

# LYNX<sup>®</sup>

## FISCAL YEAR 2023 ANNUAL BUDGET BOOK



CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

**FISCAL YEAR 2023  
ANNUAL BUDGET BOOK**

of the

**CENTRAL FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY d/b/a**



**PREPARED BY THE FINANCE DEPARTMENT**

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# CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX

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# CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

## d/b/a LYNX

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# CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

## d/b/a LYNX

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### BOARD OF DIRECTORS

Mayor Jerry Demings	<b>Chairman</b> , Orange County
Commissioner Viviana Janer	<b>Vice-Chairman</b> , Osceola County
Secretary John E. Tyler	<b>Secretary</b> , FDOT District 5
Mayor Buddy Dyer	<b>Board Member</b> , City of Orlando
Commissioner Andria Herr	<b>Board Member</b> , Seminole County

### LYNX EXECUTIVE STAFF

Tiffany Homler-Hawkins	<b>Interim Chief Executive Officer</b>
Leonard Antmann	<b>Chief Financial Officer</b>
William John Slot	<b>Chief Innovation Officer</b>
Dana Baker	<b>Chief Operating Officer</b>

### DEPARTMENT HEADS

Michelle Daley	<b>Director of Finance</b>
Craig Bayard	<b>Director of Information Technology</b>
James Boyle	<b>Director of Planning &amp; Development</b>
Jafari Bowden	<b>Interim Director of Safety &amp; Security</b>
Elvis Dovaes	<b>Director of Maintenance</b>
Matt Friedman	<b>Director of Marketing Communications</b>
Norm Hickling	<b>Director of Mobility Services</b>
Lois Pitman	<b>Director of Transportation</b>
Terri Settington	<b>Director of Human Resources</b>

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To the Governing Board of the Central Florida Regional Transportation Authority d/b/a LYNX:

I respectfully present the Adopted LYNX Operating and Capital Budget for Fiscal Year 2023. The development of the Operating Budget \$177,315,821 and Capital Budget \$102,398,400 included various internal departmental meetings, discussions with LYNX' Finance and Audit Committee and LYNX' Board.

Today, LYNX has sixty-eight (68) bus routes operated within a 2,500 square mile service area. LYNX operates service within Orange, Seminole and Osceola counties, serving an estimated population of 2.3 million. Small portions of Polk and Lake counties are served as well. LYNX operates service seven days a week including holidays and provides service on various modes including local, express, and flexible bus, bus rapid transit (BRT), and door-to-door demand response (paratransit) traveling more than 16 million miles.

### **FY2023 Budget Details**

The LYNX Board of Directors formally adopted the "Funding Model" in January 2013. The Funding Model is used to establish the level of funding by each Funding Partner during each fiscal year. Through use of the model, LYNX is able to properly fund its operations and the cost of services is appropriately distributed based on service supplied.

The LYNX Funding Model considers the level of service by geographic area, federal and state grants, estimated farebox recovery, and other directly generated revenue in order to determine the local share by funding partner. Continued successful use of the LYNX Funding Model provides the necessary local resources to provide continued public transit service; builds confidence in LYNX' financial capabilities; and provides a framework that may assist the local funding partners in moving to a more strategic commitment of identifying a dedicated funding source.

The major challenges in developing a balanced budget for FY2023 came in the form of continued management of the pandemic which continues to impact services and operations. Although we are beginning to see increases in ridership, LYNX continues to remain below pre-pandemic levels. Additionally, costs associated with labor have increased, including healthcare and other employee benefits.

Despite the rising cost of benefits, uncertain fuel prices, and a growing demand for service, our team has successfully developed a balanced budget that will optimize service delivery, maximize customer service, and minimize the cost of service for all our funding partners.

For some time we have understood that from a long-term perspective, it is crucial to have a long-term financial solution be identified and implemented so that LYNX can continue to meet the growing transportation needs of the region, both now and in the future. This November, there will be a vote in Orange County for a transportation sales tax.

### **The Budget in Brief**

The Adopted FY2023 budget totals \$279,714,221 (\$177,315,821 for Operating and \$102,398,400 for Capital). This represents an overall increase of 7% from the FY2022 amended budget.

### **The Operating Budget**

The operating budget for FY2023 is a balanced budget of \$177,315,821, an increase of 1.2% over the FY2022 amended operating budget.

### **Federal, State, Local and LYNX-Generated Funding**

Federal operating assistance is budgeted at approximately \$13.5 million for FY2023 while State operating assistance is budgeted at \$14.5 million. Local operating assistance is expected to be approximately \$91.3 million, with \$31.6 million coming from the budget stabilization fund. LYNX expects to generate \$26.3 million from its operations. The budget continues to reflect increased support from various local jurisdictions due to increased business environment costs associated with operating a transit system, such as employee compensation and cost of services.

### **Capital Budget**

The Capital Budget is \$102,398,400, which is a 18% increase from the previous year. Approximately 50% of the approved capital budget for FY2023 includes carryover projects incomplete from FY2022. The carryovers are primarily a result of the national supply chain challenges experienced during FY2022. This budget is primarily funded from federal and state sources, and includes items such as the planned purchase of replacement vehicles, expansion of passenger amenities (bus shelters and transit centers), security, technology and facility improvements.

Respectfully Submitted,



Leonard Antmann  
Chief Financial Officer



Tiffany Homler-Hawkins  
Interim Chief Executive Officer



## HOW TO USE THIS BUDGET DOCUMENT

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This section provides an understanding of how the budget document is organized. The following major sections present the details of the LYNX FY2023 budget.

### **Table of Contents**

This section serves as a road map to readers for locating information in the document.

### **Budget Message**

This section provides a concise view of the priorities and issues relative to the FY2023 budget year.

### **Introduction**

This section provides general information about LYNX, its budget philosophy, policy, and process.

### **Budget Summary**

This section provides a detailed summary of the budgeted expenses and revenues including budget assumptions, identification of major revenue sources, and personal service information.

### **Staffing**

This section provides information about LYNX staffing positions throughout the organization.

### **Departmental Budgets**

This section provides information about each department of LYNX including detailed descriptions, FY2023 objectives and measurements, and current and historical financial information.

### **Capital Budget**

This section provides an overview of the LYNX Capital Budget.

### **Appendices**

This section provides the reader with general reference material.

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# LYNX<sup>®</sup> BOARD OF DIRECTORS



**Jerry Demings**  
Chair/Orange  
County Mayor



**Viviana Janer**  
Vice Chair  
Osceola County  
Commissioner



**John E. Tyler**  
Secretary  
FDOT District 5  
Secretary



**Buddy Dyer**  
City of  
Orlando Mayor



**Andria Herr**  
Seminole County  
Commissioner

# LYNX<sup>®</sup> EXECUTIVE MANAGEMENT



**Tiffany Homler Hawkins**  
Interim Chief Executive  
Officer



**Leonard Antmann**  
Chief Financial  
Officer



**William John Slot**  
Chief Innovation  
Officer



**Dana Baker**  
Chief Operating  
Officer



**Michelle Daley**  
Director of Finance





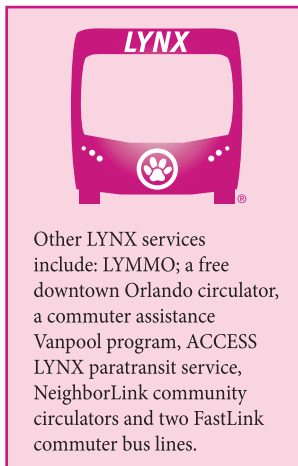
## GENERAL INFORMATION ABOUT LYNX

### Background

The Central Florida Regional Transportation Authority (CFRTA) is an agency of the State of Florida created in 1989 pursuant to Section 343, Florida Statutes. This same legislation was amended in 1993, allowing the CFRTA to assume the operations of the formerly known Central Florida Commuter Rail Authority, thereby, creating a one-stop public transportation entity. The merger was a major milestone in addressing regional mobility concerns. The CFRTA continues to use LYNX as its doing business as name and serves as the focal point in developing all modes of public transportation in the Central Florida region. Through formal action by both the CFRTA and Orange, Seminole, Osceola Transportation Authority (OSOTA) Board of Directors, the merger of the two organizations was ratified March 1994 and became effective October 1, 1994.

LYNX is the public agency charged with providing public transportation services to the general public in the Orlando, Florida metropolitan area -- Orange County, Seminole County, and Osceola County. LYNX provides an array of transportation services in the form of fixed route bus services, door-to-door paratransit services, carpool/vanpool services, school pool matching services, and community shuttle service to special events. LYNX serves an area of approximately 2,500 square miles with a resident population of more than 2.3 million people. Small portions of Lake and Polk counties are served as well.

Sixty-eight (68) routes called “links” serve the tri-county area. Peak service is provided from 6 to 9 AM and 3:30 to 6:30 PM. Earliest service begins at 3:50 AM. The latest bus leaves downtown at 12:15 AM. Peak frequency is every 15 minutes on heavily used links, 30 minutes on average urban links and outlying areas receive hourly service.



LYNX provides fixed-route bus service seven days a week and on holidays. Free downtown circulator service is provided in downtown Orlando via a transportation partnership with the City of Orlando. Vanpool service that provides vans to business commuters for a small monthly fee is provided. Door-to-door van service called ACCESS LYNX for medically qualified and/or cognitively impaired customers is provided. Road Rangers roadside assistance program for disabled vehicles on I-4 is provided. Also, supportive community service shuttles, including shuttles to Citrus Bowl special events are provided.

LYNX is served by a five-member Board of Directors. The members of the Board of Directors are as follows: the chairman or designee from each of the county commissions of Orange, Seminole, and Osceola counties; the Mayor or designee from the City of Orlando and the Florida Department of Transportation (FDOT) District Secretary or designee. The Board of Directors typically meets on the fourth Thursday of each month to conduct the business of LYNX.

Responsibility for managing the many day-to-day tasks rests with the Chief Executive Officer (CEO). To assist in this effort, LYNX has five (5) different departments that conduct business under the direction of the CEO. The departments are the Executive Department, the Finance Department, the Administrative & Support Department, the Innovations Department and the Operations Department.



## GENERAL INFORMATION ABOUT LYNX

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These major departments are further divided into 22 separate divisions.

The Executive Department is made up of the Executive, Human Resources, in-house Legal and Safety and Security.

The Finance Department is made up of Finance, Risk Management, Procurement, Construction and Material Control.

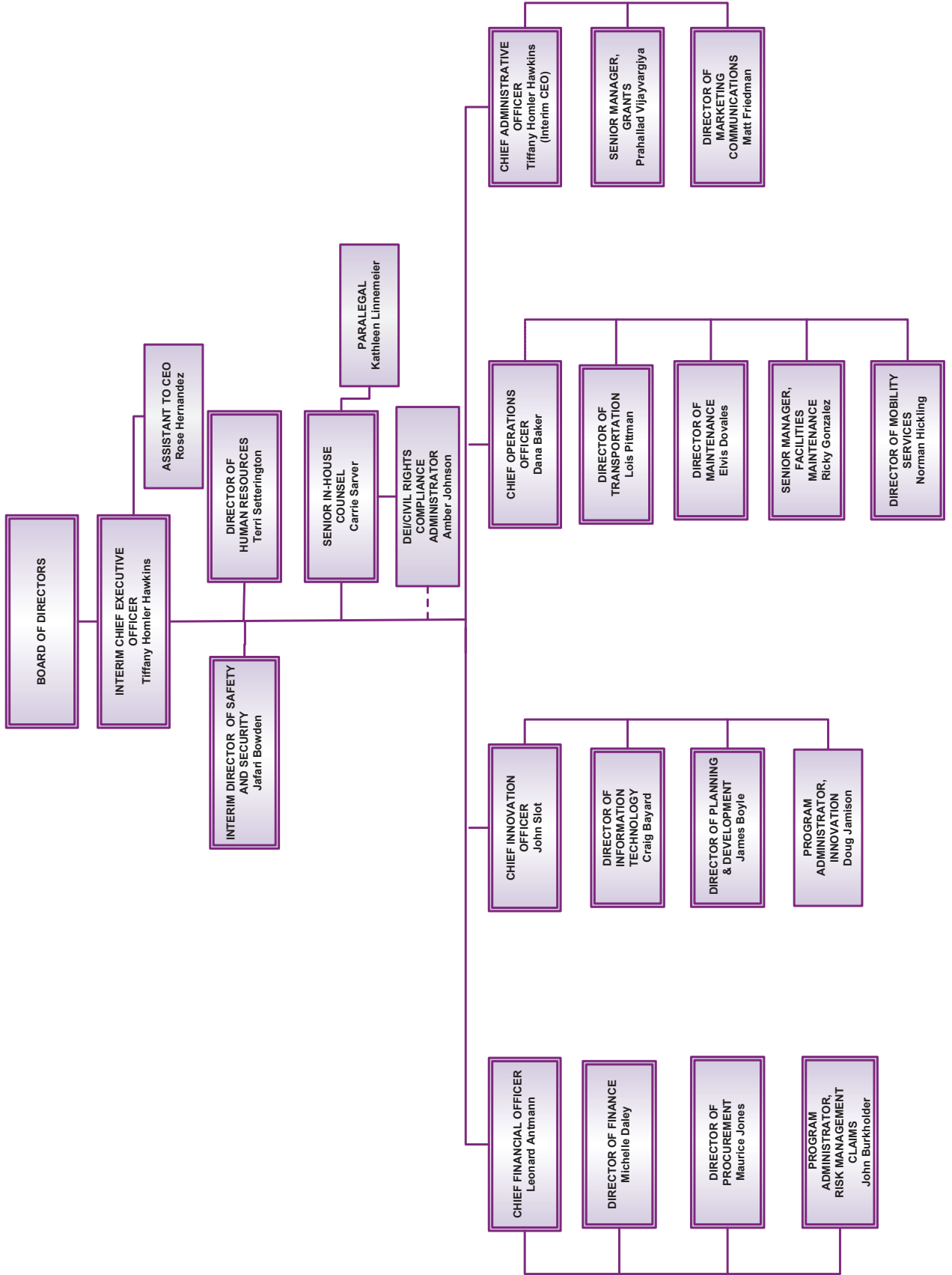
The Administrative & Support Department is made up of the Office of Administration, Government Affairs, Marketing and Grants.

The Innovations Department is made up of Innovations, Strategic Planning, Service Planning, GIS and Information Technology.

The Operations Department is made up of Transportation, Vehicle Maintenance, Access LYNX, NeighborLink Road Rangers, LYMMO and Facilities Maintenance.



# LYNX ORGANIZATIONAL CHART





## STRATEGIC LONG-TERM GOALS AND STRATEGIES

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### Vision

Our Vision is to be recognized as a world-class leader for providing and coordinating a full array of mobility and community services.

