the total population age 65 and older in Marion County, as provided by 2014 ACS five-year estimates. Areas with higher percentages of the population age 65 and older are generally found in unincorporated Marion County, southwest along SR-200, southwest along SR-40, northeast of Summerfield, and a portion of the Silver Springs Shores CDP.

Traditional Market Assessment

A Transit Orientation Index (TOI) is a traditional transit market assessment that evaluates population segments that historically have a higher propensity to use transit and/or are dependent on public transit for their transportation needs. The TOI includes the older adults, youths, and households that are low income and/or have zero vehicles.

To create the TOI, 2010–2014 ACS five-year estimate demographic data were compiled at the block group level and categorized according to each block group's relative ability to support transit based on the prevalence of specific demographic characteristics. For this analysis, five population and demographic characteristics were used to develop the TOI, as shown on Map 1-6. Each characteristic is traditionally associated with the propensity to use transit. The five characteristics that were used to produce the index include the following:

- Population density (persons per square mile)
- Proportion of population age 65 and over (older adults)
- Proportion of population ages 10–14 (youth)
- Proportion of population below poverty level ($25,000/family of 4)
- Proportion of households with no vehicles (zero-vehicle households)

Using data for these characteristics and developing a composite ranking for each census tract, each area was ranked as "Very High," "High," "Medium," "Low," or "Very Low" in their respective levels of transit orientation. Map 1-6 illustrates the 2017 TOI, reflecting areas throughout the county with varying levels of traditional market potential.

Map 1-6: 2014 Older Adult Population, Marion County

2014 Older Adults
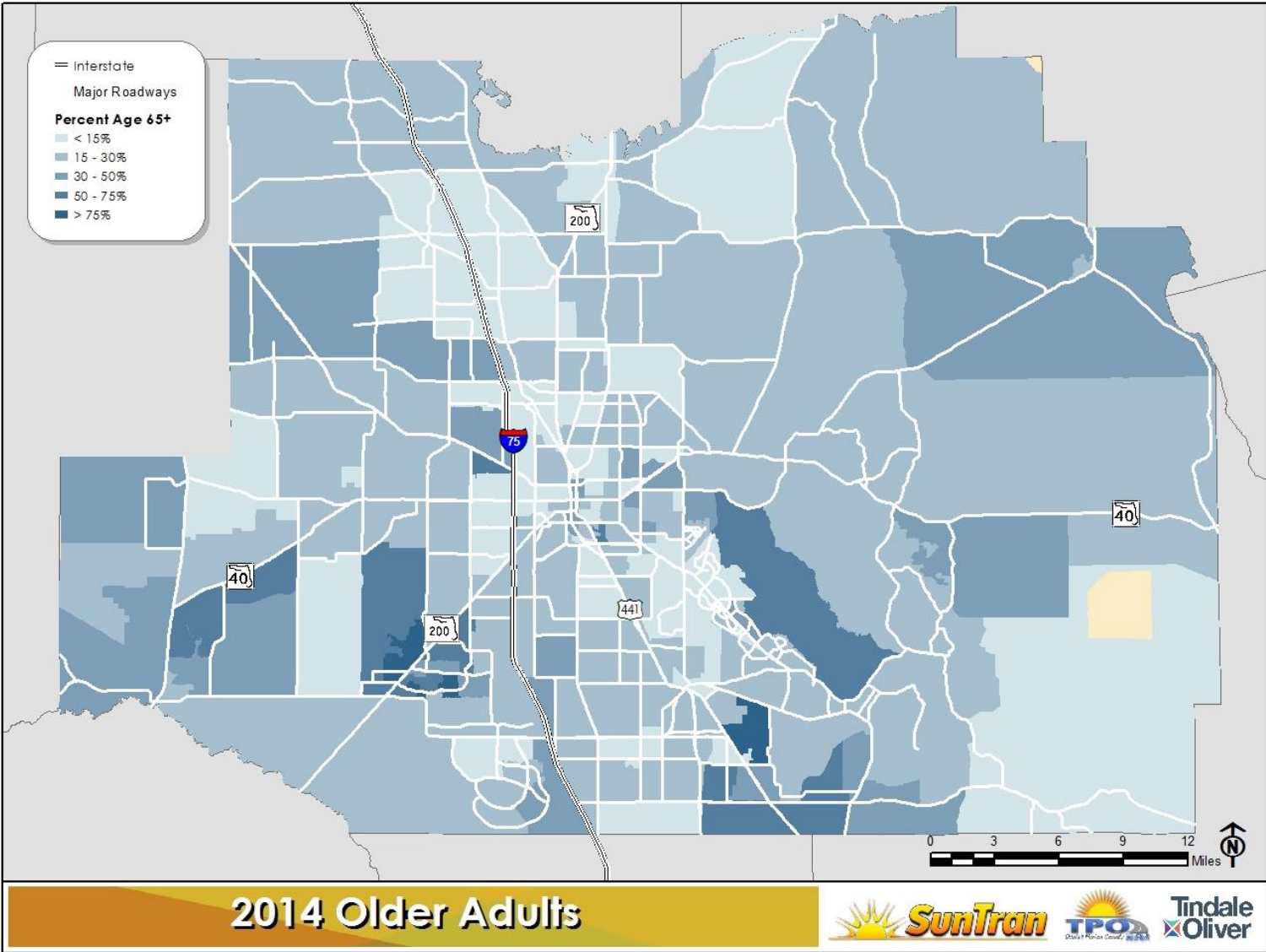
Map 1-7: Marion County Transit Orientation Index

Transit Orientation Index

Legend:
- Interstate
- Major Roadways
- **Transit Orientation**
  - Very Low
  - Low
  - Medium
  - High
  - Very High
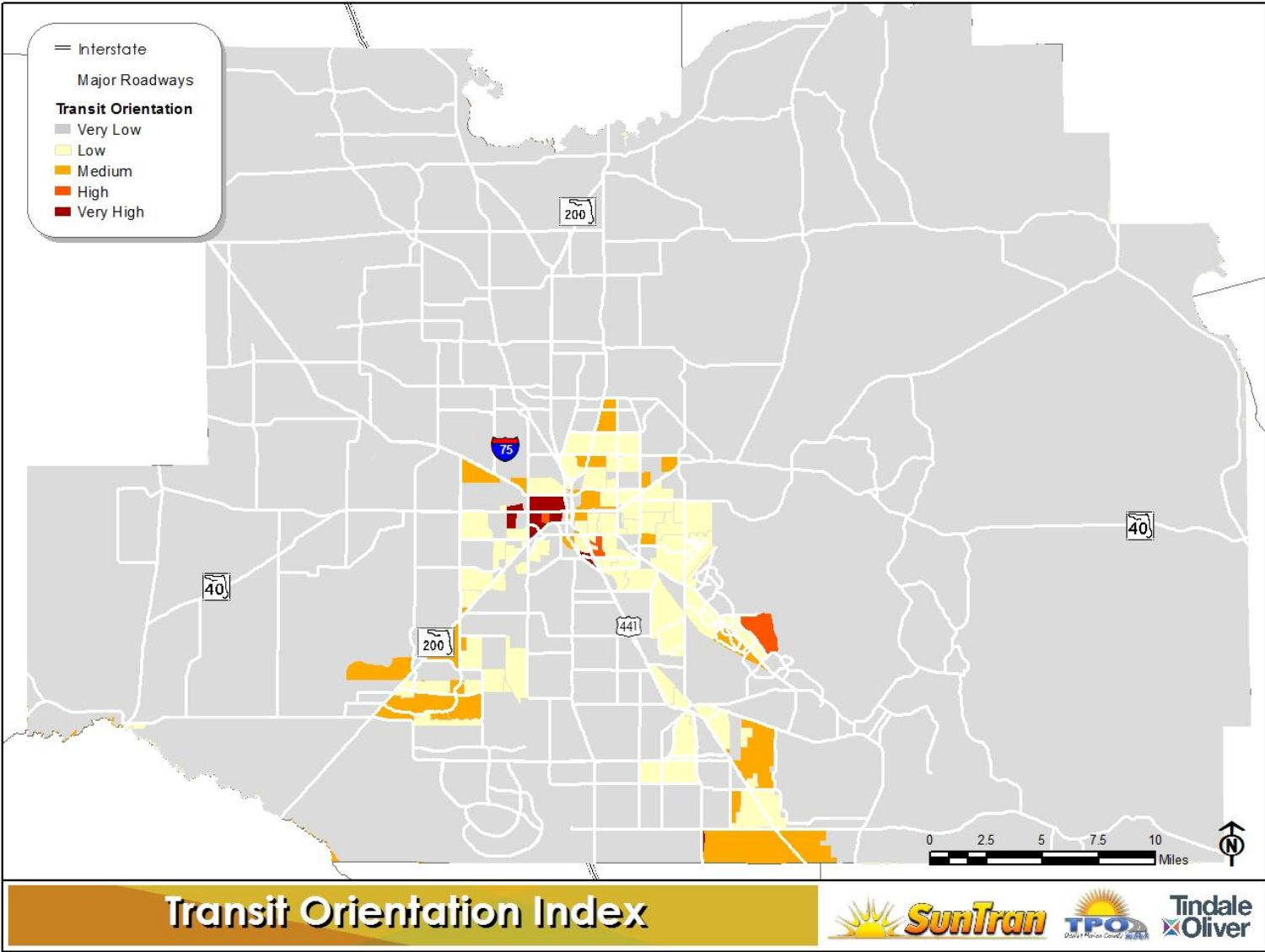
Based on the existing transit services and concentrations of targeted populations, the following needs were identified as priority areas for increased mobility options:

- The block groups containing the highest proportions of transit-dependent populations are found in the areas between the Ocala Central Business District (CBD) and I-75. These areas are characterized as areas with a high index of households living under the poverty level and zero-vehicle households. The area northwest of NW 110th Ave/SR 40 and the southernmost area of the county between US 301 and I-75 with a very high transit orientation index are low density residential areas outside of the urbanized area with a high presence of households living under the poverty level. The very high transit-oriented area between SE Lake Weir Avenue and US 301 near Camp Roosevelt has a combination of youth, older adult households living under the poverty level, and zero-vehicle households.
- The Silver Springs Shores CDP area that lies south of SE Maricamp Road has areas of high transit orientation due to the high presence of youth and zero-vehicle households. The high transit orientation area that lies in the eastern side of Silver Springs Shores CDP is characterized by a high presence of youth and older adults. The high transit orientation index in the Belleview area is characterized by a high presence of youth and zero-vehicle households.
- The existing bus routes align fairly well with the highest transit orientation areas west of the Ocala CBD except for the northwestern portion of this area and the small area of high transit orientation SE Lake Weir Avenue and US 27 that are currently not directly served by the existing transit network.
- Block groups with existing employment densities of more than 1,000 people per square mile are located primarily within the urbanized Ocala core, west of I-75 adjacent to the Ocala International Airport, and portions of Belleview and Dunnellon.
- In total, 81% of the county population lives in unincorporated areas.
- The fastest growing area of population in Marion County is The Villages CDP.

Public Involvement

The public involvement activities undertaken as part of the TDSP update are described in this section. The goal of public involvement activities was to increase the likelihood of active participation from citizens and stakeholder agencies during the plan update process. Public outreach activities completed included MSS distribution of a flyer to all paratransit users in January and February 2017 notifying them of a robodial call in which they could complete a satisfaction survey.

Common themes noted from survey responses included the following:

- The most common reason for using MCT was for medical purposes, and the second most common reason was for grocery store visits.
- Most respondents indicated they use MCT services 3–4 days per month.
- Respondents indicated a significantly large reliance on MCT, with most indicating they would not be able to make the trip without the service and do not use SunTran fixed-route service.

- Common reasons why participants did not use fixed-route service included that SunTran was not available where they live and difficulty in accessing the bus stop without assistance.
- Nearly all respondents indicated a favorable review of service dependability, rating the service as good or very good (88%).
- All respondents indicated that the trip fare was reasonable, rating the fare payment as good or very good (100%).
- Overall satisfaction with services was rated highly, with all respondents rating services as good or very good (100%).

Barriers to Coordination

The Ocala/Marion County TPO, in coordination with MTS, strives to remove barriers to the coordinated system within its scope of authority. Opportunities for public input, service types provided, and availability of bus pass outlets at Publix and the College of Central Florida are examples of the efforts taken to make public transportation available and remove barriers to coordination. However, due to policy, funding, and other external factors, some barriers to transportation coordination still exist in Marion County:

- Based on Marion County's development patterns, including a mix of urban, suburban, and rural areas, there is a barrier to providing transit service throughout the county due to the larger service area and limited funding available.
- Uncertainty about the TD Trust Fund and local funding constraints create barriers to providing transportation services.

Goals, Objectives, and Strategies

Developing a vision for transit services is a fundamental component of the TDSP. Goals, objectives, and strategies are critical for implementation of the public transit's vision in the community. The vision identifies what the CTC is, who it serves, and how best to provide service. This section includes the long-range goals of MTS in relation to SunTran, specific measurable objectives that identify actions that can be taken to achieve the goals, and strategies to achieve the objectives. Marion County's TDSP vision and mission statements, goals, and objectives were updated and developed based on the review and assessment of local conditions and feedback obtained during public involvement. The goals and objectives are consistent with local and State transportation planning documents and policies, past Ocala/Marion County TDSP goals and objectives, the concurrent major update of the Ocala/Marion County 10-year TDP, and the Ocala/Marion County LRTP.

Vision Statement

The Marion County TDSP vision statement was developed based on the overall vision for transportation services in the county. The vision statement for the Ocala/Marion County region governing transit is:

To meet the mobility needs of the elderly, disabled,
and transportation disadvantaged residents of Marion County.

Mission Statement

The mission statement is consistent with the legislative intent of the governing transit, SunTran:

To ensure the operation of a safe, efficient, and cost-effective transportation system
that meets the needs of Marion County's general public, including its
transportation disadvantaged, while providing a system that is integrated with
other modes of travel, including pedestrian, bicycle, and automobiles,
as well as with the county's existing and future land uses.

Goals, Objectives, and Strategies

The goals included are long-term, toward which programs or activities are ultimately directed. Many of the objectives established in the 2012 TDSP Update were modified in this update to ensure that MTS continues its provision of quality service.

Table 1-18 presents both the completion status of the previous goals and objectives and the updated goals, objectives, and initiatives identified for this TDSP update.

Table 1-18: Marion County 2018–2022 TDSP Goals and Objectives and Completion Status Update for FY 2013–2017

Goal 1: Provide increased mobility and ridership using Marion Senior Services, contract providers, and SunTran to meet the demand and mobility needs of transportation disadvantaged services in Marion County.				
		Objectives	**Completion Status for 2013–2017**	**Activities for 2018–2022**
Objective 1.1:		Provide transit or demand-response services to 10% of TD population by 2017.	In FY 2015, TD services were provided to 1.78% of potential TD population; coupled with fixed-route transit to more potential TD population, up to 10% may have been reached.	Continue working on provision of transit or demand-response services to 10% of TD population by 2022.
Objective 1.2:		Provide ADA-eligible population with paratransit service comparable to service provided by fixed-route system.	Ongoing – In accordance with ADA, SunTran contracts with MTS to provide required complementary ADA service within ¾ mile of its fixed routes.	Continue to provide ADA-eligible population with paratransit service comparable to service provided by fixed-route system.
Objective 1.3:		Comply with all applicable ADA requirements.	Ongoing	Continue to comply with all applicable ADA requirements.
Objective 1.4:		Never decline service to TD individual due to lack of availability of ADA-accessible vehicles.	In FY 2016, denied 716 trips. Trips were provided based on funding and priority level. Medical trips receive highest priority; 0 unmet medical trips.	Continue to never decline service to any TD individual due to lack of availability of ADA-accessible vehicles.
	Initiative 1.1	Post SunTran information regarding paratransit services on MSS and TPO websites.	SunTran fixed-route services information posted on MSS and TPO Facebook pages.	Maintain and update posted SunTran information regarding paratransit services on MSS and TPO websites.
	Initiative 1.2	Participate in school and community events to increase public awareness of TD services.	Partnered with several community events and organizations to increase public awareness.	Participate in school and community events to increase public awareness of TD services.
	Initiative 1.3	Target population segments considered to be transit-dependent.	Provided services to older adults age 60+, persons with disabilities, disadvantaged residents of Marion County.	Target population segments considered to be transit-dependent.
	Initiative 1.4	Provide rider training for TD users of MTS.	Partnered with many community organizations and non-profits to promote and educate on MSS services.	Continue to provide rider training for TD users of MTS.
	Initiative 1.5	Work with area employers, schools, hospitals, and other organizations to offer organization-sponsored passes.	Ongoing – Partnered with agencies to distribute passes to eligible patrons; SunTran provided free passes to encourage ADA-qualified MSS riders to use the fixed-route system.	Continue to work with area employers, schools, hospitals, and other organizations to offer organization-sponsored passes.

Initiative 1.6	Maintain reliable and adequate fleet of ADA-accessible vehicles for demand-response services to meet demand.	Ongoing	Continue to maintain reliable and adequate fleet of ADA-accessible vehicles for demand-response services to meet demand.
Initiative 1.7	Maintain adequate personnel to staff administration and operations of demand-response services.	Ongoing	Continue to maintain adequate personnel to staff administration and operations of demand-response services.
Initiative 1.8	Maintain existing coordination contracts and execute new ones, where feasible, needed, and cost-effective.	Ongoing	Continue to maintain existing coordination contracts and execute new ones, where feasible, needed, and cost-effective.
Initiative 1.9	Work toward increasing number of passenger trips per vehicle hour by minimum 1% each year.	Increased passenger trips per driver hour by 3% in FY 2014; sharp decline of 42% observed in number of passenger trips by driver hours in FY 2015.	Continue to work towards increasing the number of passenger trips per vehicle hour by minimum 1% each year.
Initiative 1.10	Identify and accommodate opportunities for establishment or coordination of privately-sponsored transportation services in meeting transportation needs.	Ongoing – Coordinated with non-profits throughout county on transportation needs.	Continue coordination with non-profits throughout county on transportation needs, work on additional opportunities for coordination of privately-sponsored transportation services in meeting transportation needs.

Goal 2: Maximize coordination and efficiency of transportation disadvantaged services with SunTran fixed-route services and private transportation providers to better serve the entire population of Marion County.				
		Objectives	**Completion Status for 2013–2017**	**Activities for 2018–2022**
Objective 2.1:		Assess MTS ridership every five years for potential transfers to fixed-route services.	Coordinated with SunTran on potential transfers to fixed-route system.	Continue coordination with SunTran on potential transfers to fixed-route system.
Objective 2.2:		Ensure seamless coordination between MTS and private transportation systems by 2017 to eliminate duplication/fragmentation of services for in- and out-of-county transportation.	Ongoing – Coordinated with private transportation systems.	Continue coordination between MTS and private transportation systems to eliminate duplication/fragmentation of services for in- and out-of-county transportation.
Objective 2.3:		Comply with 2010 ADA Standards for Accessible Design.	Ongoing	Continue to address ADA compliance in accordance with the 2010 ADA Standards for Accessible Design.
	Initiative 2.1	Identify/address actual or perceived barriers to coordination in Marion County.	Ongoing	Continue to identify/address actual or perceived barriers to coordination in Marion County.
	Initiative 2.2	Provide rider training for fixed-route services to TD service users.	Partnered with many community organizations and non-profits to promote and educate on MSS services.	Continue to partner with community organizations and non-profits to promote and educate rider training for fixed-route services to TD service users on MSS services.
	Initiative 2.3	Bring appropriate social service organizations that provide transportation into coordinated system through purchase of service contracts, coordination of contracts, or joint use agreements to reduce duplication of transportation services provided in and outside county.	Ongoing	Continue coordination with social service organizations that provide transportation into coordinated system through purchase of service contracts, coordination of contracts, or joint use agreements to reduce duplication of transportation services provided in the and outside county.
	Initiative 2.4	Meet with MSS, SunTran, and TPO staff on quarterly basis to identify new methods of integrating fixed-route and demand-response systems.	Ongoing	Continue to meet on quarterly basis with MSS, SunTran, and TPO staff to identify new methods of integrating fixed-route and demand-response systems.
	Initiative 2.5	Advertise SunTran fixed-route system to MTS users who can potentially use it.	Ongoing	Continue advertising SunTran fixed-route system to MTS users who can potentially use it.

	Initiative 2.6	Complete inventory of existing bus stops, review each for possible ADA accessibility improvements.	Inventory completed in 2013.	Maintain and update as needed.

Goal 3: Provide for the most cost-effective transportation services possible.				
	Objectives		**Completion Status for 2013–2017**	**Activities for 2018–2022**
Objective 3.1:	Hold maintenance costs at less than 20% of total system costs.		Maintenance costs approximately 19.6% of total expense in FY 2015; total FY 2015 expenses $3,532,738, maintenance costs $693.854.	Retain maintenance costs at less than 20% of total system costs.
Objective 3.2:	Maintain annual operating cost per passenger mile under $18.00.		Annual operating costs per passenger mile $4.12 in FY 2015.	Sustain annual operating cost per passenger mile under $18.00.
Objective 3.3:	Achieve operating ratio (farebox revenues/total operating expenses) of at least 20% for fixed-route and demand-responsive services.		Ongoing	Continue efficiency of system to achieve operating ratio (farebox revenues/total operating expenses) of at least 20% for fixed-route, and demand-responsive services.
Objective 3.4:	Maintain financial support of TD services consistent with financial plan in 2007–2016 TDP Major Update.		Financial support consistent.	Continue consistent financial support of TD services consistent with financial plan in the 2018–2027 TDP Major Update.
Objective 3.5	Assess effectiveness and efficiency of transit service delivery every five years.		Ongoing	Continue to assess effectiveness and efficiency of transit service delivery every five years.
Objective 3.6	Reduce duplication of TD services provided in county.		Ongoing	Continue reduction for duplication of TD services provided in county.
	Initiative 3.1	Maximize multi-loading of vehicle trips on ADA services to reduce cost per trip and maximize efficiency.	Ongoing	Continue to maximize multi-loading of vehicle trips on ADA services to reduce the cost per trip and maximize efficiency.
	Initiative 3.2	Determine most cost-effective service type in all areas, given demand, routings, coverage areas.	Ongoing	Continue work to determine the most cost-effective service type in all areas, given demand, routings, and coverage areas.
	Initiative 3.3	Consider potential for development-sponsored transportation services, especially for developments targeting older adults.	Ongoing	Continue to consider potential for development-sponsored transportation services, especially for developments targeting older adults.
	Initiative 3.4	Annually review trip rates to ensure program is sustainable.	Ongoing	Continue to annually review trip rates to ensure program is sustainable.

	Initiative 3.5	Encourage Section 5310 grant recipients to participate in coordination of TD services and maximize use of their vehicles.	Ongoing	Continue to encourage Section 5310 grant recipients to participate in coordination of the TD services and maximize use of their vehicles.