### LYNX Public Transit

#### Mission

Linking our community by providing quality mobility options with innovation, integrity and teamwork.

### LYNX Core Values

**Safety** – Safety is the first priority at LYNX and is every employee’s responsibility.

**Courtesy** – We present ourselves in a professional manner and treat everyone with respect.

**Efficiency** – We take pride in knowing our jobs and doing things right the first time.

**Cleanliness** – We take pride in our personal appearance and work environment.

*We enhance people’s lives every day through  
Passion, Pride and Performance.*

### Goals & Objectives

#### Goal #1: Advance an equitable, safe, dynamic, and performance driven transit system.

- **Objective 1.1:** Increase connectivity for all customers and prioritize transit dependent populations (low-income, zero-auto households, elderly, youth, and persons with disabilities).
- **Objective 1.2:** Maintain or increase service area coverage and level of service with each service change over the 10-year planning horizon of the TDP.
- **Objective 1.3:** Record and report service standards to improve efficiency in the system.
- **Objective 1.4:** Develop and implement a data driven, sustainable and equitable process for evaluating Service Changes and expansions.
- **Objective 1.5:** Explore partnership with educational institutions

#### Goal #2: Enhance customer experience and communications.

- **Objective 2.1:** Maintain system in state of good repair.
- **Objective 2.2:** Enhance system reliability.
- **Objective 2.3:** Enhance user interface and communication of information.
- **Objective 2.4:** Improve outreach communication with customers.
- **Objective 2.5:** Ensure continuous public input on all LYNX services (service, infrastructure and operators).
- **Objective 2.6:** Improve outreach and communication with the community, key stakeholders and regional partners.





## STRATEGIC LONG-TERM GOALS AND STRATEGIES

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### **Goal #3: Promote economic competitiveness, sustainability, and quality of life.**

- **Objective 3.1:** Increase transit-oriented development (TOD) and transit supportive development through partnerships and planning processes.
- **Objective 3.2:** Increase local and regional economic development planning initiatives that support transit.
- **Objective 3.3:** Increase Eco-friendly business practices.
- **Objective 3.4:** Integrate and promote quality of life strategies.

### **Goal #4: Deliver a seamless network of transportation services for the region.**

- **Objective 4.1:** Continue to forge relationships with key regional partners and stakeholders.
- **Objective 4.2:** Explore and implement appropriate technologies and service delivery models to improve reliability and experience of transportation systems.

### **Tri-County Transit Plans & Regional Transportation Systems**

Beginning with the 2018-2027 Transit Development Plan (TDP) Major Update, and followed up by a Route Optimization Study (ROS) and county-specific updates in 2021 and 2022, LYNX and its funding partners have re-imagined what public transportation needs to be for Central Florida.

The plans call for a hierarchy of service that calls for enhancements to the existing local bus and on-demand services, with the addition of commuter and regional express services, limited-stop routes and community circulators.

Over the next 20 years, the vision is to double the amount of bus-based transit service available to the Central Florida region. This requires the construction of a new operations and maintenance facility in the southern portion of the LYNX service area to support the expanded fleet, several new and expanded passenger transfer facilities, as well as new zero-emissions fueling infrastructure.

SunRail, the regional commuter rail system, is in the process of expanding north to DeLand. While the future transit plans for Orange County include commuter rail access to the Orlando International Airport (OIA). Lastly, the private high-speed rail operator, Brightline, expects to begin service between OIA and Miami in 2023.

LYNX recently completed a major update to its TDP for the 2023-2032 horizon. The TDP Major Update consolidates the first 10 years of the individual county transit plans for Orange, Osceola, and Seminole counties into one strategic vision plan for the agency.



## FINANCIAL POLICIES

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### **Financial Policy**

LYNX' financial policies set forth the basic framework for the overall fiscal management of the company. The general goals of LYNX' financial policies are to manage the financial resources of the organization in a manner that will:

- Encourage and facilitate the most efficient use of all funds
- Demonstrate a strong commitment to sound financial management and integrity
- Provide a historical database that can be used to monitor and evaluate financial results for future fiscal years

### **Financial Structure**

LYNX is special district of the State and operates as a single enterprise fund, where the services provided are financed and operated in a manner similar to a private business. Expenses are paid for, in part, by user charges and other miscellaneous operating revenue. LYNX also receives operating support from the Federal Transit Administration (FTA), Florida Department of Transportation (FDOT), and local government jurisdictions.

### **Accounting and Financial Reporting**

An independent audit of LYNX' financial statements is performed annually and produces financial statement in accordance with Generally Accepted Accounting Principles (GAAP).

### **Fund Balance**

LYNX operates as an enterprise fund and the net assets known as equity represents the net assets (total assets – total liabilities) available. Not only are those net assets available to pay current expenses or debts arising from operation, LYNX also has a reserve policy. The reserve policy includes unrestricted and restricted funds including contingency funds to cover up to 45 – 60 days of regular operation expenses.

As in the private sector, the portion of equity not obtained through earnings is reported separately as contributed capital. Contributed capital for LYNX is primarily provided through capital grants received from other government entities.

### **Basis of Accounting**

The Authority accounts for its activities through the use of an enterprise fund. Enterprise funds are used to account for activities similar to those found in the private sector, where the determination of a change in financial position is necessary or useful for sound financial administration (business-type activities). Because the Authority has only business-type activities, it is considered to be a special-purpose government for financial reporting under Governmental Accounting Standards Board. The financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses when incurred. The Authority's property and equipment acquisitions and operations are subsidized by the Federal Transit Administration, the Florida Department of Transportation, and local governments. Capital grants for the acquisition of property and equipment (reimbursement type grants) are recorded as grant receivables and credited to capital contributions when the related



## FINANCIAL POLICIES

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qualified expenditures are incurred. Unrestricted net assets consist of state and local government operating subsidies received in excess of net expenses.

### **Cash and Cash Equivalents and Investments**

The Authority considers all investments with a maturity of three months or less when purchased to be cash equivalents. All cash and cash equivalents are insured by the Federal Deposit Insurance Corporation or are considered insured by the State of Florida collateral pool. The State of Florida collateral pool is a multiple financial institution pool with the ability to assess its members for collateral shortfalls if a member institution fails.

The Authority's policy allows for investments in the Local Governmental Surplus Funds Investment Pool (the "Pool"), which is administered by the State Board of Administration of Florida. The Pool includes direct obligations of the United States government or its agencies and instrumentalities, interest bearing time deposits or saving accounts, mortgage-backed securities, collateralized mortgage obligations, bankers' acceptance, commercial paper, repurchase agreements, and shares in common-law trust established under Florida Statutes Section 163.01. The Pool allocates investment earnings to participants monthly, based on a prorated dollar days participation of each account in the Pool.

### **Operating Revenues**

Transactions reported as operating revenues are those that arise from the activities of primary ongoing operations. Those include: Customer Fares, Contract Services, Advertising and Other Operating Income. Customer fares are recorded as revenue at the time services are collected and revenues pass through the fare box. Contract services are recorded as revenue when services are provided, consisting primarily of bus services to area cities and counties that are funded based on hours of service and paratransit services funded through Transportation Disadvantage and other means.

### **Non-operating Revenues**

Transactions reported in the non-operating revenue category include government subsidies that are not contingent on service hours or other designated criteria, including Federal, State and Local Operating, Planning, and other grant assistance, as well as interest income and gains on the sales of capital assets, if applicable.

### **Operating Expenses**

Transactions reported as operating expenses are those that arise from the activities of primary ongoing operations. Those include: Salaries and Wages, Fringe Benefits, Purchased Transportation Services, Fuel, Materials and Supplies, Professional Services, Leases and Miscellaneous, Casualty and Liability Insurance, Utilities, Taxes and Licenses.

### **Non-operating Expenses**

Transactions reported in the non-operating expense category include those that do not arise from the activities of primary ongoing operations. These include interest expense for leases and loans as well as losses on the sales of capital assets, if applicable.



## DEBT MANAGEMENT

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### **Debt Capacity**

Per Florida Statute 343.64(2), LYNX may exercise the power to borrow money in a principal amount not to exceed \$10 million in any calendar year to refinance all or part of the costs or obligations of the authority, including, but not limited to, obligations of the authority as a lessee under a lease.

### **Issuance of Revenue Bonds**

- 1) The authority is authorized to borrow money as provided by the State Bond Act for the purpose of paying all or any part of the cost of any one or more Central Florida Regional Transportation Authority projects. The principal of, and the interest on, such bonds shall be payable solely from revenues pledged for their payment.
- 2) The proceeds of the bonds of each issue shall be used solely for the payment of the cost of LYNX projects for which such bonds shall have been issued.

**LYNX currently has no debt.**



## BUDGET PHILOSOPHY AND PROCESS

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### **Budget Philosophy**

#### **The LYNX budget is designed to:**

- Follow an integrated system approach of planning, programming, budgeting, and accounting
- Focus on the direct relationship between the organizational mission, vision, and the delivery of services as the means of ensuring that resources are obtained and used effectively and efficiently in the overall accomplishment of organizational objectives
- Encourage the making and coordinating of short-range plans
- Serve as a quantitative means of motivation to achieve plans within established budget targets.

### **Fiscal Year**

LYNX' budget is prepared on a fiscal year basis rather than on a calendar year basis. The fiscal year begins October 1 and ends September 30. For the purpose of this budget, the fiscal year begins October 1, 2022 and ends September 30, 2023.

### **Basis of Budgeting**

Since LYNX operates as an enterprise fund, it adopts the accrual method of accounting. Revenues are recognized when earned and expenses are recognized when incurred. The budget uses the accrual method of accounting as well, with the exception of Depreciation expense, which is not budgeted for in the operating budget. Capital improvement outlays are budgeted in a capital improvement budget. All departments and operations over which LYNX exercises oversight responsibility are included in the budget process. LYNX' annual budget is a balanced budget, whereby, total estimated revenues (including deferred revenue carry-forward balances, if applicable) are equal to total projected expenses.

### **Adoption Process**

The most thorough budgeting is accomplished through the involvement of all departments in establishing objectives and in determining the financial resources needed to achieve those objectives.

The Budget Development Instruction Manual is developed and provided to all departments at the beginning of the budget cycle. It presents in detail the overall budgetary process and the procedures that make up the process. The manual establishes the specific framework for guiding department heads in preparing a comprehensive and realistic budget and for evaluating and addressing financial needs within their organizational unit for the upcoming fiscal year.





## BUDGET PHILOSOPHY AND PROCESS

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### **The primary elements of the manual are:**

- To define the budgetary process, including the relationship between budget development and operational planning
- To identify the information to be used when developing revenue and expense projections
- To provide instructions, forms, and data necessary to complete the budget development process including the identification of roles and delegation of responsibilities to individual departments
- To provide a budget calendar that specifies the dates that data must be completed and submitted for review, and administrative details as to how the budget is to be prepared and submitted

The budget is typically adopted by the Board of Directors at the September board meeting and commences on October 1st. Please refer to the Budget Calendar for a detailed timeline of the budget preparation process.

Upon final adoption of the budget by the LYNX Board of Directors, the budget becomes the financial plan and serves as the legal document that regulates both the expenditure and obligation of funds by LYNX.

### **Budget Transfers**

A budget transfer is a movement of budgeted funds between or among budget line items within the same category that does not increase or decrease the total dollar amount originally budgeted and adopted by the LYNX Board of Directors. Departmental operating budgets may be revised by formal transfer action.

### **Budget Amendments**

Budget amendments are increases or decreases to the total dollar amount originally adopted by the LYNX Board of Directors. Budget amendments resulting from unanticipated revenues or expenses e.g., grants and contracts not originally budgeted during the regular budgeting process, may be budgeted and approved by the LYNX Board of Directors subsequent to the adoption of the Budget in September.



## BUDGET PHILOSOPHY AND PROCESS

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### **FY2023 Budget Preparation Process**

In February, the Finance & Audit Committee were presented with the following FY2023 key budget development assumptions:

- No Fare Increases
- Project Fixed Route ridership at 75% of the pre-pandemic (FY 2019) level
- Project Paratransit ridership at 95% of the pre-pandemic level
- Preventative Maintenance funding level at Board Approved \$6.8 million
- Monitor the Infrastructure Bill and implications on funding opportunities for LYNX
- Project wage increases consistent with Funding Partners and Board approved Union Labor Agreements
- Increased costs for Medical Expenses based on current trends
- FY2023 funding based on the adopted LYNX Funding Model
- Continue the Fuel Hedging program to stabilize the costs of diesel and unleaded fuel
- Continued response to CDC requirements

LYNX began the process to develop the fiscal year (FY) 2023 budget that covers the period of October 1, 2022 through September 30, 2023.

### **Operating:**

- FY2023 operating budget requests were to be status quo with written justification provided in the budget system for any items that exceed the status quo.
- Any area requiring additional staff need to submit a request with the appropriate justification to Human Resources.
- Software maintenance contracts are included in the operating budget; with any new purchasing costs greater than \$300 were evaluated for capital funding.
- For all travel, training, and dues and subscriptions, document was received to evaluate which training was required for maintaining certifications.
- In the Budget request detail, departments indicated whether the expense was to be grant funded and if known, the specific grant funding source.

### **Capital:**

- Capital items requested cost a minimum of \$300 and have a useful life of one year.
- All Information Technology (IT) related items were submitted to the Director of IT for review and approval.
- For all grant funded items, a completed copy of the Project/Grant Development Summary Form was provided to the Manager of Grants for review of compliance with grants available.



## **BUDGET PHILOSOPHY AND PROCESS**

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### **Roles and Responsibilities**

All directors and or managers must clearly understand the extent of their responsibilities and authority so as to avoid possible conflict between various departments or organization units and to ensure that key functions are neither omitted nor duplicated.

The most crucial budgeting is accomplished through the involvement of all departments in establishing objectives and in determining the financial resources needed to achieve those objectives. An expenditure budget is to be prepared for every department within the organization. Directors and Managers have full authority to provide direct input and guidance into the development of their budget. Each department is responsible for preparing an expenditure budget that is in concert with the vision, mission, basic goals, and long-range plans of the organization. Additionally, each Director has full responsibility for providing a logical justification of proposed expenditures relative to programs and activities to be accomplished by that department.

The Finance department budget staff provides technical assistance to Directors and Managers in preparing their budgets. The technical assistance provided may include budget computations, interpretations of administrative policies and legal authorizations, the provision of historical cost and other analytical data to be used in projecting cost trends and analysis, and the analyzing and interpretation of variations between actual and budgeted results.

The Finance department has the final responsibility to approve all budget request changes submitted during the fiscal year budget variance review process. All budget request changes must be first approved by the department's director then submitted with justification of proposed expenditures amount in excess of current approved budget.