Goal 4: Provide for the most comprehensive transportation services possible to serve all transportation disadvantaged residents of Marion County.				
	Objectives		**Completion Status**	**Status Update: FY 2018–2022**
Objective 4.1	Meet future needs and demand of users for both services and amenities described in TDP Major Update (2013–2022).		Ongoing	Continue work to meet future needs and demand of users for both services and amenities described in 10-Year TPD Major Update for 2018–2027.
Objective 4.2	Reevaluate transit services for the transportation disadvantaged annually.		Services provided to the transportation disadvantaged are evaluated annually through the TDLCB CTC evaluation process and annual updates to the TDSP.	Continue to annually evaluate transit services for the transportation disadvantaged annually.
	Initiative 4.1	Provide needed vehicle capacity to meet demand and identified needs.	Ongoing	Continue to provide needed vehicle capacity to meet demand and identified needs.
	Initiative 4.2	Maintain a reliable and adequate fleet of vehicles for demand-responsive services.	MSS maintains and regularly updates its fleet.	Continue to maintain and regularly update the vehicles for demand-responsive services.
	Initiative 4.3	Provide needed personnel to operate, maintain, administer coordinated system to meet demand and identified needs.	Ongoing	Continue to provide needed personnel to operate, maintain, administer coordinated system to meet demand and identified needs.
	Initiative 4.4	Develop administration system to handle training, operations, maintenance of different vehicles, pay scales, etc.	Ongoing	Continue to develop an administration system to handle training, operations, maintenance of different vehicles, pay scales, etc.
	Initiative 4.5	Maintain or establish necessary organizational structures and institutional arrangements necessary for coordinated system to meet demand and identified needs.	Ongoing	Continue work to maintain or establish necessary organizational structures and institutional arrangements necessary for a coordinated system to meet demand and identified needs.
	Initiative 4.6	Design, implement, maintain comprehensive survey program to assess community need for transit services.	Surveys are conducted in conjunction with TDP development. Since the Avail system was initiated, the survey program has been inactive.	The Avail system conducts reporting at a level sufficient for NTD reporting on an annual basis.

			Completion Status	Status Update: FY 2018–2022
	Initiative 4.7	As MTS ridership increases yearly, Marion County in cooperation with Ocala/Marion County TPO and City of Ocala shall provide additional vans for their use.	MCT ridership decreasing since 2012, so no need to procure additional vans.	Continue to monitor ridership and ensure adequate vehicles for service in cooperation with Ocala/Marion County TPO and City of Ocala.
	Initiative 4.8	Improve infrastructure at bus stops through provision of additional shelters, benches, and other passenger amenities.	Ongoing	Coordinate with SunTran to improve infrastructure at bus stops through provision of additional shelters, benches, and other passenger amenities.
	Initiative 4.9	Identify and secure necessary federal, state, local, private funding to support coordinated system required to meet demand and identified needs.	Ongoing	Continue to identify and secure necessary federal, state, local, and private funding to support coordinated system required to meet demand and identified needs.

Goal 5: Deliver a safe and high quality transit experience to the customer.				
	Objectives		**Completion Status**	**Status Update: FY 2018–2022**
Objective 5.1	Monitor service quality, meet or exceed 90% on-time performance goal for paratransit and fixed-route service.		Ongoing	Continue to monitor service quality and meet or exceed 90% on-time performance goal for both paratransit and fixed-route service.
Objective 5.2	Maintain no-show/same day cancellation standard of fewer than 10% of all trips.		No-show/same day cancellation trips were 2.3% of total trips in FY 2015.	Continue work to maintain no-show/same day cancellation standard of fewer than 10% of all trips.
Objective 5.3	Develop performance monitoring program that addresses performance standards for fixed-route and paratransit services.		Ongoing	Improve and update as needed performance monitoring program that addresses performance standards for fixed-route and paratransit services.
	Initiative 5.1	Ensure that services provided in safe and secure manner in accordance with CTD and FDOT standards and recommendations.	Ongoing	Continue to ensure that services are provided in a safe and secure manner in accordance with CTD and FDOT standards and recommendations.
	Initiative 5.2	Educate paratransit riders about policies and continue to inform riders of program choices.	Ongoing	Continue to educate paratransit riders about policies and continue to inform riders of program choices.
	Initiative 5.3	Monitor and maintain service quality.	Ongoing	Continue to monitor and maintain service quality.
	Initiative 5.4	Make customer comment cards available to patrons of fixed-route and demand-responsive services.	Ongoing	Continue to make customer comment cards available to patrons of fixed-route and demand-responsive services.

			Ongoing	Continue scheduled maintenance activities for all transit vehicles.
	Initiative 5.5	Perform scheduled maintenance activities for all transit vehicles.	Ongoing	Continue scheduled maintenance activities for all transit vehicles.
	Initiative 5.6	Increase passenger comfort through provision of passenger shelters and benches.	Ongoing	Continue to work on increasing passenger comfort through provision of passenger shelters and benches.

Goal 6: Secure additional funding to meet the transportation disadvantaged demand and mobility needs in Marion County.				
Objectives			**Completion Status**	**Status Update: FY 2018–2022**
Objective 6.1	Investigate and pursue available funding opportunities at federal, state, local levels and from private sources for programs or projects that serve TD population.		Ongoing	Continue to investigate and pursue available funding opportunities at federal, state, local levels and from private sources for programs or projects that serve TD population.
	Initiative 6.1	Educate general public and local decision makers on importance of public transportation and need for local financial support.	Ongoing	Continue to educate the general public and local decision makers on importance of public transportation and need for local financial support.
	Initiative 6.2	Identify and accommodate opportunities for private sector participation and public/private partnerships in funding public transportation system.	Ongoing	Continue to identify and accommodate opportunities for private sector participation and public/private partnerships in funding public transportation system.
	Initiative 6.3	Work with local agencies to continue to receive sufficient funding to provide agency trips.	Ongoing	Continue work with local agencies to continue to receive sufficient funding to provide agency trips.
	Initiative 6.4	Evaluate fares on regular basis to ensure customers contribute to maintaining system within reasonable means.	Ongoing	Continue to evaluate fares on regular basis to ensure customers contribute to maintaining system within reasonable means.
	Initiative 6.5	Apply for JARC funds for implementation of projects that support transportation to employment and/or employment-related activities.	Program expired. Job Access and Reverse activities are eligible for funding under FTA Urbanized Area Formula Grants (Section 5307) and Formula Grants for Rural Areas (Section 5311) programs.	Not applicable.
	Initiative 6.6	Apply for New Freedom funds for implementation of new/innovative projects that extend beyond ADA requirements.	Ongoing	Continue to apply for New Freedom funds for implementation of new/innovative projects that extend beyond ADA requirements

	Initiative 6.7	Identify costs associated with demand response services and secure required funding.	Ongoing	Update/maintain identified costs associated with demand-response services and secure required funding.
	Initiative 6.8	Submit grant applications/requests for funding available through federal, state, local sources.	Ongoing	Continue to identify and submit grant applications/requests for funding available through federal, state, and local sources.

Implementation Plan

Five-Year Transportation Disadvantaged Program

The five-year Implementation Plan for the Marion County TDSP was developed from the goals, objectives, and strategies outlined in the prior section. The implementation scheduled will be reviewed and updated on an annual basis. Table 1-19 presents the strategies, responsible party(ies) for accomplishment, the anticipated beginning and ending date, and any known costs associated with the Implementation Plan.

With the exception of the strategies included in Goal 4, "Ensure program accountability with the State and federal requirements for TD planning," recurrent strategies that are considered routine operational planning efforts for the coordinated system have been included in the Goals and Objectives section of this TDSP but have been omitted from the Implementation Plan, which focuses on highlighting the ongoing and potential new strategies that would need to be deployed to meet some of the transportation and coordination needs identified through the TDSP planning process.

Table 1-19: Implementation Schedule

Service Improvement	Measures	Responsible Entity
Year 1 or Ongoing		
Update informative and user-friendly brochures and Ride Guide by 2018.	Number of new brochures and other customer information disseminated	MCSS, SunTran, Ocala/ Marion TPO
Post SunTran information regarding paratransit services on MCSS and TPO websites.		MCSS, Ocala/ Marion TPO
Participate in community events to increase public awareness of TD services.	Number of community events attended	MCSS
Target population segments considered to be transit-dependent.		MCSS
Provide rider training for TD users of Marion Transit Services.	Number of participants	MCSS
Maintain reliable and adequate fleet of ADA-accessible vehicles for demand-responsive services to meet demand.	Replacement of older, not cost-effective vehicles; sufficiency of vehicle inventory in terms of quantity, capacity, quality	MCSS, Ocala/ Marion TPO
Maintain adequate personnel to staff administration and operations of demand-response services.	Maintain minimum number of staff required to maintain levels of service	MCSS
Work toward increasing number of passenger trips per vehicle hour by minimum of 1% each year.	Decrease in cost per hour	MCSS
Identify and address any actual or perceived barriers to coordination in Marion County.	Develop summary of barriers to using fixed-route, with potential solutions	MCSS, SunTran, Ocala/ Marion TPO
Provide rider training for fixed-route services to TD service users.	Number of participants	SunTran , Ocala/ Marion TPO
Bring appropriate social service organizations into coordinated system.	Increase in number of coordinated contractors	Ocala/ Marion TPO
Meet with MCSS, SunTran, and TPO staff on quarterly basis to identify new methods of integrating fixed-route and demand-response systems.	Number of meetings, number of ADA and TD passengers transitioning to fixed-route	MCSS, SunTran, Ocala/ Marion TPO
Advertise SunTran fixed-route system to MTS users who can potentially use it		SunTran, MCSS
Maximize multi-loading of vehicle trips on ADA services to reduce cost per trip and maximize efficiency.	Decrease in cost per trip and number of trip denials	MCSS
Identify costs associated with demand-response services and secure required funding.	Identification of grants and other funding sources that can be applied to coordinated system	MCSS
Submit grant applications/requests for funding available through federal, state, and local sources.		MCSS, Ocala/ Marion TPO
Perform scheduled maintenance activities for all transit vehicles.	Maintenance activities completed in accordance with FDOT preventive maintenance requirements	MCSS

Make customer comment cards available to patrons of fixed-route and demand-responsive services	Number of completed comment cards	MCSS, Ocala/ Marion TPO
Identify and accommodate opportunities for private sector participation in funding coordinated transportation system.	Number of meetings held with private developments for consideration of sponsoring transit services	Ocala/ Marion TPO
Maintain or establish necessary organizational structures and institutional arrangements necessary for coordinated system to meet demand and identified needs.	Sufficiency of staff in terms of quality, skills, experience; sufficiency of vehicle inventory in terms of quantity, capacity, quality	MCSS
Identify and secure necessary federal, state, local, private funding to support coordinated system required to meet demand and identified needs.	Identification of new grants of other funding sources that can be applied to coordinated system	MCSS
Purchase and use more advanced scheduling software to facilitate multi-loading of trips on demand-responsive service and train schedulers/dispatchers to use software.	Purchase of ITS equipment	MCSS
Replace two high-mileage vehicles.	Replacement of older, not cost-effective vehicles	MCSS
Encourage marketing assistance from LCB and CTD, obtain resources to expand marketing efforts.	Number of presentations conducted	MCSS
Use volunteers to provide travel training program to assist older adults with use of services.	Number of participants in volunteer program	MCSS
Assess MTS ridership each year for potential transfers to fixed-route services.	Number of ADA and TD passengers transitioning to fixed-route	SunTran, MCSS
Maintain existing coordination contracts and execute new ones, where feasible, needed, and cost-effective.	Increase in number of coordination contractors	MCSS
Annually review trip rates to ensure program is sustainable.	Complete annual FCTD rate justification worksheets	MCSS
Assess effectiveness and efficiency of transit service delivery every year in coordination with TDSP updates.	Complete trend and peer analysis annually	MCSS, Ocala/ Marion TPO
Evaluate fares on regular basis to ensure customers contribute to maintaining system within reasonable means.	Complete trend and peer analysis annually	SunTran, MCSS
Continue to receive funding for provision of agency trips.	Maintain existing contracts; number of new agency contracts	MCSS