The Director of Finance has the responsibility to oversee and direct the budget process within the organization. The Chief Executive Officer and the Chief Financial Officer will review and make final determinations regarding each department's budget request prior to submission to local government funding entities and the LYNX Board of Directors. The LYNX Board of Directors are responsible for final adoption of the budget.

### **Public Involvement**

In its mission to serve the Central Florida Region with a full array of mobility options, LYNX maintains a program to proactively inform the public and afford public involvement in the early development and implementation stage of LYNX service, service changes, fare adjustments, capital investments, and planning activities.

LYNX utilizes a variety of outreach techniques, including public meetings, online and pop-up surveys, and virtual meetings, to reach a broad segment of LYNX riders and the general public. In accordance with the agency's Public Involvement Policies and Procedures, LYNX ensures there is ample opportunity to receive public input regarding the existing and planned services. Public comments on LYNX are documented and recorded as part of the projects' respective records.



## **BUDGET PHILOSOPHY AND PROCESS**

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This information is used in planning activities such as; adding new routes, making changes to routes, installing new bus shelter locations, and upgrading lighting at bus stops and shelters.

### **Amendment/Transfer Process and Procedures**

A budget is a financial plan for a period of time (usually one year). As such, it must be flexible to meet the changing needs of LYNX throughout the fiscal year. A means must be provided through which these changing needs can be accommodated. Change to line items of the adopted budget can be made at any time during the fiscal year in accordance with the procedures outlined below.

### **Budget Transfers**

- The Department is responsible for initiating budget transfer requests affecting program or department-based account.
- All budget transfer requests must be completed using a budget transfer form. Prior to commitment of funds, transfers must first be completed and approved.
- Directors and Managers shall control their accounts so those potential deficits are identified and addressed prior to accounts experiencing any deficit. This can be achieved by monitoring the monthly activity using the budgeting software.
- Budget transfer request must contain the signatures of the appropriate members of the administrative/supervisory staff, including the departments' director and in some instances the CEO.
- The Finance Department is responsible for preparing the Budget Transfer Request Form, instructions for use, and if required, the Board agenda item explaining the budget and need for this action.
- The Finance Department is responsible for processing all transfer requests throughout the budget year.

### **Budget Amendments**

- Requesting department submits a request to the Finance Department. The Director of Finance determines if adequate justification has been provided and verifies all information on the amendment. After approval is given, the budget amendment is processed as an action item on the Board's agenda for formal approval by the LYNX Board of Directors.
- After the Board's approval, the Finance Department will make the necessary changes to the budget and then notify the requesting department that their budget has been amended. The finance department will maintain a log of budget amendments.



## TIMETABLE FOR FY2023 BUDGET PREPARATION

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<b>November 1, 2021</b>	Budget System Active
<b>November 19, 2021</b>	FY2023 Budget Kick Off <ul style="list-style-type: none"> <li>• Instructional Memo &amp; forms sent to departments</li> </ul>
<b>December 20, 2021</b>	Draft Budget completed by Department
<b>January 5 – 14, 2022</b>	FY2023 Departmental Budget Meetings Scheduled <ul style="list-style-type: none"> <li>• <b>Discuss budget request(s) and justifications, if necessary.</b></li> <li>• <b>The following information needs to be developed:</b> <ol style="list-style-type: none"> <li>(1) Line-Item Budget Request entered into budget software</li> <li>(2) Position Modifications or Request form submitted to Human Resources (HR) by <b>January 4, 2022</b></li> <li>(3) Project/Grant Development Summary Form for any grant funded operating projects (typically studies)</li> <li>(4) LYNX Technology Acquisition Request Form for Review</li> <li>(5) Departmental Strategic Plan Mission, Goals, Objectives, and Performance Measures</li> </ol> </li> </ul>
<b>January 20, 2022</b>	Finance Committee Meeting – Discussion regarding Budget assumptions
<b>January 24, 2022</b>	Additional departmental meetings with CEO, CFO and Director of Finance ( <i>if necessary</i> )
<b>January 24, 2022</b>	Department Budget Write Up (new this year for Budget Book)
<b>January 26, 2022</b>	Preliminary Operating Budget finalized in system
<b>January 31, 2022</b>	Finance department budget review meeting with CEO and CFO to discuss Operating Budget submittals and Revenue Assumption
<b>February 1, 2022</b>	Department Capital Budget Requests due to Finance
<b>February 17, 2022</b>	Finalize Finance & Audit Committee Items/Presentations (Present Final Budget Assumptions)
<b>February 24, 2022</b>	Finalize Board Items/Presentations (Present Final Budget Assumptions)



## TIMETABLE FOR FY2023 BUDGET PREPARATION

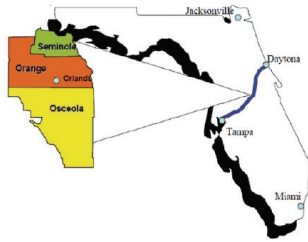
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<b>March 17, 2022</b>	Finance & Audit Committee Meeting <ul style="list-style-type: none"> <li>• Present FY2023 Preliminary Operating Budget</li> <li>• Present FY2022 Amended Operating Budget (<i>if necessary</i>)</li> <li>• Present FY2022 Amended Capital Budget (<i>if necessary</i>)</li> </ul>
<b>March 24, 2022</b>	Board Meeting – Discuss FY2023 Preliminary Operating Budget and FY2022 Budget Amendment
<b>March 28 – April 12, 2022</b>	Departmental Capital Budget Meetings
<b>June 16, 2022</b>	Finalize Finance & Audit Committee Items/Presentation
<b>July 21, 2022</b>	Finance & Audit Meeting to review FY2023 Preliminary Capital Budget
<b>July – August 2022</b>	Budget presentations to funding partners
<b>August 2022</b>	Finalize Board items and presentation for FY2023 Operating and Capital Budget
<b>September 12, 2022</b>	Finalize Finance & Audit Committee Items/Presentation
<b>September 14, 2022</b>	Finalize Board Items/Presentations
<b>September 15, 2022</b>	Finance & Audit Committee Meeting to review FY2023 final Operating and Capital Budgets
<b>September 22, 2022</b>	Board Meeting to request approval of the FY2023 Operating and Capital Budget and final Amended FY2023 Operating and Capital Budget
<b>October 1, 2022</b>	<b>FY 2023 Budget Commences</b>
<b>December 29, 2022</b>	<b>Submission Deadline for GFOA Budget Book</b>

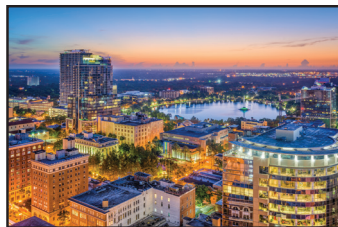


## THE ECONOMY AND CENTRAL FLORIDA

The tri-county area which includes Orange, Seminole and Osceola counties remains one of the top growth areas of the country and is a premier tourist destination of the world. This area is home to numerous



tourist attractions such as Walt Disney World, Universal Orlando, and SeaWorld. It is also home to two major league teams – NBA’s Orlando Magic and Major League Soccer’s (MLS) Orlando City Lions. Other sports teams in Orlando include the Orlando Pride as well as the Orlando Solar Bears hockey team, and the Orlando Predators indoor football



team. The city of Orlando has a vibrant, downtown core including community venues: the Amway Center, Dr. Phillips Center for the performing Arts, and Camping World Stadium. Additionally, Orlando hosts many conventions utilizing some of the bigger hotels in the country and America’s second largest convention center. The University of Central Florida, is one of the largest universities in the nation and many other places of higher education also reside in the tri-county area.

While the Central Florida area is known world-wide for its wonderful climate, many tourist attractions, and a relaxed lifestyle, the region is also one of the top 10 locations in the country for business. Behind the scenes of the area’s tourism and entertainment industry is a dynamic and diversified economy, with 80 percent of Orlando’s workforce employed in an industry outside of leisure and hospitality.

Among its most important industry sectors are high technology, aviation and aerospace, film and television production, biotechnology and manufacturing, warehousing and distribution. The influx of technology-related companies to the area has made Orlando one of the fastest growing high technology centers in the nation. New developments are popping up all over and more than 1,000 people per week are added to the population in Central Florida.

As of 2021, Orlando has a growth rate four times that of the national average. The recent historical growth in the region is spurring additional growth from individuals that previously resided in slower growth states in the Northeast and Midwest. From 2020 to 2021, Florida had the second highest population growth in the nation.

### Orange County

Orange County’s economy and job market continues to thrive. The theme parks, including Universal Orlando, Sea World Orlando, and Walt Disney World Resorts have all made new major capital investments this year bringing tourist to the region. In addition, the Orange County Convention Center brings millions of attendees to Orange County each year. In 2021, the Orlando International Airport ranked as the 7th busiest airport in the world and opened a new terminal. Some of the major events that were held in the region included the 2022 Special Olympics and the Full Sail Esports Invitational. New businesses are relocating to the area while existing companies are expanding such as Northrup Grumman and Sherwin-Williams.

### Seminole County

Seminole County is home to corporate headquarters, such as American Automobile Association (AAA), Mitsubishi-Hitachi





## THE ECONOMY AND CENTRAL FLORIDA

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Power Systems, Scholastic Book Fairs, Verizon Communication as well as the emergence of many high tech companies, including CuraScript, Kinetics and Faro Technologies and on-going expansion of the Orlando Sanford International Airport. The airport is also home to the Orlando Sanford Airport Commerce Park. This 395-acre park includes rail service and easy access to major roadways, including the Central Florida Greenway. Seminole County also offers incentives to companies that create new jobs within targeted industries, when the jobs meet the program criteria.

### **Osceola County**

As the tenth fastest growing county in the nation, Osceola County includes the cities of Kissimmee and St. Cloud as well as a variety of unincorporated areas. From 2010 to 2020, Osceola County's population increased by nearly 45 percent.

Visionary leadership has diversified the tourism economy in Osceola County. Home to the Florida Advanced Manufacturing Research Center and the world's first industry-led smart sensor consortium, the International Consortium for Advanced Manufacturing Research, Osceola County is poised to be at the center of advancing technologies that will shape the future of automobiles, surgical devices, and a host of other devices.

In addition to the growth expected from the technology industry, the county is also experiencing a large amount of residential growth and new mixed-use developments. One example is the SunBridge master planned community that will span from Osceola to Orange County

### **Transportation**

The tri-county area has experienced significant

growth in population over the last several years and is expected to continue growth in the next ten years. The population is projected to be 5.2 million by 2030. This growth can be attributed to the numerous activity centers throughout the region.

With an estimated 75 million visitors a year, prior to the COVID-19 pandemic, Orlando is a major tourism destination with one of the busiest airports in the world. From Orlando, Port Canaveral and the Atlantic Ocean are within a 45 minute-drive and the Port of Tampa on the Gulf of Mexico is only an hour away, putting European, North American and South American markets at our gateway. On land, the region sits at the crossroads of Florida's highway network, serving as a hub for distribution.

SunRail, the region's commuter rail system, spans 61 miles from Volusia to Osceola County. The availability of commuter rail service and LYNX bus service together allows businesses and research and education centers to tap into geographically broader talent pools. While SunRail provides the spine of the regional transportation system, LYNX continues to provide an array of public transit options to respond to the wide-range of transportation needs. Also forthcoming in 2023 is the Brightline train connecting Miami to Orlando.

The future of the tri-county area is filled with optimism as we continue to drive smart economic growth as one of the highest performing regions in Florida and around the world. Our skilled workforce, excellent quality of life, and vast concentration of locally headquartered Fortune 500 companies continually makes us the best place to live, work, and play.





## FIXED ROUTE PERFORMANCE INDICATORS

Service	FY 2018	FY 2019	FY 2020	FY 2021
<b>Transit Service Demand</b>				
Ridership (All Services)	24,126,897	23,089,017	16,775,803	13,380,485
Annual Passenger Miles	137,523,336	118,908,438	86,395,385	65,564,377
Passenger Trips per Revenue Hour	21.3	20.4	15.8	12.0
Passenger Trip per Revenue Mile	1.59	1.52	1.17	0.90
<b>Peak/Off-Peak Characteristics</b>				
Peak Period Vehicles	260	255	255	258
Total Vehicles	306	308	306	309
<b>Transit Service Supply</b>				
Annual Vehicle Miles	16,920,930	17,006,547	16,062,984	16,327,040
Annual Vehicle Revenue Miles	15,185,974	15,181,428	14,326,496	14,805,152
Annual Vehicle Revenue Hours	1,130,905	1,131,724	1,058,545	1,110,437
Directional Route Miles	1,411	1,433	1,337	1,396
<b>Transit Operational Service</b>				
Operating Expenses	103,283,186	107,558,165	112,189,385	107,543,494
Capital Expenditures	9,666,270	17,902,503	25,110,987	36,885,046
Operating Revenue	39,792,190	39,149,551	28,909,667	30,728,576
Passenger Fare Revenue	21,934,879	21,397,790	10,769,417	13,071,004

Source: Information provided to the Transportation Commission



## FAST FACTS

<b>FOUNDED:</b>	May of 1972 as Orange-Seminole-Osceola Transportation Authority (OSOTA). Became Tri-County Transit in 1984. Began doing business as LYNX in 1992, and changed official name to Central Florida Regional Transportation Authority in March 1994.
<b>AREA SERVED:</b>	Orange, Seminole and Osceola counties; an area of approximately 2,500 square miles with a resident population of more than 2.3 million people. Small portions of Polk and Lake counties are served as well.
<b>FLEET SIZE:</b>	309 air-conditioned coaches for fixed route. 183 Access LYNX for paratransit 172 Van Pool Vehicles 18 NeighborLink
<b>DAILY SERVICE:</b>	<ul style="list-style-type: none"> <li>○ 68 routes, called “Links” serve the tri-county area.</li> <li>○ Earliest service begins at 3:50 a.m.</li> <li>○ Last bus leaves downtown at 12:15 a.m./Overall 3:00 a.m.</li> <li>○ Peak frequency is every 15 minutes on heavily used links.</li> <li>○ Average frequency in urban areas is every 30 minutes.</li> <li>○ Outlying areas receive hourly service.</li> <li>○ Over 50% of our ridership occurs on routes serving major tourism destinations.</li> </ul>
<b>SERVICES:</b>	<ul style="list-style-type: none"> <li>• <b>Fixed Route</b> - Bus service seven days a week and on holidays.</li> <li>• <b>LYMMO</b> - Fare Free downtown circulator (a transportation partnership with the city of Orlando).</li> <li>• <b>Vanpool</b> - Commuter services for which LYNX provides the vans.</li> <li>• <b>FastLink</b> - Limited stop service designed to provide a quicker trip along a specific corridor</li> <li>• <b>ACCESS LYNX</b> - Door-to-door paratransit van service for qualified individuals who cannot access other modes of transportation.</li> <li>• <b>Road Rangers</b> - Presented by State Farm - Roadside assistance program for disabled vehicles on I-4.</li> <li>• <b>NeighborLink</b> - 12-flex service routes that operate in a specific area and make connections to LYNX fixed-route buses or SunRail. Reservations required two hours In advance via phone app or calling.</li> </ul>
<b>RIDERSHIP:</b>	More than 79,000 rides provided each weekday pre-pandemic Post pandemic 55,000 rides provided each weekday
<b>MILES TRAVELED:</b>	More than 16 million vehicle miles traveled annually.



## FAST FACTS

<b>FUEL USED:</b>	<p>LYNX uses nearly 2.7 million gallons of fuel per year for our diesel buses.</p> <p>Compressed Natural Gas (CNG) is used to fuel about 52% of its buses and has a private/public partnership with Nopetro to operate the CNG facility near the LYNX Operations Center facility.</p> <p>LYNX entered its first eight (8) zero emission battery electric buses into revenue service in January 2021 on the LYMMO Bus Rapid Transit service. During the evaluation period from January 2021 through May 2022, these buses traveled 194,065 miles, which saved 59,712 diesel gallons of fuel and prevented the release of 325 metric tons of carbon dioxide, which is like reducing 806,717 miles of passenger car travel.</p>																																							
<b>HOURS</b>	<p><b><u>Customer Service</u></b></p> <p>Monday - Friday Saturday Sunday</p> <p><b><u>Bus Service</u></b></p> <p>Monday - Friday Saturday Sunday</p>	<p><b>407-841-LYNX (5969)</b></p> <p>8:00 AM - 8:00 PM 8:00 AM - 6:00 PM 8:00 AM - 6:00 PM</p> <p>3:50 AM - 2:50 AM 4:30 AM - 1:15 AM 4:45 AM - 1:20 AM</p>																																						
<b>FARES:</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 30%;">Service</th> <th style="width: 40%;">LYNX Fare Structure Fare Type</th> <th style="width: 30%;">Fare</th> </tr> </thead> <tbody> <tr> <td rowspan="16" style="vertical-align: top;"><b>Fixed Route</b></td> <td>Full Fare</td> <td style="text-align: right;">\$2.00</td> </tr> <tr> <td>Youth Fare</td> <td style="text-align: right;">\$1.00</td> </tr> <tr> <td>Senior and Disabled Fare</td> <td style="text-align: right;">\$1.00</td> </tr> <tr> <td>Income Qualified (IQ) Fare</td> <td style="text-align: right;">\$1.00</td> </tr> <tr> <td>Transfers</td> <td style="text-align: right;">Free</td> </tr> <tr> <td>Express</td> <td style="text-align: right;">\$3.50</td> </tr> <tr> <td>Express Discount Fare</td> <td style="text-align: right;">\$1.75</td> </tr> <tr> <td>NeighborLink (NL)</td> <td style="text-align: right;">\$2.00</td> </tr> <tr> <td>NeighborLink Discount Fare</td> <td style="text-align: right;">\$1.00</td> </tr> <tr> <td>Shuttle</td> <td style="text-align: right;">Determined Per Event</td> </tr> <tr> <td>Children (age 6 and under)*</td> <td style="text-align: right;">Free</td> </tr> <tr> <td>Daily</td> <td style="text-align: right;">\$4.50</td> </tr> <tr> <td>Discount Daily</td> <td style="text-align: right;">\$2.25</td> </tr> <tr> <td>7-Day</td> <td style="text-align: right;">\$16.00</td> </tr> <tr> <td>Discount 7-Day</td> <td style="text-align: right;">\$8.00</td> </tr> <tr> <td>30-Day</td> <td style="text-align: right;">\$50.00</td> </tr> <tr> <td>Discount 30-Day</td> <td style="text-align: right;">\$25.00</td> </tr> </tbody> </table>		Service	LYNX Fare Structure Fare Type	Fare	<b>Fixed Route</b>	Full Fare	\$2.00	Youth Fare	\$1.00	Senior and Disabled Fare	\$1.00	Income Qualified (IQ) Fare	\$1.00	Transfers	Free	Express	\$3.50	Express Discount Fare	\$1.75	NeighborLink (NL)	\$2.00	NeighborLink Discount Fare	\$1.00	Shuttle	Determined Per Event	Children (age 6 and under)*	Free	Daily	\$4.50	Discount Daily	\$2.25	7-Day	\$16.00	Discount 7-Day	\$8.00	30-Day	\$50.00	Discount 30-Day	\$25.00
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## FAST FACTS

(Continued from previous page)			
<b>NOTABLE:</b>		Express Daily	\$6.50
		Express Daily Discount	\$3.25
		Express 7-Day	\$23.00
		Express 7-Day Discount	\$11.50
		Express 30-Day	\$70.00
		Express 30-Day Discount	\$35.00
		Stored Value Discount Card	10%
	<b>LYMMO</b>	Single Ride	Free
	<b>Special Events</b>	Shuttle – Single Ride	Determined Per Event
	<b>ACCESS LYNX</b>	ADA Fare (Inside $\frac{3}{4}$ mile radius)	\$4.00
		ADA Fare (Outside $\frac{3}{4}$ mile radius)	\$7.00
	<i>As Authorized by the Local Coordinating Board</i>	TD Fare - 0 to 4.99 Miles	\$2.50
	TD Fare - 5 to 9.99 Miles	\$3.50	
	TD Fare - 10 Miles	\$4.50	
<p>The LYNX Finance team earned the GFOA of the United States and Canada award for Excellence in Financial Reporting for its comprehensive financial report for the fiscal year ending Sept. 30, 2020. This is the 29th consecutive year the agency has won this award.</p> <p>LYNX Marketing won two first-place FPTA awards in 2021. The team also won awards 16 out of the last 17 years.</p> <p>LYNX Marketing won APTA Awards in 2022, 2021, 2020, 2019, 2018, 2017, 2015 and 2014.</p> <p>LYNX is purchasing battery powered electric buses for LYMMO to support the vision of our community to deploy environmentally friendly vehicles. The first delivery was in Fall 2020. In 2022, LYNX was awarded approximately \$30 million in Federal and State grants for the purchase of 30 fixed route and five</p>			



## FAST FACTS

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**(Continued from previous page)**

NeighborLink battery electric buses. The Federal grant award includes funding for charging stations, dispensers, and training.

In 2018 the LYNX Maintenance team won its 5th consecutive State Bus Roadeo Championship. The LYNX Maintenance team was crowned the “Best of the Best” at the 2016 International Bus Roadeo Championship. The team also won in 2006 & 2010.

As part of a public-private partnership agreement between LYNX and Nopetro, the nation’s largest public-private compressed natural gas fueling facility opened in April 2016.

In November 2014, Operator Alvin Randall won the Florida Public Transportation Association Operator of the Year Award.

Government Finance Officers Association (GFOA)  
Florida Public Transportation Association (FPTA)  
American Public Transportation Association (APTA)



## SERVICE PERFORMANCE MEASURES

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In the last five years, LYNX ridership has declined by 33.4%. Annual system-wide ridership in 2018 was 25,093,011. By 2022 the ridership had decreased to 16,722,189 riders per year. 2022 experienced an upward trend in ridership as the community continues to recover from COVID-19. Ridership began to decrease in March 2020 and remained at levels that were below the normal levels through the remainder of the next three fiscal years.

SunRail, Central Florida's commuter rail system, started service on May 1, 2014 and its ridership had continued to grow. SunRail Phase II began operation in July 2018 and ridership increased significantly. When the system total ridership of SunRail is combined with the system total ridership of LYNX to examine transit ridership for the region, we can see that regional transit ridership was relatively consistent between FY 2018 and FY 2019. One influencing factor is that a number of LYNX riders switched over to SunRail for at least a portion of their daily commute. Ridership decreased significantly starting in March 2020 due to COVID-19 and remained low throughout the pandemic. During FY 2022, ridership has continued to trend upward since the reopening of businesses after the COVID-19 pandemic and has shown a large increase system-wide compared to FY 2021.

Over the last few years, there have been changes in the travel patterns of LYNX customers due to the introduction of SunRail, an improving economy, low gas prices, and the COVID-19 pandemic. Low gasoline prices encouraged more driving and, in recent years, helped lead to a reduction in ridership for public-transit agencies across the U.S. Additionally, more people are utilizing rideshares such as Uber and LYFT for trips that would have typically been made on public transit. The COVID-19 pandemic also contributed to a large decrease in public transit usage, as workplaces and other public areas were shut down and slowly reopened, and an increase in telecommuting and solo driving that has resulted.

Total LYNX system-wide ridership for period of October 2021 through September 2022 is 16,722,189. This increase in ridership was expected as the community continues to recover from the COVID-19 pandemic and businesses have continued to reopen. LYNX continues to trend up with ridership growth this year in the service it provides through Fixed Route, NeighborLink, and AccessLYNX as the demand for transit recovers from the COVID-19 pandemic.

As LYNX begins a new fiscal year, the October 2022 and November 2022 ridership numbers continue to show an upward trend as the community reopens after the COVID-19 pandemic and the demand for transit increases.



## SERVICE PERFORMANCE MEASURES

### RIDERSHIP

Total Ridership by Mode						
	Sep-21	Sep-22	% Δ	YTD-21	YTD-22	% Δ
LYMMO	39,360	34,196	-13.1%	456,542	415,378	-9.0%
Fixed Route	1,151,256	1,249,200	8.5%	12,804,988	15,367,291	20.0%
NeighborLink	6,832	7,200	5.4%	75,153	91,910	22.3%
ACCESS LYNX	42,698	45,507	6.6%	513,823	554,919	8.0%
Vanpool	22,161	20,709	-6.6%	263,438	258,459	-1.9%
Special Events	0	0	N/A	0	34,232	N/A
<b>SYSTEM TOTAL</b>	<b>1,262,307</b>	<b>1,356,812</b>	<b>7.5%</b>	<b>14,113,944</b>	<b>16,722,189</b>	<b>18.5%</b>

<b>September 2021:</b>	21 Weekdays	4 Saturdays	5 Sundays
<b>September 2022:</b>	21 Weekdays	4 Saturdays	5 Sundays

Average Daily Ridership by Mode									
Mode	Weekday			Saturday			Sunday		
	Sep-21	Sep-22	% Δ	Sep-21	Sep-22	% Δ	Sep-21	Sep-22	% Δ
LYMMO	397	451	13.6%	153	237	54.9%	178	197	10.7%
Fixed Route	43,881	45,965	4.7%	30,461	37,467	23.0%	21,583	26,812	24.2%
NeighborLink	290	301	3.8%	186	219	17.7%	-	-	-
ACCESS LYNX	1,778	1,739	-2.2%	874	1,088	24.5%	467	727	55.7%
Vanpool	211	413	95.7%	40	73	82.5%	12	67	458.3%
<b>SYSTEM TOTAL</b>	<b>46,557</b>	<b>48,869</b>	<b>5.0%</b>						

**LYNX** ridership increased by about 100K, or 7.5%, compared to September 2021. System-wide average riders increased by 18.5% year-to-date.

**LYMMO** ridership decreased by about 5K, or 13.1%, compared to September 2021. Average weekday ridership for LYMMO was up 13.6% in September 2022. Ridership has been affected by the removal of the Orange Line from the Amelia Street Garage as well as the continued prominence of telecommuting in the downtown core.

**Fixed Route** ridership increased by 98K, or 8.5%, compared to September 2021. Average daily ridership increased by 4.7% compared to the same time period last year. Ridership is showing a steady recovery from losses incurred from the COVID-19 pandemic.

**NeighborLink** ridership increased by about 400, or 5.4%, compared to September 2021. The overall increase for the year continues to show a gradual recovery from the COVID-19 pandemic.

**ACCESS LYNX** ridership increased by about 3K, or 6.6%, compared to September 2021. Ridership is showing a slow recovery from the COVID-19 pandemic.

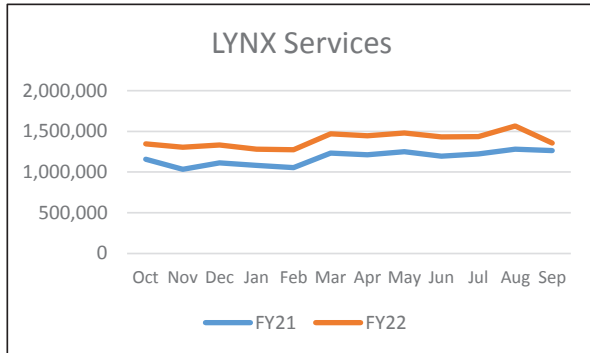
**Vanpool** ridership decreased by about 1.5K, or 6.6%, compared to September 2021. The continued use of telecommuting has caused a decrease in total Vanpool utilization.

\*According to the U.S. Energy Information Administration, the average price of gasoline in the U.S. was \$3.27/gallon in September 2021 and \$3.86/gallon in September 2022. Historically, high gas prices can result in increased public transit ridership.

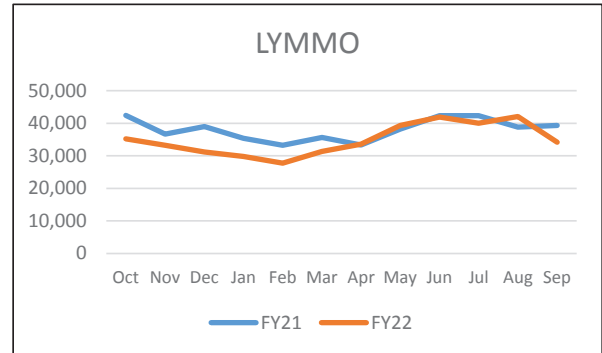


## SERVICE PERFORMANCE MEASURES

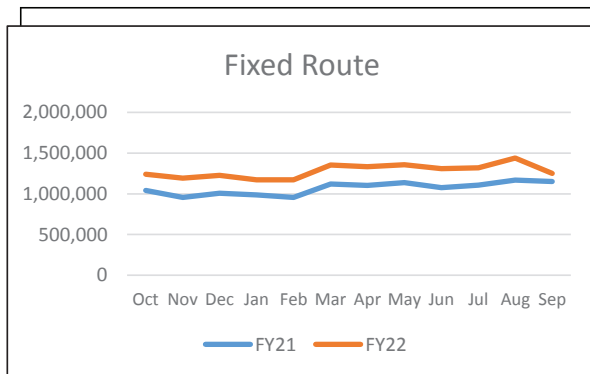
### MONTHLY RIDERSHIP TRENDS BY MODE



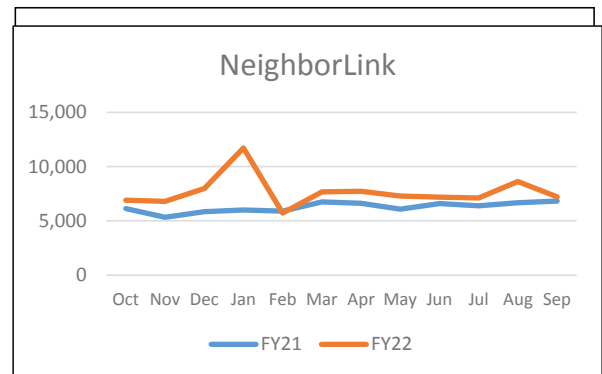
LYNX ridership increased by 7.5% compared to the same time last year. Average weekday riders increased by 5.0%.