Year 2		
Work with area employers, schools, hospitals, other organizations to offer organization-sponsored passes.	Number of meetings held with major employers, schools, hospitals	MCSS
Determine most cost-effective service type in all areas, given demand, routings, coverage areas.	Decrease in cost per trip, cost per hour, cost per mile	Ocala/ Marion TPO
Design, implement, maintain comprehensive survey program to assess community need for transit services.	Number of completed surveys	Ocala/Marion TPO
Maintain and update as needed inventory of existing bus stops, review each for possible ADA accessibility improvements.	Number of ADA-accessible bus stops	SunTran and Ocala/Marion TPO
Review vehicle capacity to determine if need is being met with existing vehicles.	Number of trips denied due to vehicle capacity	MCSS and Ocala/Marion TPO
Develop administration system to handle training, operations, maintenance of different vehicles, pay scales, etc.	Increases in performance, efficiency, ost effectiveness.	MCSS
Apply for New Freedom funds for implementation of new and innovative projects that extend beyond ADA requirements.	Number of new projects that serve older adults and passengers with disabilities	MCSS, SunTran, and Ocala/Marion TPO
Develop funding for public transportation education program for general public and local leaders.	Number of outreach activities	Ocala/Marion TPO
Encourage Section 5310 grant recipients to participate in coordination of TD services and maximize use of their vehicles.	Increase in number of coordinated contractors	MCSS, Ocala/ Marion TPO
Year 3		
Develop performance monitoring program that addresses performance standards for paratransit services.	Establish and maintain minimum standards	MCSS
Consider potential for development-sponsored transportation services, especially for developments targeting older adults.	Number of proposed developments reviewed for sponsoring potential transit projects; number of meetings held with private developments for consideration of sponsoring transit services	Ocala/Marion TPO
Educate paratransit riders about policies and continue to inform riders of program choices.	Number of participants in travel training and at public meetings	MCSS, SunTran
Reduce requirement for advance reservations from 72 hours to 48 hours	Evaluate reducing advance reservation requirement	MCSS
Work with local governments to assess, develop, and implement a plan to improve access to/at SunTran bus stops and stations, ensuring compliance with ADA and Florida minimum accessibility standards.	Number of meetings held with transportation representatives	SunTran, Ocala/Marion TPO

Year 4		
None scheduled	N/A	N/A
Year 5		
Explore possibility of multi-loading by studying the possibility of providing group trips to major employment sites.	Decrease in cost per trip and number of trip denials	MCSS

Section 2: Service Plan

This section of the TDSP addresses the operational elements of how, when, and what services are available to TD eligible persons and the manner in which they use them. Although services are subject to change, the information contained in this section is based on the current operational policies and procedures that guide service delivery.

Operations Element

MTS service policies and procedures are described in this section and may have been modified to comply with the US Department of Transportation (USDOT) rules under the ADA and Section 504 of the Rehabilitation Act of 1973.

Types, Hours, and Days of Service

MTS provides public transportation services to eligible TD residents and sponsored and non-sponsored program recipients in Marion County. Trip reasons may be prioritized due to funding reductions experienced by most sponsoring agencies, and the prioritization format has been approved by the LCB. However, MSS reported 0 trip refusals in 2010 and 0 in 2011. The number of unmet trips has been significantly increasing over the last seven years. Trip requests are currently prioritized in the following order:

1. Medical Needs
2. Life-Sustaining Activities
3. Education
4. Work
5. Business
6. Recreational

MTS operates Monday through Friday from 5:00 AM–6:00 PM or until all passenger return trips are completed. However, service may be available 24 hours per day, 7 days per week, through contracted operators if prior arrangements are made. Special arrangements may be made for dialysis patients and other special situations with early, late, or Saturday appointments. Limited service is available on major holidays. Office hours are 8:00 AM–5:00 PM Monday through Friday, excluding holidays. Passengers are requested to make appointments with pick up times between 9:00 AM and 2 PM so they can be picked up an hour prior to the appointment and returned home prior to the end of MTS service hours. Appointments for persons residing in outlying areas should be made between 10:00 AM and 1:00 PM to allow time for home pickups. Residents living in outlying areas may need to be ready up to three hours prior to the scheduled pickup time.

Trips may be scheduled as early as 2 weeks, but not later than 72 hours in advance. Recurring trips, such as for dialysis or therapy, can be scheduled on a permanent basis by reserving with customer service.

Customers are required to set up this service only once by furnishing pickup, destination, and scheduling information.

In total, 43 of the 44 MTS TD vehicles (98%) are wheelchair-lift-equipped. MTS provides transportation to medical facilities in surrounding counties via contract operators and commercial bus service. Customer multi-loading is practiced whenever possible to transport the greatest number of passengers with maximum efficiency. Outlying areas of Marion County are serviced on specific days of the week to allow multi-loading by grouping requests for transportation services and use resources efficiently.

There is a two-hour time window for pickups and returns for intra-county transportation and a three-hour time window for residents living in outlying areas of the county due to the extended travel time to outlying areas. This means that passengers are told to be ready for pickup 2–3 hours prior to their appointment time, depending on their location. Return scheduling presents a problem because of the unknown length of some appointments; therefore, when a passenger calls for the return trip, a driver must be scheduled on an immediate response basis to pick up within that hour. Whereas many passengers view the length of time for a return trip wait as being a late trip, in actuality, it is on time since it is within an hour. The public must constantly be advised of the window to eliminate misunderstandings.

Accessing Services

There is at least a 72-hour advance reservation requirement, although same-day service may be accepted depending on the nature of the request and the availability of a vehicle and driver. ADA trips may be scheduled up to 24 hours in advance. Reservations may not be made more than two weeks prior to the appointment time. Office hours are Monday through Friday from 8:00 AM to 5:00 PM, and transportation services may be scheduled during that time by calling (352) 620-3071. Customers are connected to a reservationist (no automated phone system), and reservationists have been instructed to listen to every request, discuss the circumstances, and make a decision to accept or deny the reservation. If the reservation time is unavailable, an alternate day or time is offered.

All potential passengers must request transportation through the CTC, who determines the passenger's eligibility and assigns the appropriate purchasing agency. The CTC then assigns the trip to a manifest. The scheduler reviews the manifest to ensure that vehicle coverage does not overlap, and the manifest is sent to a provider, who transports the passenger from origin to destination and back to origin following the appointment.

Trip Eligibility

Transportation service is available to certified older adults, persons with disabilities, and disadvantaged residents in Marion County, with priority given to those who do not own or drive a vehicle and who do not have family or friends to assist them. Service is also provided for certified individuals through other sponsored and non-sponsored program recipients, including Medicaid recipients. Certification is accomplished by self-declaration of the potential rider; the rider must answer specific questions to

determine his/her eligibility. Once determined eligible, a customer service representative completes the registration by obtaining pertinent data about the rider and entering the data into the client listing. ADA riders are evaluated by an independent agency, which forwards the evaluation to the fixed-route general manager for final determination of eligibility for ADA paratransit services. All eligible individuals are included in a client list that includes identification of the passenger according to the program or agency that authorized the transportation and noting any restrictions on providing services to that passenger. Once a client is determined to be eligible for transportation services, information on the specific request is taken by a reservationist on a call-intake form. The forms are filed in date order and forwarded to the scheduler 24 hours prior to the date of service. Duplication of the reservation is prevented by immediately confirming requests within the date order filing system.

Trip Prioritization

The LCB, through a subcommittee, sets prioritization guidelines when prioritization is needed. The following guidelines become effective as the need arises. Service is provided according to the amount of space available, as follows:

- Medical – kidney dialysis, cancer treatment, doctor appointments, therapy
- Life-sustaining activities – food/food stamps, prescriptions, Medicaid recertification, shopping
- Education – life skills training for persons with disabilities, day treatment programs for abused and/or neglected children
- Work
- Business – banking, Social Security, visits to hospitals/nursing homes
- Recreational trips

Other Accessibility Policies/Procedures

Service is door-to-door. It is an MTS policy that the driver will assist passengers requiring assistance from the door at the passenger's home and to the main entrance of the passenger's destination. It is the driver's responsibility to determine who needs assistance. If a person is available at the destination, he/she may assist in lieu of the driver. Drivers will not assist a wheelchair passenger down more than one step and, in many cases, will not/cannot push a wheelchair through loose sand or mud. Wheelchairs must not be any wider than 31 inches. Oxygen bottles may be transported if securely attached to the wheelchair or in a small bottle that can be carried by the passenger. Additionally, being in a rural county, there are some roads and driveways that a bus cannot drive down due to overhanging tree branches, loose sandy roads, or other obstacles; in those cases, the passenger is required to meet the bus at a predetermined pick-up point.

Passengers may bring items onboard the bus, but they must be placed on the passenger's lap or under their seat; drivers are not allowed to handle a passenger's property. However, shopping vans are an exception to this rule; in shopping vans, passengers are permitted to have 2–3 bags, and the driver may assist to ensure that the bags are safely stowed in the vehicle.

To cancel an appointment, passengers must call the office and advise a reservationist of the name and date of travel as soon as possible and no later than 2 hours prior to the appointment time. Cancellations can be made between the hours of 6 AM and 5 PM Monday through Friday by calling (352) 620-3071.

A designated "no-show" policy is in place. If a passenger is not available for transportation within five minutes after the vehicle arrives, including no response at the door or refusal of service at the door, the passenger is considered a no-show. In the event of a no-show, the driver calls the dispatch unit, and every effort is made to contact the customer. If the customer cannot be located, the driver leaves a no-show notification his/her doorknob notifying him/her that transportation arrived for pickup and that repeated no-shows may jeopardize future transportation services. After a second no-show, a letter is sent to the customer notifying him/her that an additional no-show will result in a suspension of services. Following the third no-show, transportation may be suspended for up to 30 days. Additional no-shows may result in a termination of services to the customer.

Escorts are limited to one per passenger, as deemed medically necessary. Escorts must be at least age 16 and must pay the standard vehicle fare. As established by Medicaid policy, escorts for Medicaid passengers are not required to pay a fare for the service. Dependent children may be transported if the medical appointment is for the child. Children under age 5 or weighing less than 40 pounds must be in an appropriate child seat, which may be furnished by the transport company if requested or may be furnished by the customer. The driver is responsible for properly securing the child and the child seat.

Schedulers determine the vehicle assignments for a particular day based on the route end locations, mix of passenger needs, and the type of trip requests and attempt to find the most efficient use for vehicles each day using map-based software. Manifests are then distributed to the transportation providers.

Providers and operators must report completed trips to the CTC to receive compensation for completing the trips. The CTC receives complaints from customers. Operators document the pickup and dropoff times and notify the dispatcher of no-shows or cancellations. All trips are then reconciled by the CTC's billing department. MTS has two billing clerks that audit all manifests for MTS and its sub-contractor. Using map-based software, the clerks calculate direct trip miles for every passenger trip to ensure accuracy and consistency. Documentation is forwarded to the MTS Finance Department in the form of invoices, and purchasers of transportation are then billed for reimbursement. Trips are typically coordinated for multi-loading; when trips require long travel distances, they are scheduled on specific days to make multi-loading possible.