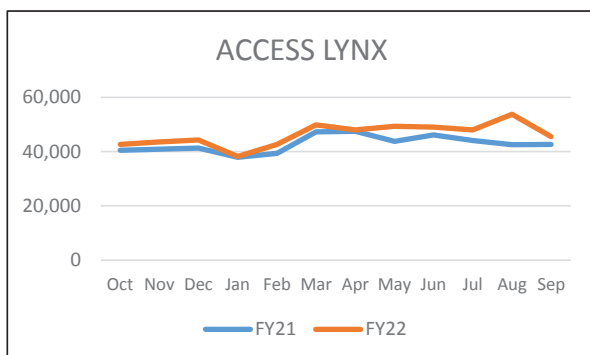
LYMMO ridership decreased by 13.1% compared to the same time last year. Average weekday riders increased by 13.6%.



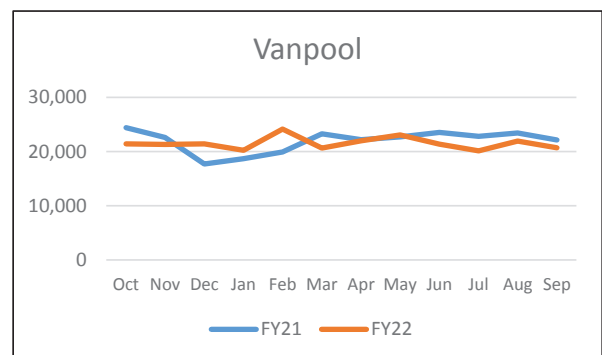
Fixed route ridership decreased 62.5% compared to September 2021. Fixed route ridership increased 8.5% compared to September 2021. Average weekday riders increased by 4.7%.



NeighborLink ridership decreased 44.1% compared to September 2021. NeighborLink ridership increased 5.4% compared to September 2021. Average daily riders increased by 3.8%.



ACCESS LYNX ridership increased by 6.6% compared to September 2021. Average weekday riders decreased by 2.2%.



Vanpool ridership decreased by 6.6%. Average weekday riders increased by 95.7% compared to September 2021.





## SERVICE PERFORMANCE MEASURES

### FY22 Monthly Modal Performance Data Sheet - September 2022

Month End Reporting	Ridership	Passenger's per Trip	On-Time Performance	Farebox Recovery	National Transit Database Reportable Accidents	Complaints per 100,000 Miles	Total Trips Scheduled	Percentage of Scheduled Trips Operated	Fleet Availability	Preventative Maintenance Inspection Completed on Time
<b>LYMMO</b>										
Oct	35,194	4	83%	Not Applicable	0	0.10	9,141	98%	14	99%
Nov	33,216	4	77%		0	0.08	8,959	98%	14	100%
Dec	31,196	4	80%		0	0.11	8,453	90%	14	100%
Jan	29,804	4	79%		0	0.08	7,617	91%	14	100%
Feb	27,757	4	77%		0	0.13	7,032	92%	14	100%
Mar	31,329	4	77%		0	0.14	7,905	90%	14	100%
Apr	33,599	5	76%		0	0.11	7,479	91%	14	100%
May	39,355	6	77%		0	0.14	7,617	92%	14	100%
Jun	41,870	6	76%		0	0.07	7,614	90%	14	100%
Jul	40,028	6	76%		0	0.11	7,482	90%	14	95%
Aug	42,102	6	74%		0	0.09	7,905	89%	14	33%
Sep	34,196	6	74%		0	0.09	7,470	83%	14	100%
YTD	419,646	5	77%		0	0.10	94,674	91%	14	94%
<b>Fixed Route</b>										
Oct	1,240,405	14	75%	12%	7	0.10	88,414	98%	245	99%
Nov	1,191,611	14	73%	15%	6	0.08	85,852	98%	249	100%
Dec	1,226,725	14	73%	12%	9	0.11	90,390	96%	244	100%
Jan	1,173,436	14	76%	12%	6	0.08	88,652	96%	246	100%
Feb	1,173,451	15	74%	14%	10	0.13	81,960	96%	245	100%
Mar	1,352,908	15	73%	14%	7	0.14	91,632	96%	245	100%
Apr	1,333,506	16	73%	15%	7	0.11	87,820	97%	247	100%
May	1,356,072	16	71%	16%	9	0.14	88,673	97%	245	100%
Jun	1,310,416	15	72%	14%	6	0.07	88,430	96%	240	100%
Jul	1,320,564	15	73%	12%	7	0.11	88,084	97%	232	95%
Aug	1,439,057	16	70%	16%	2	0.09	91,655	96%	229	33%
Sep	1,249,200	16	69%	12%	9	0.09	86,939	87%	225	100%
YTD	15,367,351	15	73%	14%	85	0.10	1,058,501	96%	241	94%



## SERVICE PERFORMANCE MEASURES

FY22 Monthly Modal Performance Data Sheet - September 2022

Month End Reporting	Ridership	On-Time Performance	Collected Fares	NTD Reportable Incident	Complaints per 100,000 Miles	Fleet Availability	Preventable Maintenance Inspection Completed On-Time
<b>NeighborLink</b>							
Oct	5,727	100%	100%	0	9.7	90%	100%
Nov	4,839	100%	100%	0	19.7	95%	99%
Dec	6,051	100%	100%	0	8.1	99%	100%
Jan	4,693	100%	100%	0	21.0	100%	99%
Feb	5,712	100%	100%	0	19.5	97%	99%
Mar	7,684	100%	100%	0	14.2	97%	100%
Apr	7,736	100%	100%	0	12.3	97%	100%
May	7,280	100%	100%	0	9.2	99%	100%
Jun	7,193	100%	100%	0	25.9	94%	99%
Jul	7,104	100%	100%	0	22.7	99%	99%
Aug	8,626	100%	100%	0	18.6	100%	99%
Sep	7,200	100%	100%	0	31.9	95%	100%
YTD	79,845	100%	100%	0	17.7	97%	100%
<b>ACCESS LYNX</b>							
Oct	42,649	59.27%	99.77%	0	10.0	88%	100%
Nov	43,574	64.64%	99.77%	2	10.0	90%	99%
Dec	44,257	77.96%	99.83%	1	11.6	88%	100%
Jan	38,222	86.49%	99.83%	0	6.1	89%	99%
Feb	42,661	85.64%	99.82%	1	5.0	91%	99%
Mar	49,856	86.52%	99.81%	2	4.3	89%	100%
Apr	48,043	79.50%	99.81%	0	6.4	90%	100%
May	49,369	85.08%	99.83%	1	2.7	89%	100%
Jun	49,002	88.93%	99.79%	1	2.8	87%	99%
Jul	48,054	89.45%	99.81%	0	8.1	87%	99%
Aug	53,725	86.25%	99.83%	0	4.1	86%	99%
Sep	45,507	82.54%	99.85%	0	7.4	87%	100%
YTD	554,919	81.02%	99.81%	8	6.5	89%	100%



## ACCOMPLISHMENTS AND HIGHLIGHTS

### LYNX’ accomplishments from October 1, 2021 through September 30, 2022

#### Ridership and Service Initiatives

LYNX initiates service changes to improve system-wide efficiency three times each calendar year. During FY2022, there were three service changes that went into effect (December 2021, April 2022, and August 2022). Some of the key service initiatives are listed below and categorized by enhancements, NeighborLink re-imagining, and new service. A complete listing of all service changes initiated during this fiscal year are presented in the following tables.

#### Enhanced Service to Support Central Florida Workers

- Restructuring of service to include direct express service from downtown Orlando to the major employment areas of Disney, Universal Orlando, and SeaWorld.
- Increased service in the I-Drive corridor due to a funding agreement from the I-Drive CRA.
  - Link 8 – more frequent evening service and Sunday service extended to midnight.
  - Link 37 – later evening service daily.
  - Link 38 – more frequent all-day service and later evening service daily.
- Added evening trips on select routes on weekends to provide later service.
- Restructuring of the Disney Direct routes for efficiency.
- Several routes on I-4 changed to utilize the new Express lanes, providing more consistent trip times.
- Numerous minor schedule adjustments to improve route on-time performance.
- System-wide efficiencies and a rebalancing of some service frequency to better match service to current ridership demand.
- Restructuring of the LYMMO routes to extend the Lime Line and consolidate routes serving the North Quarter.

#### NeighborLink Re-Imagining

- Initiated a re-imagining of NeighborLink services, resulting in a restructuring of NeighborLinks 811, 812, 813, and 831.

#### New Service

- New 312 route – Disney Direct/Ocoee.

#### December 2021 Service Changes

The December 2021 service change included many major schedule and route adjustments.

**Table 1** indicates all the service changes that went into effect December 12, 2021.

**Table 1: December 2021 Service Changes**

New Routes
<b>Link 312</b> – Disney Direct/Ocoee (Orange County) - Route will operate from West Oaks Mall SuperStop to Disney Springs via West Colonial Drive, SR 429, Winter Garden Village, Winter Garden Vineland Road, Ficquette Road, Reams Road, World Drive and Buena Vista Drive. There will be one trip leaving West Oaks Mall SuperStop at 6:05 a.m. and one trip leaving



## ACCOMPLISHMENTS AND HIGHLIGHTS

**Link 312** – Disney Springs at 5:20 p.m. This route will replace Link 302 to/from Disney University and Disney Springs.

### Adjusted Schedule Times (major adjustments)

**Link 8** – W. Oak Ridge Road/International Drive (Orange County) – Will change weekday peak frequency to 12-15 minutes; changing Saturday and Sunday morning peak frequency to 15 minutes. Adding weekday 9:45 and 10:45 p.m. trips from LYNX Central Station (LCS) and 11:15 p.m. and 12:10 a.m. trips from Orlando Vineland Premium Outlets; Saturday 11:30 p.m. trip from Orlando Vineland Premium Outlets; Sunday 8:15, 8:45, 9:15, 9:45 and 10:15 p.m. trips from LCS and 10, 10:30, 11, 11:30 p.m. and midnight trips from Orlando Vineland Premium Outlets.

**Link 11** – S. Orange Ave./Orlando International Airport (Orange County) – Adding weekday 7:40 p.m. trip from Orlando International Airport (OIA); Sunday 8:45 p.m. trip from LCS and 9:30 p.m. trip from OIA.

**Link 20** – Malibu Street/Pine Hills/Washington Shores (Orange County) – Extending weekday 9:50 p.m. trip from Walmart to LCS.

**Link 21** – Raleigh Street/Kirkman Road/Universal Orlando (Orange County) – Discontinuing Sunday 5:45 and 6:45 a.m. trips from LCS and 4:15 p.m. trip from Sand Lake Commons; adding Sunday 9:15 p.m. trip from LCS.

**Link 37** – Pine Hills/Florida Mall (Orange County) – Adding weekday and Saturday 10, 10:30, 11 p.m. trips from Silver Star Road/Hiawasse Road and 9:30 (Saturday only), 10:30, 11, 11:30 p.m. trips from Florida Mall; Sunday 6 a.m., 4, 5 and 10:30 p.m. trip from Silver Star Road/Hiawasse Road and 7:30, 8:30 a.m., and 11 p.m. trip from Florida Mall.

**Link 42** – International Drive/Orlando International Airport (Orange County) – Extending weekday 2:15, 2:45, 3:15 and 3:45 p.m. trips from Destination Parkway and 8:40, 9:10 a.m. and 4 p.m. trip from OIA to Sand Lake Road SunRail Station. Adding Sunday 11 p.m. trip from Destination Parkway to OIA.

**Link 48** – W. Colonial Drive/Powers Drive (Orange County) – Adding Sunday 8:45 and 9:45 p.m. trips from LCS.

**Link 49** – W. Colonial Drive/Pine Hills Road (Orange County) – Adding Sunday 9:15 p.m. trip from LCS.

**Link 102** – Orange Avenue/South 17-92 (Orange County/Seminole County) – Changing weekday frequency to 20 minutes.

**Link 106** – North U.S. 441/Apopka (Orange County/Seminole County) – Changing weekday peak frequency to 30 minutes. Adding Saturday 10:45 p.m. trip and Sunday 8:45 p.m. trip from



## ACCOMPLISHMENTS AND HIGHLIGHTS

**Link 107** – U.S. 441/Florida Mall (Orange County) – Changing weekday frequency to 20 minutes. Discontinuing 1:35 a.m. weekday trip from Florida Mall. Adding Saturday and Sunday 11 p.m. trip from Florida Mall and Sunday 10:15 p.m. trip from LCS.

**Link 108** – (S. U.S. 441/Kissimmee (Orange County/Osceola County) – Discontinuing weekday 12:50 a.m. trip from Florida Mall and 1:10 a.m. trip from Hunters Creek/Orange Blossom Trail.

**Link 125** – Silver Star Road (Orange County) – Changing weekday peak frequency to 20-30 minutes.

**Link 319** – Richmond heights (Orange County) – Discontinuing weekday 5:25 a.m. trip from Washington Shores SuperStop to Richmond Heights and 12:40 a.m. trip from Washington Shores SuperStop to LCS. Adding Sunday 7:45 p.m. trip from LCS.

**Link 436S** – SR 436/Fern Park/Orlando International Airport (Orange County/Seminole County) – Adding Sunday 10 p.m. trip from Fern Park SuperStop.

**Link 436N** – SR 436/Fern Park/Apopka (Orange County/Seminole County) - Changing weekday evening frequency to 30 minutes.

### Adjusted Schedule Times (minor adjustments)

**Links 3, 40, 44, 105, 434, and 443**

### Route Adjustments and/or Schedule Adjustments

**Link 6** – Dixie Belle Drive (Orange County) – Extending service north from Colonial Plaza SuperStop via Bumby Avenue, Corrine Drive, General Rees Avenue, Glenridge Way, VA Medical Center, Lakemont Avenue to AdventHealth Winter Park.

**Link 36** – Lake Richmond (Orange County) – Changing weekday frequency to 60 minutes and routing operate via L.B. McLeod outbound and 33rd Street inbound, maintaining service to 33rd Street Industrial area. Changing Saturday departure times from LCS to on the hour (:00).

**Link 38** – Downtown Orlando/I-Drive Express (Orange County) – Adding daily 5:45 a.m. trip from LCS and 6:45 a.m. trip from Destination Parkway SuperStop, extending service to 10:15 p.m. from LCS and 11:45 p.m. from Destination Parkway SuperStop. Changing frequency to 30 minutes. Several morning and evening peak trips extended to Shingle Creek Resort.

**Link 50** – Downtown Orlando/Magic Kingdom Express (Orange County) – Extending route to Destination Parkway SuperStop and renumber as Link 350. Discontinue service between Disney Springs and Disney’s Transportation & Ticket Center (TTC). Reducing peak service to 30 minutes daily.

**Link 60** – LYMMO Orange Line (Orange County) – Extending route to Creative Village via Amelia Street, Terry Avenue and Livingston Street. Discontinue service to the Amelia Street parking garage.



## ACCOMPLISHMENTS AND HIGHLIGHTS

**Link 61** – LYMMO Lime Line (Orange County) – Extend route to North Quarter via Amelia Street, Magnolia Avenue, Marks Street, Orange Avenue and Livingston Street. Will no longer serve Creative Village.

**Link 300** – Downtown Orlando/Hotel Plaza (Orange County) – Extending route from Disney Springs to TTC in both directions. Discontinuing service along Palm Parkway, SR 535 and Lake Street. Will now operate 5 a.m.-12:40 a.m. daily at 30-minute frequency.

**Link 301** – Disney Direct/Pine Hills/Animal Kingdom (Orange County) – Will now operate between Pine Hills and Disney Springs Transfer Center. Service to Disney resorts provided by Disney Transportation and Link 312. Changing morning route to operate on Conroy Road.

**Link 302** – Disney Direct/Rosemont/Magic Kingdom (Orange County) – Will now operate between Rosemont SuperStop and Disney Springs Transfer Center. Service to Disney resorts provided by Disney Transportation and Link 312.

**Link 303** – Disney Direct/Washington Shores/Hollywood Studios (Orange County) – Will now operate between John Young Parkway/Colonial Drive, Washington Shores SuperStop and Disney Springs Transfer Center. Service to Disney resorts provided by Disney Transportation and Link 312.

**Link 304** – Disney Direct/Rio Grande/Vistana Resort (Orange County) – Changing morning route to operate along International Drive, Municipal Drive, Vanguard Street, Mandarin Drive and Sand Lake Road.

**Link 306** – Disney Direct/Poinciana/Disney Springs (Orange County/Osceola County) – Extending route to J.W. Marriott Bonnett Creek.

**NeighborLink 652** – Maitland (Orange County) – Changing frequency to 30 minutes Extending service zone to include Southhall Lane/Keller Road and Sandspur Road.

### Discontinued Routes

**Link 58** – Shingle Creek (Orange County)

**Link 63** – LYMMO Orange Line-North Quarter (Orange County) – Replaced by Link 61 extension.

**Link 305** – Disney Direct/Metrowest/All-Star Resorts (Orange County)

**Link 313** – Bumby Avenue/Winter Park (Orange County)

**Source: LYNX Service Planning**





## ACCOMPLISHMENTS AND HIGHLIGHTS

### April 2022 Service Changes

There were two major adjustments proposed during the April 2022 service change. There were also several changes made to routes 38, 300, and 350 to utilize the new Interstate-4 Express Lanes, which opened in late February, 2022.

**Table 2** indicates all the service changes that were implemented on April 24, 2022.

**Table 2: April 2022 Service Changes**

<b>Adjusted Schedule Times (minor adjustments)</b>
<b>Links 6, 21, 42, 55, 125, 301, 302, 303, 304, 306, 312, FastLink 407 and FastLink 418</b>
<b>Route Adjustments and/or Schedule Adjustments</b>
<p><b>Link 37</b> – Pine Hills/Florida Mall (Orange County) – Changing route to operate via International Drive, Grand National Drive and Vanguard Street.</p> <p><b>Link 38</b> – International Drive (Orange County) – Change routing to operate between LYNX Central Station and Universal Orlando via Hughey Avenue, I-4 express lanes, Grand National Drive, Major Boulevard and Universal Boulevard. Inbound route will exit I-4 express lanes at South Street and use Garland Avenue to LYNX Central Station.</p> <p><b>Link 104</b> – East Colonial Drive (Orange County) – Extend route into Colonial Plaza SuperStop.</p> <p><b>Link 300</b> – Disney Express (Orange County) – Change routing to operate between Disney Springs and LYNX Central Station via I-4 express lanes. Route will exit I-4 express lanes at South Street and use Garland Avenue to LYNX Central Station.</p> <p><b>Link 350</b> – Destination Parkway/SeaWorld/Disney Express (Orange County) – Change routing to operate between S.R. 528 and LYNX Central Station via I-4 express lanes. Route will exit I-4 express lanes at South Street and use Garland Avenue to LYNX Central Station.</p>
<b>Major Adjustments</b>
<p><b>NeighborLink 631</b> – Buena Ventura Lakes (Osceola County) – Combining route with NeighborLink 632. Renumbered to NeighborLink 831.</p> <p><b>NeighborLink 632</b> – North Kissimmee (Osceola County) – Combining route with NeighborLink 631. Renumbered to NeighborLink 832.</p>
<b>Service Reductions</b>
<p><b>Link 319</b> – Richmond Heights (Orange County) – Discontinue service on Kirkland Boulevard, Ivey Lane, King Cole Boulevard, Ravenall Avenue and Messina Avenue. Route will use Willie Mays Parkway in the Richmond Heights area. Renumbered as Link 19. Bus stop changes along entire route.</p>
<b>Source: LYNX Service Planning</b>



## ACCOMPLISHMENTS AND HIGHLIGHTS

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### August 2022 Service Changes

There were three major adjustments proposed during the August 2022 service change.

**Table 3** indicates all the service changes that were implemented on August 22, 2022.

**Table 3: August 2022 Service Changes**

<b>Adjusted Schedule Times (minor adjustments)</b>
<b>Links 7, 11, 18, 19, 40, 46W, 51, 56, 107, 108, 301, 302, 303 and 304</b>
<b>Route Adjustments and/or Schedule Improvements</b>
<p><b>Link 23</b> – Winter Park Springs Plaza (Orange County/Seminole County) – Changed layover location to Seminole State College.</p> <p><b>Link 111</b> – OIA/SeaWorld (Orange County) – Will use Central Florida Parkway between Westwood Boulevard and Sea Harbor Drive.</p> <p><b>FastLink 407</b> – Kissimmee/Orlando International Airport/Lake Nona (Osceola County/Orange County) – Will serve Nemours Children’s Hospital only on inbound trips to Orlando International Airport and Kissimmee.</p>
<b>Major Adjustments</b>
<p><b>NeighborLink 611</b> – Ocoee (Orange County) – Extending zone south to Health Central Hospital and Walmart Super center. Renumbered to NeighborLink 811.</p> <p><b>NeighborLink 612</b> – Winter Garden (Orange County) – Will extend zone north to North Fullers Cross Road and south to SR 429, Stoneybrook West Parkway and Avalon Road. Renumbered to NeighborLink 812.</p> <p><b>NeighborLink 613</b> – Pine Hills (Orange County) – Extending zone south to SR 408 and west to health Central Hospital and Walmart Super center. Renumber to NeighborLink 813.</p>
<b>Source: LYNX Service Planning</b>



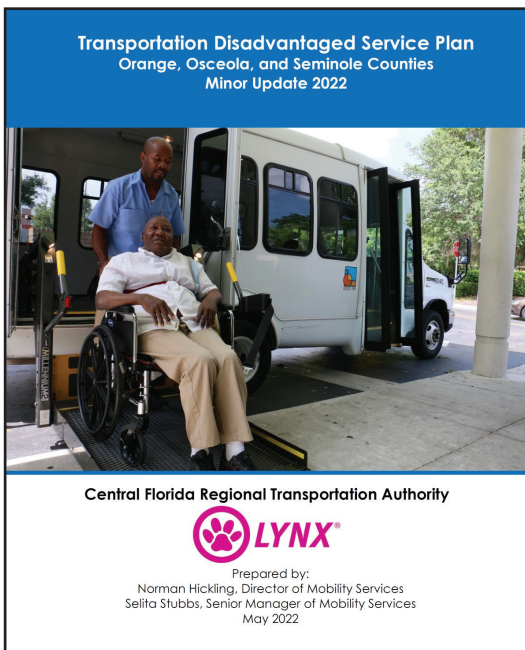
## ACCOMPLISHMENTS AND HIGHLIGHTS

### Transit Development Plan FY2023-2032 Major Update



The Transit Development Plan (TDP) Major Update was completed and submitted to the Florida Department of Transportation on September 1, 2022. This plan builds upon the previously developed county transit needs plans. The county needs plans were developed based on a reimagining of the LYNX fixed-route transit network and consisted of an evaluation of existing transit services; a travel market assessment and market segmentation; identification of passenger facility and vehicle needs; and proposed service requirements and costs. This study resulted in a transit network composed of a multi-tier system of service types designed to meet local and regional transportation needs. The transit network is designed to provide higher frequency service, faster travel times, direct service connecting the region and its affordable housing to major activity and employment centers, on-demand and flexible services to meet first and last mile connections, and improve reliability.

### Transportation Disadvantaged Service Plan Minor Update



The Transportation Disadvantaged Service Plan (TDSP) minor update was completed and submitted to the Commission for the Transportation Disadvantaged. This is a five-year plan developed by LYNX under the guidance and approval of the Transportation Disadvantaged Local Coordinating Board (TDLCB) of Orange, Osceola and Seminole Counties. Developed in partnership with MetroPlan Orlando, the TDSP is an annually updated tactical plan with development and service plans; quality assurance; cost/revenue allocation justifications; and rate structure justification components. Through the TDLCB's involvement and administration by MetroPlan Orlando, in the review and approval of the TDSP, the TDLCB is able to guide and support LYNX in implementing coordination efforts and locally developed service standards that are consistent with the needs and resources of our community.

The LYNX Human Services Transportation Plan update was developed simultaneously and incorporated into the TDSP as an appendix.



## ACCOMPLISHMENTS AND HIGHLIGHTS

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### **Geographic Information System (GIS)/Intelligent Transportation Systems (ITS) Strategic Plan Updates**

The LYNX Geographic Information System (GIS) and Intelligent Transportation Systems (ITS) Strategic Plan Updates were completed as two separate planning documents. The plans update the 2016 ITS and GIS Strategic Plan and identified key technology advancements necessary for LYNX to operate and maintain a secure and safe transit system. The plans will serve as road maps for implementing dynamic software and hardware systems and services in keeping with state, local and federal standards and requirements associated with the delivery of efficient transit services.

### **General Transit Feed Specification**

LYNX also completed the new General Transit Feed Specification (GTFS) and GTFS Real-time (GTFS-RT) that provide real time and static feeds of bus stop accessibility information to outside vendors, such as Google. The GTFS-RT feed provides passengers with data on sidewalk availability and any changes to wheelchair accessibility at the bus stops ahead of their trip.

### **Orange County Transit Plan Refinements**

As part of the Orange County Transportation Initiative, LYNX collaborated with County staff on assessing customer needs and refining the Orange County Future Transit Plan to reflect impacts of the pandemic and incorporate new programs and services, such as reduced fare program and new on demand routes. LYNX staff participated as an exhibitor at the Orange County Transportation Initiative Open Houses to answer questions on existing LYNX services and future plans.

### **Mobility Services**

During FY2022, the COVID-19 pandemic continued to present a challenging environment for Mobility Services. The department provided COVID testing and vaccination trips and experienced challenges with staffing. In addition, in-person community events continued to be significantly reduced due to national health advisories. As community outreach events return to normal, Mobility Services will begin to attend events consistent with the department's goals.

Some of the department accomplishments are listed below.

- Purchased 19 new vehicles
- Implemented the MyACCESS Tracking system with text messaging capabilities
- Continued staffing efforts to address operator shortages
- Upgraded the Trapeze software





## ACCOMPLISHMENTS AND HIGHLIGHTS

### Vehicle Fleet and Technology

LYNX has furthered its sustainability goals by operating alternative fuel vehicles and having made a commitment to discontinue the purchase of diesel vehicles in 2016. To further the mission,



LYNX has developed a long-term transition plan for the migration to a zero-emission fleet. The plan outlines the existing and future facilities, fueling agreements, and workforce training plans. The goal established within the plan is to transition 50 percent of the LYNX fleet to zero emission vehicles by 2028.

A Zero Emission Demonstration was performed in November and December 2021 that allowed

passengers to complete an environmentally friendly transit trip from the Orlando International Airport to the Orange County Convention Center, along International Drive to Universal Studios, and then to downtown Orlando to connect to the existing zero emission LYMMO service. LYNX deployed battery electric powered coach buses connecting the airport and convention center, while deploying existing battery electric transit buses to the remainder of the demonstration routes. This demonstration showed that the transit buses and coaches were able to successfully provide the service on a daily basis, complete the fueling (recharging) process, and maintain the expected levels of service.

LYNX received grant awards for 20 zero emission buses and five (5) zero emission on-demand circulator vehicles from the FY2022 Low or No Emissions Grant Program and the Grants for Buses and Bus Facilities Competitive Program. LYNX also received reimbursement toward the purchase of 10 zero emission buses from the Florida Department of Environmental Protection using Volkswagen Settlement funds.

Battery Electric Buses on the LYMMO system are averaging over 14,000 miles per month. The operation of zero emission buses on LYMMO is consistent with the City of Orlando's sustainability goals. LYNX also reported Greenhouse Gas metrics to the City of Orlando in support of Mayor Buddy Dyer's annual greenhouse gas inventory commitment to the Global Covenant of Mayors.

Lastly, as mentioned under the Mobility Services section, ACCESS LYNX upgraded its fleet by purchasing 19 new vehicles.





## ACCOMPLISHMENTS AND HIGHLIGHTS

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### **Transit Oriented Development Pilot Planning Project Grant**

LYNX was awarded a Transit-Oriented Development Planning grant through the Federal Transit Administration Pilot Program. The grant award will be used to study and create plans for nine bus rapid transit stations along SR 436. While the grant was received during the current fiscal year, planning will begin in the next fiscal year. Plan development will focus on the current land use and zoning codes, street network, future land use policies and identifying vacant, underutilized properties.

### **Vanpool**

LYNX coordinates with a third-party vendor to operate the Vanpool program. The mission of the Vanpool program is to offer alternative transportation options for businesses, agencies, and commuters. This program continues to be a viable mode of transportation for employees who desire a rideshare option at cost-effective monthly rates. Participation in the program provides participants a more affordable and social mode of transportation while also reducing traffic in the area.



As of Sept. 30, 2021, LYNX Vanpool accounted for 3,015 work trips per week and 130 vehicles in service. LYNX' Vanpool program was responsible for 1,645,398 revenue miles in FY2021. In FY22, the program continued to operate with 130 vans in service. The entire vanpool fleet, including vans not currently rented, consists of 172 vans.