Transportation Operators and Coordination Contractors

MTS subcontracts with one provider, Leopard Transport, Inc., for the provision of backup and overflow transportation during normal business hours, holidays, nights, and weekends. Leopard Transport provides ambulatory, wheelchair, and stretcher services. Overflow trips are scheduled with contractors only when necessary. Operators and contractors are obtained and contracted by the CTC as needed using the following process:

1. Needs of CTC identified.
2. Request for proposals advertised in local newspapers and sent to qualified local transportation providers.
3. Proposals collected and evaluated by three-member panel using uniform assessment procedure that measures management experience and expertise, fiscal stability, dependability, fleet capacity, expansion ability, adequate insurance coverage, and proposed service rates.
4. Result of assessment procedure presented to LCB for review and approval.
5. If CTC must initiate new or expanded service, organizations and operators in area contacted to determine ability to respond to level of service needed.
6. Coordination agreements executed with other agencies when transportation needs cannot be met by MTS and its contractors because of timing, capacity, or resources. After determination of inability to serve made by the CTC and LCB, agencies with coordination agreements provide their own transportation to designated population.

Additionally, there are two private non-profit operators under coordination contract in the Marion CTC: Independent Living for Retarded Adults, Inc., and Association of Retarded Citizens Marion, Inc. (ARC Marion). Table 2-1 provides the name, contact, address, phone number, and type of agreement for each agency.

Table 2-1: Agreements with Outside Transportation Agencies and Companies

Name	Contact	Address	Phone	Agreement Type
Glen Leopard Transportation	Glen Leopard, Owner	PO Box 923 Ocala, FL 34478	(352) 812-1670	Contract Operator
Association of Retarded Citizens Marion, Inc.	Troy Stawder, Exec. Director	2800 SE Maricamp Rd. Ocala, FL 34471	(352) 387-2210	Coordination Agreement
Independent Living for Retarded Adults, Inc.	C.R. Jones, Treasurer	8660 SW 27th Ave. Ocala, FL 34476	(352) 873-1117	Coordination Agreement

Source: Ocala/Marion County 2013 Transportation Disadvantaged Service Plan

Other Transportation Providers

A list of other transportation providers in the community is provided in Appendix C. The first provider listed, Marion County Emergency Medical Services Alliance, Inc., is under contract with Marion County to provide emergency medical and ambulance services within the county.

Public Transit Utilization

The goal for MTS is to provide for all requested service to 100% of eligible passengers. When a trip originates and terminates within the fixed-route service area, passengers are directed to use the fixed-route system for trips unless they are certified as eligible for complementary ADA paratransit service.

All requests for MTS transportation services with trip origins and destinations within ¾ mile from a SunTran fixed bus route are directed to use the fixed-route bus system. All SunTran vehicles are ADA accessible. To ensure that all citizens of Marion County are provided with equal access to public

transportation, SunTran undergoes ADA certification; contracts with the Center for Independent Living of North Central Florida to assist with the certification process.

Vehicle Inventory

To operate TD services, MTS maintains a fleet of 43 small cutaway buses of 20–24 ft. In total, 6 vehicles have been retired of the active buses in use, 9 are used as spares, and 34 are active. With the exception of one vehicle, all are equipped with wheelchair lifts or ramps for wheelchair accessibility purposes. An inventory of vehicles for MTS is provided in Table 22. Every vehicle is equipped with a private frequency radio to allow contact between the driver and the dispatcher at all times. Each independent transportation provider has its own dispatcher and can communicate via telephone and fax. MTS has a back-up fleet available to cover any route that may require down time. Dispatch keeps directly in contact with all operators, and an established process is in place to immediately resolve any issue that may arise.

System Safety Program Plan (SSPP) Certification

The MOA between MSS and FCTD requires that the CTC develop and implement an SSPP. MTS has an approved SSPP that was developed in compliance with Chapter 14-90, F.A.C., Equipment and Operational Safety Standards Governing Public-Sector Bus Transit Systems. Private contract operators are also required to have an SSPP. MTS is required to monitor the private contract operator's compliance with the SSPP requirement. The SSPP certifications for MTS and the private contractors are presented in Appendix D.

Inter-County Services

MTS transports passengers to medical facilities in surrounding counties via contract operators and commercial bus service. Out of service area trips are provided as determined locally and approved by the local LCB, except in instances when local ordinances prohibit such trips. Trips are provided to Gainesville/Alachua County on Monday, Wednesday, and Friday.

Emergency Preparedness and Response

Transportation services provided by the CTC are an integral part of the Marion County Emergency Management Plan. MSS is designated as a secondary transportation provider in the Countywide Emergency Management Plan. MTS has a plan in place to use its transit vehicles to evacuate people who need transportation to staging areas or to shelters in emergency/evacuation situations.

Table 22: MTS Vehicle Inventory (2016)

MTS#	Year	Make	Length	Lift-or Ramp-Equipped	Capacity (seats/ wheelchair spaces)	Current Use
1	2009	Chevrolet	24' bus	Yes	14	Daily use
2	2009	Chevrolet	24' bus	Yes, lift	12	Daily use
3	2009	Chevrolet	24' bus	Yes, lift	12	Daily use
4	2011	Chevrolet	24' bus	Yes, lift	12	Daily use
5	2011	Chevrolet	24' bus	Yes, lift	10	Daily use
6	2011	Chevrolet	24' bus	Yes, lift	12	Daily use
7	2011	Chevrolet	24' bus	Yes, lift	12	Daily use
8	2011	Chevrolet	24' bus	Yes, lift	10	Daily use
9	2011	Chevrolet	24' bus	Yes, lift	10	Daily use
10	2011	Chevrolet	24' bus	Yes, lift	8	Daily use
11	2012	Chevrolet	23' bus	Yes, lift	12	Daily use
12	2012	Chevrolet	23' bus	Yes, lift	13	Daily use
13	2012	Chevrolet	23' bus	Yes, lift	12	Daily use
14	2012	Chevrolet	23' bus	Yes, lift	12	Daily use
15	2013	Chevrolet	23' bus	Yes, lift	10	Daily use
16	2013	Chevrolet	23' bus	Yes, lift	10	Daily use
17	2013	Chevrolet	23' bus	Yes, lift	10	Daily use
18	2013	Chevrolet	23' bus	Yes, lift	10	Daily use
19	2013	Chevrolet	23' bus	Yes, lift	10	Daily use
20	2013	Chevrolet	23' bus	Yes, lift	10	Daily use
21	2014	Chevrolet	23' bus	Yes, lift	10	Daily use
22	2014	Chevrolet	23' bus	Yes, lift	10	Daily use
23	2014	Chevrolet	23' bus	Yes, lift	10	Daily use
24	2014	Chevrolet	23' bus	Yes, lift	10	Daily use
25	2014	Chevrolet	23' bus	Yes, lift	10	Daily use
26	2014	Chevrolet	23' bus	Yes, lift	10	Daily use
27	2014	Chevrolet	23' bus	Yes, lift	10	Daily use
28	2015	Ford E-450	23' bus	Yes, lift	10	Daily use
29	2015	Ford E-450	23' bus	Yes, lift	10	Daily use
30	2016	Ford E-450	23' bus	Yes, lift	10	Daily use
31	2016	Ford E-450	23' bus	Yes, lift	10	Daily use
32	2016	Ford E-450	23' bus	Yes, lift	10	Daily use
33	2016	Ford E-450	23' bus	Yes, lift	10	Daily use
34	2016	Ford E-450	23' bus	Yes, lift	10	Daily use
35	2006	Chevrolet	24' bus	Yes, lift	14	Spare
36	2006	Chevrolet	24' bus	Yes, lift	14	Spare
37	2006	Chevrolet	24' bus	Yes, lift	12	Spare
38	2007	Chevrolet	24' bus	Yes, lift	14	Spare
39	2007	Chevrolet	24' bus	Yes, lift	14	Spare
40	2007	Chevrolet	24' bus	Yes, lift	12	Spare
41	2007	Chevrolet	24' bus	Yes, lift	14	Spare
42	2009	Chevrolet	24' bus	Yes, lift	12	Spare
43	2012	Dodge	N/A	Yes, ramp	6	Spare

Marketing

Marketing is focused on getting public information to those who require the transportation services that MTS provides and is done using brochures, local newspapers, and seminars. Other methods undertaken by MSS and the TPO include taking part in community functions, distributing information at local medical facilities, and partnering with other agencies. Brochures are often distributed through local banks, doctor's offices, hospitals, neighborhood stores, dining sites, case manager offices, through the mail, and at events at which an older adult services employee speaks on behalf of MSS. Customers are also able to access the service through the telephone directory, which lists MTS's phone number in Human Services in the transportation section. Vans are lettered on both sides and the rear with the name and telephone number of MTS.

Acceptance Alternatives

Any agency that purchases or provides transportation for TD persons with TD funds must to do so through a contractual arrangement with the CTC. Exempt from this requirement are privately-owned vehicles of an agency volunteer or employee; State-owned vehicles; privately-owned vehicles of a family member or custodian; common carriers, such as commercial airlines or bus; emergency medical vehicles; and in instances in which the CTC determines it is unable to provide or arrange the required service.

Service Standards

MSS Service Standards established to provide oversight of the coordinated system are shown in Table 2-2.

Local Complaint and Grievance Procedures/Process

MTS, in conjunction with the Ocala/Marion County TDLCB, has developed and implemented rules and procedures resolving complaints. The adopted grievance procedure for Marion County is presented in Appendix E.

Table 2-2: CTC Service Standards

Service Standard	Policy/Measure
Accidents	MSS Preventable Accident Standards are <1 accident per 100,000 miles.
Advance Reservations	Trips must be scheduled a minimum of 72 hours prior to date of travel and at a maximum of 2 weeks in advance of date of travel, with exception of subscription service.
Call Hold Time	MSS goal – average inbound telephone hold time no longer than 2 minutes.
Child Restraint Devices	Children under age of 5 or weighing less than 40 pounds must be in appropriate child seat. Child seat may be furnished by transport company if requested or may be furnished by customer. Driver is responsible for properly securing child and child seat.
Driver Criminal Background Screening	Criminal check conducted with local Sheriff's office and at State level and abuse background checks are done prior to date of hire.
Escorts	Passengers may have one escort for assistance, if medically necessary. Escorts must be at least age 16. Escorts pay no vehicle fare. Escorts for Medicaid passengers are not charged co-pay according to established Medicaid policy. Dependent children may be transported if medical appointment is for child.
Fare Collection	All customers expected to pay fare at time that they receive transportation services. Passengers must have exact change; drivers do not carry cash.
Passenger No-Shows	Passengers who make reservations and are not available for pickup within 5 minutes after van arrives are considered "no show." After two no-shows, transportation service may be suspended for 30 days. The second suspension for 60 days, and the third termination.
Pick-Up Window	Customers must be ready for pickup 2 hours prior to appointment time.
On-Time Performance	MSS On-Time Performance Standards are 95% or greater of trips on time.
Out-of-Service Area Trips	Out-of-service area trips provided when determined locally and approved by LCB, except when local ordinances prohibit such trips.
Oxygen Transport	Oxygen bottles may be taken if securely attached to wheelchair or in small bottle carried by passenger.
Rider Personal Property	Riders may carry personal property on vehicles if it can be placed on lap or under seat. Drivers may not handle customer's property. Exception is shopping trips; customer may have 2–3 bags, and driver may assist to ensure bags safely stowed on vehicle.
Roadcalls	No more than one roadcall per 10,000 miles.
Service Animals	Certified Service Animals allowed to accompany passengers in accordance with ADA; MTS must be notified when reservation made.
Training	All transportation safety-sensitive employees required to complete 60 minutes of drug and alcohol training. All new drivers trained extensively in series of programs that includes biohazard cleanup, passenger sensitivity, lift operation and wheelchair securement, child restraint, and defensive driving. Instruction received in classroom setting and by observing and interacting in field while riding with training driver.
Wheelchair	Drivers cannot assist wheelchairs over more than 1 step or curb. Wheelchairs must not be any wider than 30 inches and no longer than 48 inches in length and do not exceed 600 pounds combined wheelchair/person weight can be accommodated by vehicles.