### **Human Resources**

Sound employee relations are critical to morale within LYNX. Human Resources (HR) continues to work with all LYNX staff to ensure the Authority's workplace is a diverse, equitable, and inclusive setting for all employees. Improvement has been made throughout new hire recruitment, existing employee retention efforts, soft skill training, and career development. Regular labor and management meetings are conducted to ensure any environmental or work-related concerns are being addressed timely.



## ACCOMPLISHMENTS AND HIGHLIGHTS

### Facilities and Construction

LYNX continues to move forward with the planning and construction of new facilities to support and improve transit service. Planning for future facilities has included coordination with local partners and innovative design concepts. Highlights from the facility projects are included in this section.

#### Pine Hills Transfer Center



Completed final plan and permitting process for the transfer center. The final plan is shown in the figure.

#### LYNX Operations Center (LOC) Expansion

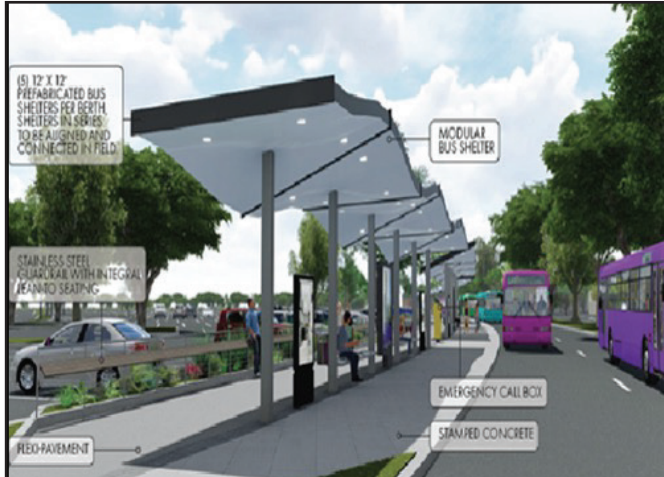


Completed construction of LOC Expansion project.



## ACCOMPLISHMENTS AND HIGHLIGHTS

### Florida Mall SuperStop



- 🐾 The plans have been finalized and the permitting process will begin in January 2023.

### Rosemont SuperStop



- 🐾 Finished construction of the Rosemont Transfer Center.

In addition to the facilities described in this section, LYNX also started the construction of more than 40 shelter installs and rehabbed over 120 bus shelters.

### Southern Operations and Maintenance Facility

LYNX' TDP Major Update and subsequent updates document the need for an additional operations and maintenance facility to address current needs and fleet changes over time, as well as MetroPlan Orlando's Metropolitan Transportation Plan (MTP) includes a new operations and maintenance facility.

LYNX has started the process of identification and selection of suitable sites for the development of the new southern transit operations, maintenance and storage facility. During FY2022, a preliminary site selection analysis was completed, using in-depth, data driven, Geographic Information System (GIS evaluation) to examine parcels for both Orange and Osceola County. Sites were further analyzed for floodplains, wetlands, major roadways, gas lines, zoning, land use and future land use. Through this collaborative effort with LYNX and its partners, a review was completed of all publicly and privately owned properties actively listed for sale to verify their respective availability, future plans, and compatibility with surrounding parcels. This project is expected to be completed during FY2023.

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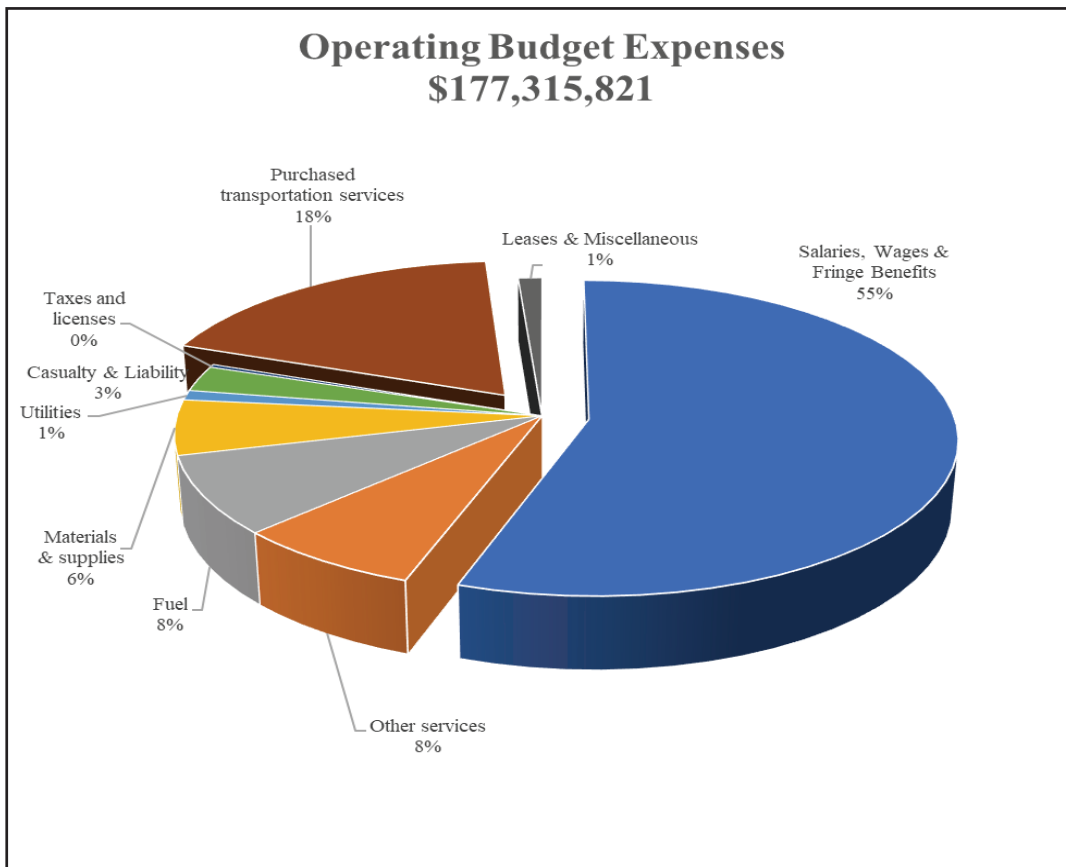
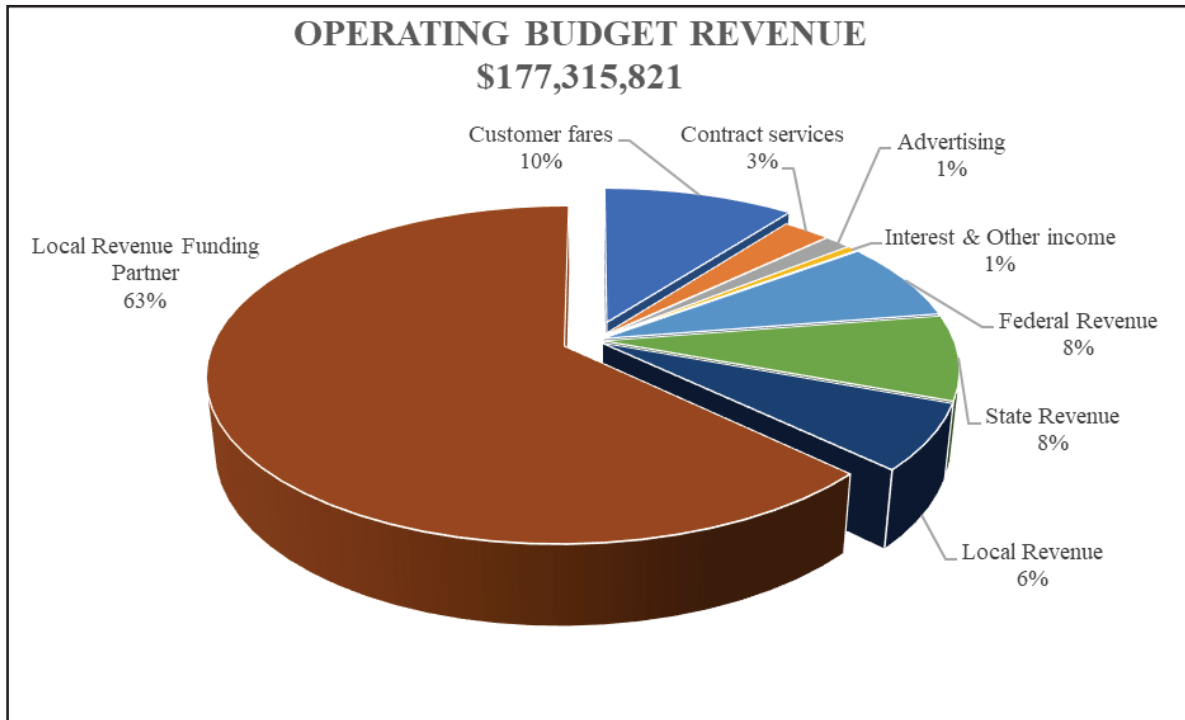


## FY2023 OPERATING REVENUE & EXPENSES

	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Approved Budget	FY2023 Approved Budget
<b>REVENUES</b>				
Customer fares	12,298,257	15,037,923	16,963,309	18,367,662
Contract services	6,504,611	5,805,783	5,132,982	4,524,539
Advertising	3,491,062	2,466,089	2,405,000	2,505,000
Interest & Other income	885,029	718,086	790,900	980,000
Federal Revenue	8,581,385	7,625,890	8,610,944	13,489,445
CARES Federal Revenue	58,796,000	53,525,601	45,414,879	0
State Revenue	13,393,264	12,453,836	14,412,070	14,536,165
Local Revenue	8,407,057	8,839,550	10,072,187	11,317,209
Local Revenue Funding Partner	71,422,119	71,422,119	71,422,119	79,992,773
Budget Stabilization Funds			0	31,603,027
<b>TOTAL REVENUE</b>	<b>183,778,784</b>	<b>177,894,877</b>	<b>175,224,390</b>	<b>177,315,821</b>
	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Approved Budget	FY2023 Approved Budget
<b>EXPENSE</b>				
Salaries, Wages & Fringe Benefits	83,261,791	83,438,288	92,933,969	98,203,615
Other services	7,763,054	8,066,626	12,997,815	13,147,770
Fuel	9,951,775	8,067,161	12,158,746	14,508,025
Materials and supplies	7,962,048	6,825,258	9,630,955	10,084,010
Utilities	1,313,551	1,448,761	1,717,676	1,794,203
Casualty & Liability	6,026,201	3,769,791	3,189,832	4,661,099
Taxes and licenses	677,556	595,388	598,048	558,022
Purchased transportation services	26,099,806	24,179,741	31,468,965	32,287,576
Leases & Miscellaneous	1,131,299	1,091,488	1,670,104	2,071,501
Interest Expense	32,463	0	0	0
<b>TOTAL EXPENSE</b>	<b>144,219,543</b>	<b>137,482,501</b>	<b>166,366,111</b>	<b>177,315,821</b>
<b>CHANGE IN NET OPERATING POS</b>	<b>39,559,241</b>	<b>40,412,376</b>	<b>8,858,279</b>	<b>0</b>



## FY2023 OPERATING REVENUE & EXPENSES





## FY2023 BUDGET SUMMARY

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### REVENUE HIGHLIGHTS

#### Customer Fares

Customer Fares increased from FY2022 budget by 8% from \$16,963,309 to \$18,367,662. This is due to the slow return of ridership to pre-pandemic levels.

#### Contract Services

Contract Services revenue decreased by 12% from FY2022 budget. This change is a result of the calculation of the funding allocation for the Transportation Disadvantage (TD) program.

#### Other Revenue

This category, which is made up of interest revenue, advertising revenue, miscellaneous revenue, and other minor sources of revenue, is increasing by 28% or \$289,100. This is due to the increases expected from advertising revenue and interest income.

#### Governmental Contributions

Local, State and Federal operating support has decreased by 50% or \$39,167,260. This is mainly attributed to no stimulus funds in 2023 for the COVID pandemic. However, the traditional governmental contributions are up 20% or \$6,247,619. The federal contribution is back to normal levels; with the stimulus funding in prior years the draw-downs were not fully utilized. The Federal Assistance funding allocations from the Federal 5307 program will be back to pre-pandemic usage. Local funding is stepped up 12% to try to get back to actual operating levels.

#### Local Partner Funding

The Local Partner Funding has remained the same in total during the pandemic. To get back on track to normal operating levels, the Local Partners agreed to a 12% increase. For FY2023, the funding model was used to allocate the total amount from funding partners based upon the equitable share of service within each county. The budget stabilization fund will be utilized to make up the difference.

#### Fund Balance

During initial years of COVID, the funding partners did not increase their funding to coincide with expenses. As Federal government provided stimulus funding to offset shortfalls in local funding. Now funding partners are trying to catchup to normalized funding for budgeted expenses. This will be accomplished over several years and the difference will be funded by the budget stabilization reserve. This year the fund will utilize \$31.6 million or 17.8 % of the reserve fund.



## FY2023 BUDGET SUMMARY

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### EXPENSE HIGHLIGHTS

#### **Personnel Services**

Total salaries, wages, and associated fringe benefits increased by 6%. This is due to salary increases consistent with LYNX' local funding partners for administrative employees and the union contract for unionized staff. Additionally, there are increases budgeted for medical benefits.

#### **Other Services**

Other Services are budgeted to increase by 1%. The FY2022 budget includes service related expenses for engineering, multi-modal planning, legal, human resources, I.T., and financial support, professional services. The increase is primarily due to the inclusion of funds to cover the cost of the electric fleet charging infrastructure lease related the LYMMO services.

#### **Fuel**

Fuel expenses are estimated to increase by 19% from the FY2022 budget. The increase is primarily due to the rise in fuel prices during FY2022, and that LYNX doesn't currently have any fuel hedging contracts going into FY2023.

#### **Materials and Supplies**

Materials and Supplies are estimated to increase by 4.7%; the increase is related to the sharp increases in oils and fluids as a result of the spikes in petroleum products.

#### **Taxes and Utilities**

Taxes and Utilities have decreased by 3%, which is primarily due to an anticipated decrease in costs from the implementation of our new phone system which has been slated to be updated with the latest technology to improve our customer service in paratransit.

#### **Casualty and Liability Costs**

Casualty and Liability costs are expected to increase by 46%; the increase is from an estimated increase in insurance and TPA costs as well as increase in settlement claims.

#### **Purchased Transportation Services**

Purchased Transportation Services have increased by 3%; this is based on ridership returning to 95% of the pre-COVID trips provided.



## FY2023 BUDGET EMPHASIS AREAS

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To adequately prepare expense and revenue budgets for FY 2023, several key assumptions have been made. These assumptions are based on available economic data and priorities as adopted by LYNX.