Section 3: Quality Assurance

Monitoring and Evaluation Process

CTC Monitoring Procedures for Operators and Coordination Contractors

As part of the operator and coordination contractor monitoring process, MSS uses criteria similar to the FDOT monitoring process. Monitoring is completed on an annual basis. Following the monitoring process, a written report is issued to the operators and coordination contractors. If an unfavorable report is issued, corrective actions must be taken within the assigned amount of time, and MSS will conduct a follow-up visit to ensure the corrective actions have been completed.

CTC Evaluation

In accordance with the FCTD *CTC Evaluation Workbook*, TDLCB conducts an annual evaluation of the Marion County CTC to evaluate CTC performance over the previous year. In addition, the FCTD conducts triennial Quality Assurance and Program Evaluation (QAPE) reviews as part of its monitoring process. The QAPE review is conducted by an independent auditor on behalf of the FCTD and in compliance with the detailed tasks listed in the FCTD's monitoring tool. Using a series of interviews and system record inspections, the QAPE auditor evaluates the system based on FCTD standards, local standards, and ADA requirements. The most recent MSS QAPE, the Corrective Action Plan, and the TDLCB CTC Evaluation are included in Appendix F.

Cost/Revenue Allocation and Rate Structure Justification

The rate structure is the same for all TD trips within Marion County. The TD rates presented in Table 3-1 were determined using FCTD standardized rate model spreadsheets, which consider past and projected costs and revenues associated with MTS transportation services. The rate model is updated annually by MTS to reflect changes in revenues and expenditures. The rates calculated using the FCTD model were approved by the TDLCB and the FCTD. The TDLCB will continue to monitor the rates on an ongoing basis to determine when (and if) these rates need to be modified due to changes in the cost of delivery of trips.

The rate model worksheets are presented in Appendix G, and the existing SunTran and MTS fare structure is shown in Table 3-2.

Table 3-1: FCTD Calculated Rates

FCTD Calculated Rates
Ambulatory (and Escort)
Base Charge: $3.27
Wheelchair
Base Charge: $5.61
*Stretcher (Contracted)**
Base Charge: $10.00

*Senior Services does not offer stretcher transports.

Table 3-2: Marion County Fare Structure

Fare Description	Fare Amount
SunTran One-Way Fares	
Adult Regular Fare	$1.50
Youth/Student Fare	$1.10
Older Adult/Person with Disability Fare	$0.75
Medicare Card Holder Fare	$0.75
Veteran Fare	$0.75
Children under Age 5 (when accompanied by paying adult)	Free
SunTran Monthly Pass Cost	
Regular Monthly Pass	$45.00
Youth/Student Monthly Pass	$34.00
Older Adult/Person with Disability Monthly Pass	$23.00
MTS One-Way Fares	
Depends on Locations and Eligibility	$2.00 to $5.00

Appendix A:
Summary of Existing Plans and Documents

Review of Plans and Documents

The following local plans were reviewed to understand current transit policies and plans with potential implications for MTS services and to help the TDSP become a plan that will guide local transportation decisionmaking:

- MSS FCTD Annual Performance Report 2011–2015
- FCTD Annual Performance Report
- SunTran Comprehensive Operations Analysis (COA)
- Ocala/Marion County 2013–2022 Transit Development Plan (TDP) Update
- Ocala/Marion County 2013 Transportation Disadvantaged Service Plan (TDSP) Update
- Ocala/Marion TPO 2040 Long Range Transportation Plan
- Ocala/Marion TPO 2035 Long Range Transportation Plan
- Ocala 2035 Vision
- Marion County Comprehensive Plan
- City of Ocala Comprehensive Plan

MSS FCTD Annual Performance Report for Marion County (2011-2015)

The annual TD performance report prepared by the FCTD was reviewed for Marion County. This report provides an overview of the operating environment, the CTC, and other information related to the TD program in Marion County. Statistics reported by MTS in its Annual Operations Report are also provided in the FCTD Annual Performance Report, including service statistics, passenger trip information, a financial summary, and a graphical summary of performance indicators. This information was used to complete the trend analysis presented in the Development Plan.

Annual Operations Report for Marion County

An Annual Operations Report (AOR) is submitted to the FCTD. The AOR for fiscal year 2016 were reviewed for this TDSP update effort and was compiled by MTS. Information submitted in the AOR is used to develop the Marion County section of the Annual Performance Report produced by the FCTD, as discussed previously.

SunTran Comprehensive Operations Analysis (COA) (2016)

An assessment of SunTran service was necessary to ensure that it continues to meet the needs of the community as the city grows and changes. A COA identifies opportunities for improving the productivity and efficiency of a transit agency's public transportation services. For a COA, a detailed analysis of specific operating characteristics of the transit service is conducted, including ridership by stop and time of day, among others. The 2016 COA established and evaluated a set of system alternatives. In addition to route alignment changes, recommendations to improve the service in the form of short-term and long-term implementation plans were also presented. These recommendations are listed below.

Short-Term Implementation

- Increase Green Route and Orange Route frequencies to 2 buses per hour
- Adjust current/proposed Purple Route alignment for one-way loop
- Focus on ADA connections between stops and medical uses
- Discontinue last Red Route trip

Long-Term Implementation

- Convert Red Route to Flex Zone

Ocala/Marion TPO 2040 Long Range Transportation Plan

The 2040 Long Range Transportation Plan (LRTP) is the fundamental planning document for the long-range transportation system development in Marion County. The project included in the LRTP will use federal and State funds and may be pursued by the TPO over the next 25 years. The plan must be "cost feasible"; therefore, financial resources that will cover the cost of the projects must be identified. The TPO has assumed local gas tax collections and transportation impact fees as a portion of the projected revenues included in the LRTP Cost Feasible Plan. Service improvements were considered for all existing SunTran routes that would reduce the headway to 30 minutes. However, due to limited funding, service improvements included in the Cost Feasible Plan are limited to reducing the frequency to 45 minutes on the Blue, Green, Orange, and Purple routes. The plan also includes continued operation of the existing fixed route and ADA service and $2.41 million for ADA bus shelter accessibility improvements.

Ocala/Marion County 2013–2022 TDP Update

As part of the system's transit planning process, the TPO is required to complete a major update of its TDP every five years. The most recent major update of the TDP was completed in 2012, providing a strategic guide for public transportation in Marion County for a 10-year period, FY 2013–FY 2022. This TDP assessed the performance of existing services, reviewed demographic and travel behavior characteristics of the service area, summarized local transit policies, developed proposed transit enhancements, and prepared a 10-year implementation plan for fixed-route transit services. The TDP concluded a 10-year financial plan (projected costs and revenue through FY 2016) that provided guidance for SunTran during and beyond the 10-year planning horizon, along with the capital and operating costs and revenues required to successfully execute the implementation plan. The TDP was developed to meet the TDP requirements and plan for Marion County's 10-year vision for transit. The goals and objectives that were developed to guide transit service in Marion County over the 10-year planning period are presented below.

Goal 1: Increase ridership and accessibility for current and potential transit users.

- Objective 1.1: Increase the fixed-route service by 25% by 2017.
- Objective 1.2: Decrease passenger fixed-route access time by 25% by 2017.
- Objective 1.3: Increase bus pass sales by 100% by 2020.
- Objective 1.4: Increase ridership by 50% by 2020.

Goal 2: Maximize coordination and efficiency of transportation services to better serve the entire population of Marion County, including the transportation-disadvantaged, social service organizations, Medicaid-sponsored transportation service, and inter-county commuters.

- Objective 2.1: Asses Marion Transit Services ridership every five years for areas of possible transfers to fixed-route services.
- Objective 2.2: Ensure seamless coordination between SunTran services and private transportation systems by 2017.
- Objective 2.3: Ensure coordination with land use policies and local jurisdictions.
- Objective 2.4: Provide connections to neighboring counties by 2019. Work with Lake and Sumter counties to coordinate inter-county service.

Goal 3: Provide for the most cost-effective transportation services possible.

- Objective 3.1: Hold maintenance costs at FY 2011 levels, or reduce costs over time. Minimize any increase in maintenance costs. Minimize costs required to operate and administer transportation services.
- Objective 3.2: Reduce annual operating costs per revenue mile by 15%.
- Objective 3.3: Maintain an operation ratio (farebox/total operating expense) of at least 15% for fixed-route and demand response service.
- Objective 3.4:   Maintain financial support of transit services consistent with the financial plan in the Major Update for the TDP (2013–2022).
- Objective 3.5: Assess the effectiveness and efficiency of transit service delivery every five years.

Goal 4: Promote and provide for the necessary expansion of the coordinated transportation system necessary to meet the future needs of the general public, including the transportation disadvantaged.

- Objective 4.1: Annually review the opportunities for additional services for future implementation including the following:
  - Explore opportunities for implementing express bus service along high-density corridors in suburban areas.
  - Study the demand for inter-county transit.
  - Determine the feasibility of implementing a park-and-ride program in Marion County.
  - Study the feasibility of growth in transit services to meet the needs of the general public, including:
  - Identify transit needs for the general public.
  - Identify potential transit demand.
  - Compare needs, demand, service costs, and potential funding to determine feasibility.
- Objective 4.2: Meet the future needs and demand of users for both services and amenities described in the Major Update to the TDP (2013–2022).

Ocala/Marion County 2013 TDSP Update

The Ocala/Marion 2013 TDSP update was completed previously in 2013. The TDSP is used by the CTC and the LCB to maintain and/or improve transportation services for TD persons and to serve as a framework for performance evaluation. The TDSP is updated annually and submitted to the FCTD for final approval. Marion County services under the TD program are provided funding from State TD funds, local revenues, and private sources. MSS has been designated as the Marion County CTC for all non-emergency medical transportation and for those needing wheelchairs or other assistance. MSS operates transportation services under the name Marion Transit Services (MTS). MTS provides door-to-door paratransit services to meet numerous transportation needs for medical, life sustaining, educational, work, business, and recreational activities for Marion County's TD citizens as well as members of other program recipients in Marion County. The goals and objectives that were developed as part of the TDSP are described below.

Goal 1: Provide increased mobility and ridership using Marion Senior Services, contract providers, and SunTran to meet the demand and mobility needs of the transportation disadvantaged in Marion County.

- Objective 1.1: Provide transit or demand response services to 10% of the transportation disadvantaged population by 2017.
- Objective 1.2: Provide the ADA-eligible population with paratransit service that is comparable to the service provided by the fixed-route system.
- Objective 1.3: Comply with all applicable ADA requirements.
- Objective 1.4: Never decline service to any transportation disadvantaged individual due to lack of availability of ADA-accessible vehicles.

Goal 2: Maximize coordination and efficiency of transportation disadvantaged services with SunTran fixed-route services and private transportation providers to better serve the entire population of Marion County.

- Objective 2.1: Assess Marion Transit Services ridership every five years for potential transfers to fixed-route services.
- Objective 2.2: Ensure seamless coordination between Marion Transit Services and private transportation systems by 2017 to eliminate duplication or fragmentation of services for in county and out of county transportation.
- Objective 2.3: Comply with 2010 ADA Standards for Association Design.

Goal 3: Provide for the most cost-effective transportation services possible.

- Objective 3.1: Hold maintenance costs at less than 20% of total system costs. Minimize costs required to operate and administer transportation services.
- Objective 3.2: Maintain annual operating cost per passenger mile of under $18.00.
- Objective 3.3: Achieve an operation ratio (farebox revenues/total operating expenses) of at least 15% for fixed-route and demand response service.

- Objective 3.4: Maintain financial support of transportation disadvantaged services consistent with the financial plan in the 2013-2022 Major Update for the TDP.
- Objective 3.5: Assess the effectiveness and efficiency of transit service delivery every five years.
- Objective 3.6: Reduce the duplication of transportation disadvantaged services provided within the county.

Goal 4: Provide for the most comprehensive transportation services possible to serve all transportation disadvantaged residents of Marion County.

- Objective 4.1: Meet the future needs and demand of users for both services and amenities described in the Major Update to the TDP (2013–2022).
- Objective 4.2: Reevaluate transit services for the transportation disadvantaged annually.

Goal 5: Deliver a safe and high-quality transit experience to the customer.

- Objective 5.1: Monitor service quality and meet or exceed 90% on-time performance goal for both paratransit and fixed-route service.
- Objective 5.2: Maintain a no-show/same day cancellation standard of fewer than 10% of all trips.
- Objective 5.3: Develop a performance monitoring program that addresses performance standards for fixed-route and paratransit services.

Goal 6: Investigate and pursue available funding opportunities at the federal, state, and local levels and from private sources for programs or projects that serve the transportation disadvantaged.
- o Objective 6.1: Investigate and pursue available funding opportunities at the federal, state, and local levels and from private sources for programs or projects that serve the transportation disadvantaged.

An implementation plan was also developed to phase potential service improvements over the five-year period.

Ocala/Marion County 2035 LRTP Update

The 2035 LRTP is the fundamental planning document for long-range transportation system development in Marion County. The projects included in the LRTP will use federal and state funds and may be pursued by the TPO over the next 25 years. The plan must be "cost feasible"; therefore, financial resources that will cover the cost of the projects must be identified. The TPO has assumed local gas tax collections and impact fees as a portion of the projected revenues included in the LRTP Cost Feasible Plan. The LRTP update included an extensive public involvement process, including a Strings and Ribbons program that offered citizens an opportunity to learn about the transportation planning process and how projects are developed and funded. The process included interactive, hands-on activities in which participants purchase transportation improvements that they think are important to the overall transportation system over the next 25 years. Transit projects that are included in the 2035 LRTP Needs Assessment are listed below and depicted on Map A-1:

- Expanded bus service to west of Ocala to CR 484 and SR 200 intersection and south to Sumter County line.
- Expanded bus service to east of Ocala past SR 35 and south to Belleview and Sumter County line.
- Dedicated bus lane along US 27/US 441.
- Dedicated bus lane along CR 464.
- Passenger rail from Ocala to Sumter County line.
- Light rail from Ocala to CR 464 (east of Belleview).

Ocala 2035 Vision

The Ocala 2035 Vision was developed to describe how the community wants the city to look and function in the future. As part of the development process and to achieve greater public participation, the City of Ocala formed the Community Form & Design Visioning Leadership Group, comprising a diverse group of citizens who were responsible for actively encouraging other citizens to participate in the vision process. The group also evaluated all public comments and feedback received during the public meetings and prepared the final Ocala 2035 Vision recommendations and implementation strategies. The Ocala 2035 Vision provides a roadmap for the future, built upon community consensus to promote continued support and implementation over time. The recommendations of the Ocala 2035 Vision will be used to establish priorities for future decision making. Transit and mobility-related strategies from the Ocala 2035 Vision are listed below by design topic.

General Strategies

- Conduct a study to evaluate redevelopment potential of West Ocala area (Downtown to I-75, SR 200 north to City limits).
  o Create Community Redevelopment Areas (CRAs) and/or other programs to promote revitalization of sub-areas within West Ocala. (Year 2011)
- Redevelop the west side of Pine Avenue as High Intensity to visually, physically, socially, and economically connect east and west. (Years 2012 and ongoing)
- Conduct a study to evaluate redevelopment potential of the Tuscawilla Park area.
  o Create CRAs and/or other programs to promote revitalization. (Year 2011)
- Establish joint planning areas with Marion County to promote the Vision as it relates to areas adjacent to the City limits and implementation of regional mobility efforts. (Year 2011)

Urban Form & Open Space Strategies

- Implement recommendations of the Recreation and Parks Master Plan to identify, acquire, and program new parks, trails, and open spaces in the city. Identify, reserve, and/or acquire right-of-way needed to create a connected park system. (Year 2011 and ongoing)
- Maintain an inventory of vacant or underutilized properties with existing zoning or future land use classifications that will support mixed use development. (Year 2012 and ongoing)

- Maintain an inventory of vacant or underutilized properties with development potential adjacent to or within one-quarter mile of a transit corridor depicted on the vision plan. (Year 2012 and ongoing)

Building & Site Design Strategies

- Create an incentive program to encourage infill, development, or redevelopment. (Years 2011–2015)

## Mobility & Connectivity Strategies

- Develop Streetscape Master Plans, including landscape and hardscape details, to improve visual aesthetics of city gateway corridors, including SR 200, SR 40, US 27, and US 441. Coordinate with FDOT and Marion County to ensure that all applicable transportation design criteria are met. (Years 2012–2015)
- Provide for an interconnected street system to relieve and distribute traffic volumes as an alternative to roadway widening. (Year 2011 and ongoing)
- Require Complete Street evaluations for the viability of multimodal transportation and desirable visual aesthetics. (Year 2011)
- Establish a citywide sidewalk improvement program to provide the pedestrian connectivity desired in the vision.
  - Identify areas of the city that do not have sidewalks or have disconnected sidewalk links. (Years 2011–2015)
  - Prioritize sidewalk program to maximize connectivity and support neighborhood sub-area plans and Parks Master Plan. (Years 2011–2015)
  - Acquire easements for sidewalks where they do not exist. (Years 2011–2015)
  - Include sidewalk improvements in the annual Capital Improvement Program. (Years 2011–2015)
- Identify, reserve, and/or acquire transit corridor right-of-way for regional transit system connections to Belleview, Silver Springs Shores, Dunnellon, the Villages, Gainesville, Orlando, and Jacksonville. (Years 2011–2035)
- Identify, reserve, and/or acquire transit corridor right-of-way for transit system connections in the urban core. (Years 2011–2015)
- Provide trolley service that connects the North Magnolia area, Downtown, and the hospital district. (Years 2016–2035)
- Provide trolley service that connects West Ocala to downtown. (Years 2016–2035)
- Establish minimum residential densities and commercial intensities to support the use of public transportation along Complete Streets and Transit Corridors depicted on the Vision map. Incorporate with future mobility plans. (Year 2011)
- Evaluate opportunities to reestablish passenger rail service connected to the national Amtrak rail network. (Years 2011–2016)

The 2035 Vision Plan provides a map with an overview of the ideas presented by public input and the Leadership Group. Map A-2 shows Urban Form Areas and Mobility Corridors.
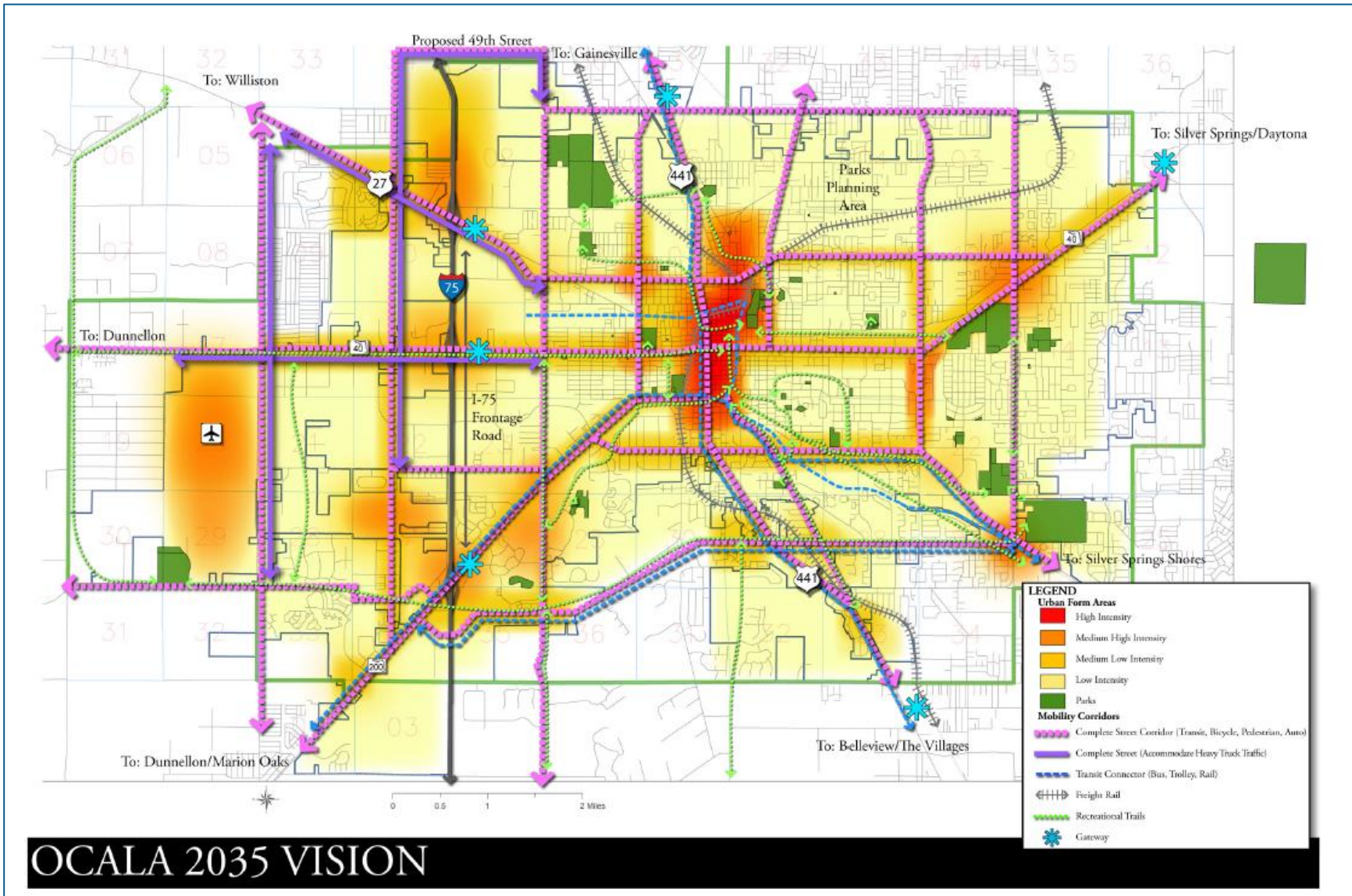
Map A-1: Ocala/Marion County TPO 2035 Long Range Transportation Plan (LRTP) – Needs: Transit
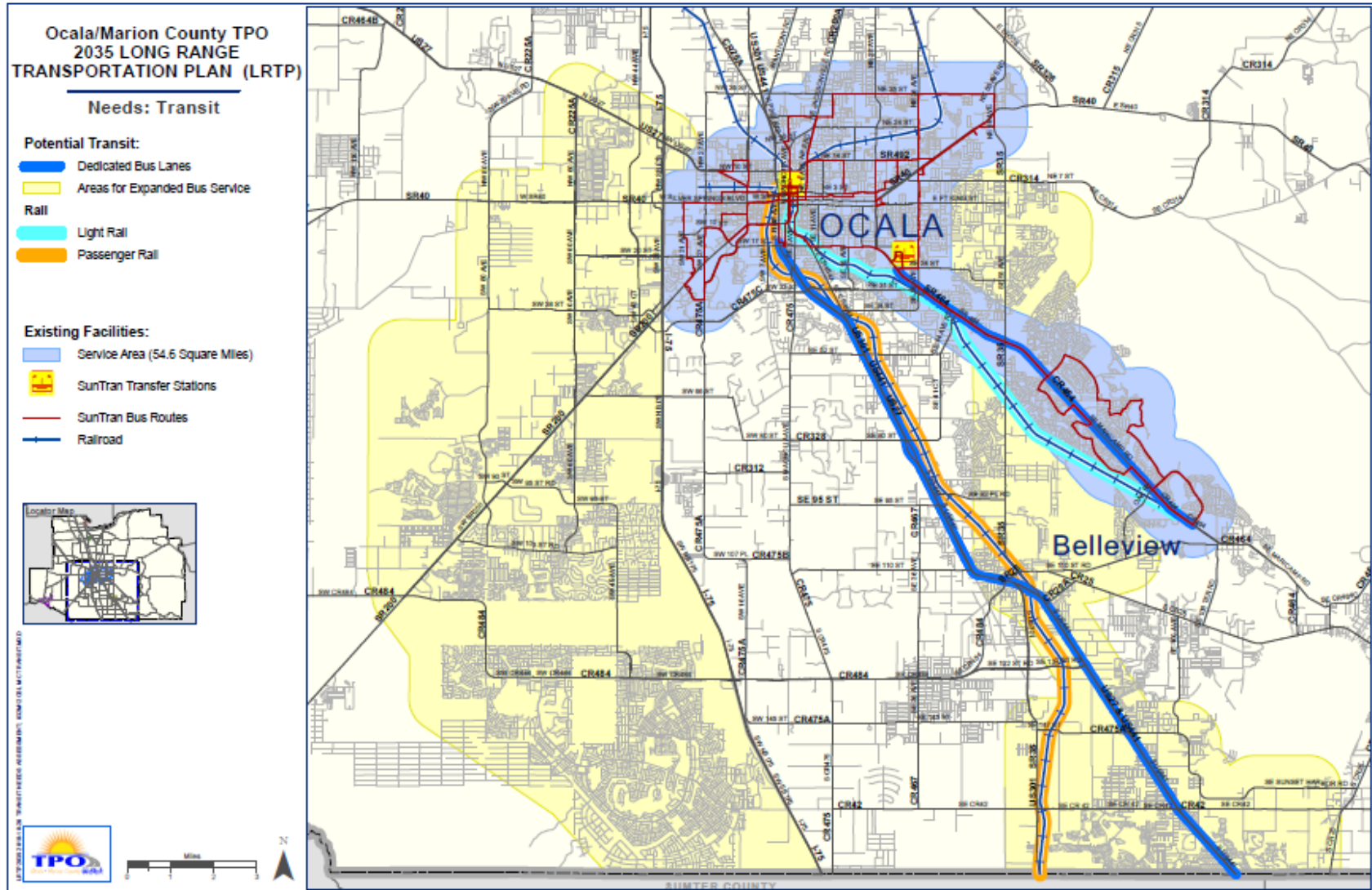
Map A-2: Ocala 2035 Vision

OCALA 2035 VISION

Marion County Comprehensive Plan

Marion County has goals, objectives, and policies within its Transportation and Land Use Elements of the County comprehensive plan relative to the promotion and support of transit use. The goals of the Transportation Element is to develop a balanced and sustainable transportation system improving access and travel choices through enhancement of roads, public transit, bicycle, and pedestrian systems, aviation and multimodal facilities. Mixed-use projects and development patterns that promote shorter trip lengths and generate fewer vehicle miles traveled must be encouraged and promoted by the County through the Future Land Use Element and Capital Improvements Element (Policy 1A.1.7).

All new development and redevelopment within the Urban Growth Boundary (UGB) will require greenhouse gas (GHG) reduction measures. Pursuant to Policy 1A.1.8, the following strategies will be implemented to ensure compatible uses that promote shorter trip lengths and generate fewer vehicle miles per capita by February 10, 2012.

- Require interconnected developments for vehicular and pedestrian connection between developments.
- Use access management standards to reduce Vehicle Miles Traveled (VMT).
- Allow innovative site designs and roadway configurations to minimize the number of lane-miles needed while maximizing access.
- Minimize gated communities, which prevent existing or future roadway interconnections.
- Promote use of public transit by requiring development along transit corridors and routes to accommodate mass transit and provide for park-n-ride areas, sheltered bus/rail stops, and bus turnouts, as appropriate.
- Discourage the use of single-occupancy vehicles by adopting reduced parking requirements and by limiting roadway capacity on key roads, as appropriate, as a disincentive to automobile travel.
- Protect existing railroad corridors and facilitate the location of industrial and commercial employment centers along those corridors, and encourage increased use of rail transport by industrial and commercial enterprises.
- Encourage walking and bicycle use by requiring bikeways, trails, and pedestrian paths for development with the UGB.

The County also has an objective to ensure adequate rights-of-way for roadway, mass transit, bicycle and pedestrian pathways, and protect existing and future rights-of-way from building encroachment. To meet this objective, the County has developed policies for minimum right-of-way requirements in the Land Development Code (LCD) and rights-of-way acquisition (Policies 1A.2.1 through 1A.2.7). Where site and location analysis determines that there is a need, the County may provide or require the provision of bicycle and/or pedestrian ways and/or other alternative modes of transportation through the LDC to connect residential, recreational, schools, and commercial areas internally and to adjacent properties unless such facilities would create a safety hazard.

Policy 1A.3.3 requires new residential and non-residential development and redevelopment projects generating more than 1,000 net new trips accessing arterial or collector roadways to enhance community health, reduce GHG emissions, increase connectivity, and minimize trips on major roadways through the provision of the following facilities,

Residential Development

- Deeding of land or conveyance of required easements generally parallel to a property's frontage of residential development located on arterial or collector roadways to the county, as needed, for the construction of public sidewalks, bus turn-out facilities, and/or bus shelters.
- Interconnected local streets, drive accesses, pedestrian networks and bicycle networks that provide access between land uses (including non-residential uses) and direct routes to transit to reduce congestion. These projects include, but are not limited to State and County arterials and collectors. Developers may deed land for right-of-way and/or construct roadway extensions to County specifications.

Non-Residential Development

- Deeding of land or conveyance of required easements generally parallel to a property's frontage of non-residential development located on arterial or collector roadways to the county, as needed, for the construction of public sidewalks, bus turn-out facilities, and/or bus shelters.
- Development of, or participation in, a transportation demand management (TDM) program that provides funding or incentives for transportation modes other than single occupant vehicle to reduce VMT. Such TDM programs shall utilize a methodology approved by the County and may require performance monitoring and reporting.

Marion County's Mass Transit Sub-Element goal is to coordinate with the TPO to undertake action to serve TD persons with an efficient mass transit system; provide for the development of a rational and integrated multi-modal transportation system; provide management support to coordinate all components of the mass transit service system and relevant comprehensive plan elements; and preserve options to promote the development of long-range transit alternatives.

In Objective 1b.7 and its implementing policies, the County's objective is to have all areas within an UGB identified in the Future Transportation Corridor Map served by transit. Within an UGB availability of transit facilities must be one of the criteria used to evaluate proposed Comprehensive Plan amendments. In addition, Marion County must require that transit facilities, such as turn-out bays, preemptive signals, high-occupancy vehicle lanes, bus-only lanes, and transit shelter locations identified within future transit corridors and existing routes lacking adequate facilities, be included in roadway design proposals for the expansion of arterials or collectors. For Developments of Regional Impact, and for new developments, Marion County may require site and building design to be coordinated with public transit, bicycle, and pedestrian facilities.

The County must provide connections between and within land uses to increase pedestrian mobility and transit accessibility where opportunities and resources permit. A list of transit-related short-term (5-year) and long-term (2035) strategies for implementation of this policy are listed below (Policy 1b.8.7).

Short Term

- Improvements to existing transit routes including increased service levels.
- Connections of established transit stops to the sidewalk network.

Long Term

- New transit fixed facilities such as Bus Rapid Transit (BRT).

In addition, Policy 1b.9.1 includes parking strategies to enhance multimodal opportunities, including locating bus stops at existing, major parking facilities (i.e., malls and shopping centers).

The County's comprehensive plan focuses on the provision of future transit service for new development and redevelopment through the LDC to develop a balanced and sustainable transportation system. Strategies have also been included to encourage multimodal opportunities and the availability of transit services within the UGB.

City of Ocala Comprehensive Plan

The City of Ocala's adopted Comprehensive Plan was last updated in Winter 2009 and has several goals, objectives, and policies that may impact transit services and/or planning. In the Transportation Element, the following goals, objectives, and policies are specific to transit and are therefore pertinent to SunTran and transportation disadvantaged services.

Goal 1: To create and maintain a safe, efficient, and aesthetic transportation system that encourages multi-modal transportation.

- Objective 8: Incorporate Transportation Demand Management (TDM) strategies into the land use and transportation planning process to reduce travel demand.
  - *Policy 8.1:* Develop a Commuter Assistance Program through coordination with FDOT, TPO, and the TDM clearinghouse at the Center for Urban Transportation Research (CUTR).
  - *Policy 8.2:* Encourage new development and existing businesses to participate in TDM strategies such as carpooling, vanpooling, parking management, telecommuting, flexible work hours, bicycle, and mass transit provisions.
- Objective 9: Design roads to accommodate alternative transportation modes, aesthetics and safety.
- Objective 10: Develop and maintain adequate access routes to the airport and rail service that is properly integrated with the transportation system shown on the transportation map series.
  - *Policy 10.3:* Coordinate intermodal management of surface transportation within airports, rail service, and related facilities.

- Objective 11: Preserve the potential expansion of the airport to accommodate future growth in quantitative and qualitative terms.
  - *Policy 11.6:* Establish a transit stop at the airport at such time that commercial service becomes available.
  - *Policy 11.9:* As an integral component of the airport master planning process, the City shall make provisions for regional transportation facilities for the efficient use and operation of the Airport.
- Objective 12: Provide Intelligent Transportation Systems (ITS) for the city service area that will increase mobility while increasing safety.

Goal 3: Provide an efficient and safe public transit system that is accessible to all citizens.

- Objective 1: Provide safe and efficient public transit services based upon existing and proposed major trip generators and attractors.
  - *Policy 1.1:* All development and redevelopment projects will be required to address transit amenities such as bus stops and accessibility, where appropriate.
  - *Policy 1.2:* Identify future transit needs by participating in the Ocala/Marion County TPO TDP updates.
  - *Policy 1.3:* By the year 2003, the City will determine the feasibility of implementing a park and ride program in conjunction with the SunTran bus system through coordination with the Ocala/Marion TPO.
  - *Policy 1.4:* Construct sidewalks, wheelchair ramps, and improve access to bus stops at appropriate locations.

Goal 4: Direct growth to the Transportation Concurrency Exception Area/Urban Redevelopment Area, as shown on Map 5 of the Future Land Use Map Series, in order to discourage urban sprawl; reduce development pressures on rural lands; maximize the use of existing public facilities; and centralize commercial, governmental, retail, residential, and cultural activities.
  - *Policy 1.2.3:* The City shall adopt the following development standards as a means of encouraging alternative modes of transportation within the TCEA:
    a) Construction of bus shelters or bus lighting using solar technology, built to City specifications.
    b) Construction of bus turn-out facilities.
    c) Payments to SunTran bus system, which either increase service frequency or add additional bus services.
  - *Policy 2.3:* All new developments within the TCEA that meet or exceed 200 linear feet of property frontage shall include sidewalks with benches. All new developments with the TCEA shall provide lighting either by way of solar powered lighting on covered benches or street lamps and shade trees, if applicable. If shade trees are not applicable to that area, covered benches with solar lighting are required. These covered benches can be used as bus transportation stops promoting multi-modal transportation.

The review of transit planning documents was conducted to enhance the understanding of existing plans and programs that are relevant to public transportation in Marion County. In addition to providing guidance for the goals and objectives, the background review also helped identify relevant data and information available from existing sources. The guidance and information were used to support the development of this TDP.