### **The following are the overall key assumptions in developing the operating budget:**

- Maintain 2022 level of service
- Continue Paratransit cost containment strategies
- Funding Partners contributions based on the approved Regional Funding Model
- Federal Preventative Maintenance revenue budgeted at board approved level of \$6.8 million
- Maintain COVID Protocols as provided by the CDC

### **Revenue Assumptions:**

#### ***Customer Fares***

- No fare increases
- Project ridership to be at 75% of the Pre-pandemic level for fixed route
- Project Paratransit ridership at 95% of the pre-pandemic level.

#### ***Federal Funding***

- Monitor the infrastructure Bill and implications on funding opportunities.

#### ***State Funding***

- State Operating Assistance projections based on FY2022 Award.

#### ***Advertising Revenue***

- Advertising revenue projected at current trends.

### **Expense Assumptions:**

#### ***Personnel Expenses***

- Project wage increases consistent with Funding Partners and Board approved Union Labor Agreements.
- Increased costs for Medical Expenses based on current trends. Pursue rebates on prescription drugs to offset Program expense.

#### ***Fixed Route, Paratransit, and NeighborLink Services***

- Continue with the CDC Enhanced Cleaning Protocols.
- Continue right sizing operational staff through service planning.
- Continue focus on improving customer service.
- Monitor Paratransit trip growth focusing on eligibility & travel training for fixed route.

#### ***Fuel Programs***

- Continuation of Fuel Programs, as appropriate:
  - ✓ Fuel hedging
  - ✓ Continued investment in low, no emission vehicles to include electric and CNG
  - ✓ LYMMO service will be partially operated with electric



## HISTORY OF OPERATING SUMMARY - FIVE YEAR SUMMARY

FUNDING SOURCE	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Adopted Budget	FY2023 Adopted Budget
Customer fares	23,863,440	12,298,257	15,037,923	16,963,309	18,367,662
Other Revenue	11,222,900	9,839,086	8,095,478	7,322,901	7,048,815
Subtotal	35,086,341	22,137,343	23,133,401	24,286,210	25,416,477
Federal	15,633,866	67,377,385	61,203,626	54,025,823	13,489,445
State	12,546,275	13,393,264	12,453,836	14,412,070	14,536,165
Subtotal	28,180,141	80,770,648	73,657,462	68,437,893	28,025,610
Orange County	44,579,274	53,758,012	53,758,012	52,805,637	60,208,973
Seminole County	6,352,349	8,468,010	8,468,010	9,133,862	9,484,171
Osceola County	7,380,518	9,196,097	9,196,097	9,482,620	10,299,629
Subtotal	58,312,141	71,422,119	71,422,119	71,422,119	79,992,773
City of Orlando	6,310,860	6,242,481	6,907,215	6,811,923	6,864,063
SunRail (FDOT)	1,790,264	1,618,217	1,295,975	1,396,835	1,925,794
Disney	335,090	342,995	370,325	345,354	439,024
Altamonte Springs	120,900	120,900	120,900	120,900	120,900
Sanford	756,272	93,000	93,000	93,000	93,000
City of Kissimmee	166,642	247,555	244,666	480,812	646,526
Lake County	248,854	283,500	306,885	314,570	144,198
Econ River High School	220,316	123,005	61,955	0	0
Universal Boulevard	102,878	207,445	112,484	40,599	0
Orange County I-Drive	0	0	0	1,304,175	1,874,429
UCF/Valencia & Seminole College	210,471	169,574	168,491	170,000	170,000
Subtotal	10,262,546	9,448,673	9,681,895	11,078,168	12,277,934
<b>TOTAL</b>	<b>131,841,169</b>	<b>183,778,784</b>	<b>177,894,877</b>	<b>175,224,390</b>	<b>145,712,794</b>





## SUMMARY OF MAJOR REVENUE SOURCES

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LYNX receives revenue from several different sources. The revenue is categorized as (1), LYNX-Generated revenue derived directly from operations and (2) Non-LYNX-Generated revenue received from governmental entities.

### LYNX-Generated Revenue Sources

LYNX-Generated revenue consists of three primary sources---customer fares, contract services and other revenue.

#### **Customer Fares**

These fares are generated from fixed route bus operations and paratransit operations. Revenue is earned through either fares collected directly from customers at the time of boarding or through prepayment by customers participating in various pass and ticket programs offered by LYNX.

#### **TD and Contract Services**

These are public transportation services provided by LYNX as part of the overall paratransit operations. Contract services are based on a mutual agreement between LYNX and a contracting entity to provide additional services as part of a fixed route operation. The entities with which LYNX is contracting are billed on a cost per trip basis for each trip provided. LYNX is reimbursed by the State of Florida Transportation Disadvantaged Commission for all paratransit trips provided as part of the transportation disadvantaged (TD) paratransit service.

#### **Other Revenue**

These revenues include interest income, advertising revenue, shuttle contract services and other miscellaneous income.

### Non-LYNX-Generated Revenue Sources

Non LYNX-Generated revenue sources consist of funds received from three primary sources, the Federal Government, the State of Florida, and local government entities located within jurisdictions currently served by LYNX. Funds are received in the form of either a grant or a direct appropriation.

#### **Federal Government**

The U.S. Department of Transportation and the Federal Transit Administration, (USDOT/FTA) apportion these funds to the Orlando, Florida area on an annual basis, under the Moving Ahead for Progress in the 21st Century (MAP-21) transportation bill. A tentative allocation is made to the State using a population-based distribution.

Final funding levels are based on the Unified Planning Work Program (UPWP) which is the document that describes urban transportation and related transportation planning activities to be undertaken during the next one- or two-year period. The federal formula grant program apportionments are made on the basis of a statutory formula that includes population, population density, fixed guide way route miles, bus and fixed guide way vehicle revenue miles, and bus and fixed guide way passenger miles traveled.



## SUMMARY OF MAJOR REVENUE SOURCES

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### **State of Florida Government**

The State of Florida Department of Transportation (FDOT) under the Public Transit Block Grant Program allocates these funds to LYNX on an annual basis, the Commuter Assistance Program, and the State Planning Demonstration Grants Program. The Public Transit Block Grant Program was enacted by the Florida Legislature to provide a stable source of funding for public transit providers eligible to receive funding from the Federal Transit Administration (FTA). Funds allocated under the Public Transit Block Grant Program are available for operating assistance. State participation is limited to 50% of the non federal share of operating costs, excluding all other state-funded projects. State funds represent 10% of operating revenue.

### **Local Government**

LYNX currently provides transportation services throughout its tri-county service area. LYNX does not currently have a dedicated source of funding. LYNX requests funding from each of these local jurisdictional areas on an annual basis. An annual appropriation is made to LYNX as part of each jurisdiction's budget process.



## FY2023 OPERATING EXPENSE BY FUNCTION

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LYNX consists of many different functional areas that contribute to providing our transportation services. Presentation of the FY2023 Operating Budget by functional area identifies the expenses associated with each of these functions, and provides an alternative approach to analyzing the Operating Budget.

### **Executive Department**

Includes expenses related to the Chief Executive Officer which includes the LYNX staff attorney, Safety and Security, Human Resources and the DEI/Civil Rights Compliance Administrator.

### **Operations Department**

Includes expenses for all transit operations for LYNX. Specifically included are the transportation, paratransit, safety, customer service, facility maintenance and vehicle maintenance departments.

### **Administrative Support**

Includes expenses for the oversight of the general administration of the Authority including grant administration, marketing, development of promotional information and government affairs.

### **Finance Department**

Includes expenses for procurement, accounting, financial reporting, risk management and construction and engineering.

### **Innovation & Planning**

Includes expenses for providing professional services in the areas of Transportation Planning and Technical Studies.

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LYNX®

Staffing



## BUDGETED POSITIONS

### BUDGETED POSITIONS

Department	FY22	FY23	Change
Executive Dept	9	9	0
Human Resources	13	13	0
Training	10	10	0
Safety & Security	9	9	0
<b>EXECUTIVE DIVISION</b>	<b>41</b>	<b>41</b>	<b>0</b>
Finance	37	37	0
Material Control	15	15	0
Engineering & Construction	3	3	0
Procurement	10	10	0
Risk Management	3	3	0
<b>FINANCE DIVISION</b>	<b>68</b>	<b>68</b>	<b>0</b>
Government Affairs	3	3	0
Grants	5	5	0
Marketing	8	8	0
<b>ADMINISTRATIVE DIVISION</b>	<b>16</b>	<b>16</b>	<b>0</b>
Information Technology	11	11	0
Innovation & Sustainability	4	4	0
Strategic & Service Planning	15	15	0
<b>INNOVATION DIVISION</b>	<b>30</b>	<b>30</b>	<b>0</b>
Transportation	761	773	12
Maintenance	189	202	13
Customer Service	26	26	0
Paratransit	33	33	0
NeighborLink	5	5	0
Road Ranger	18	18	0
<b>OPERATIONS DIVISION</b>	<b>1032</b>	<b>1057</b>	<b>25</b>
<b>TOTAL STAFFING</b>	<b>1187</b>	<b>1212</b>	<b>25</b>

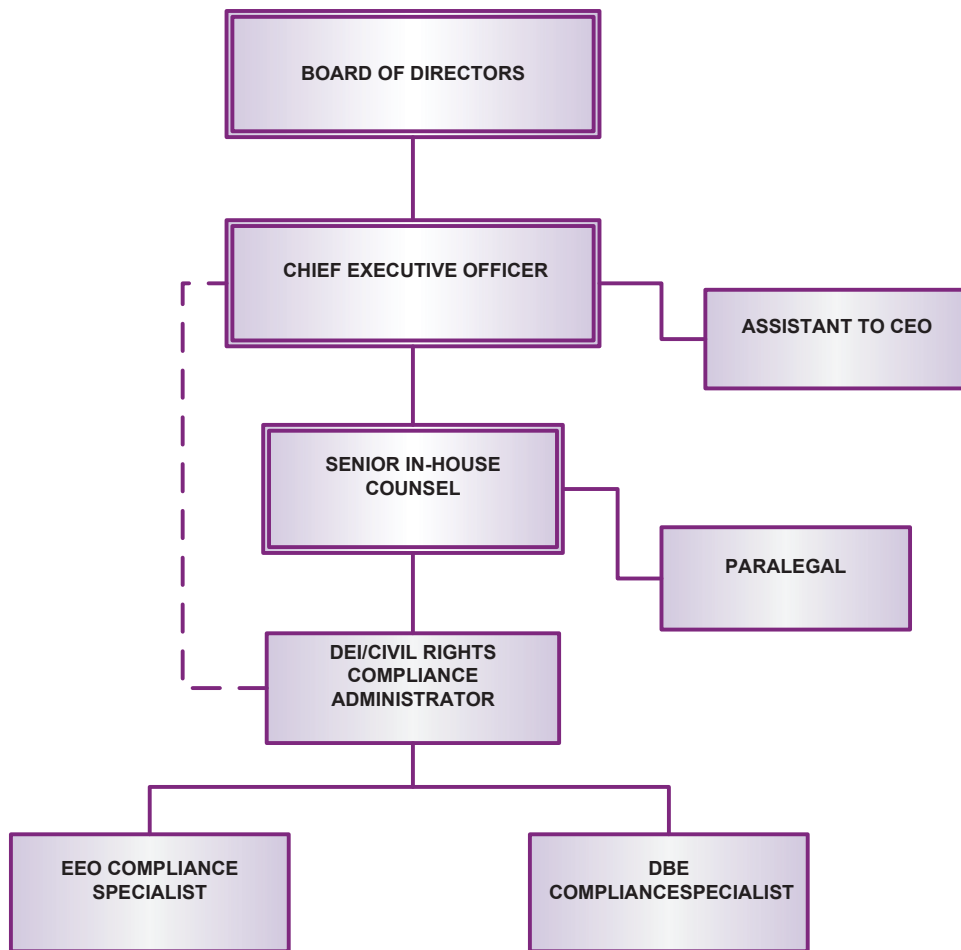
\*\* Increase to Transportation and Maintenance to support service levels





## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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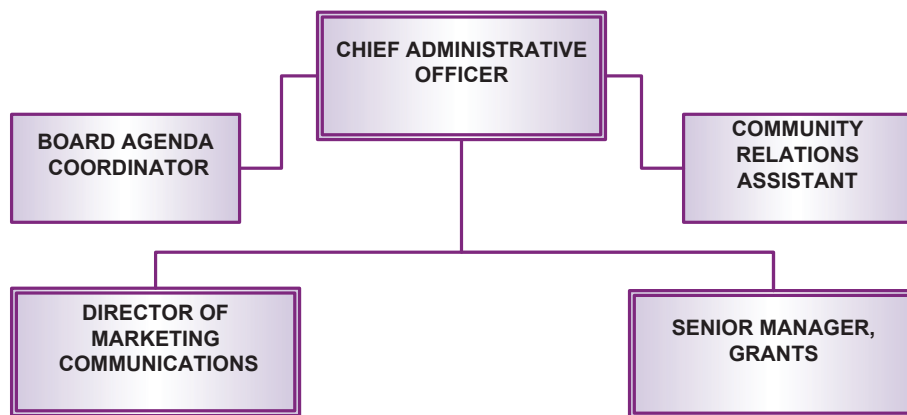


### EXECUTIVE DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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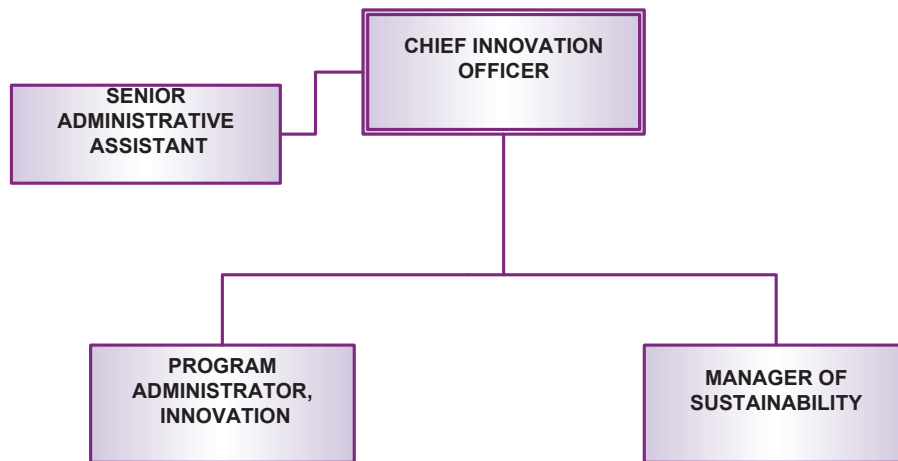


### GOVERNMENT AFFAIRS DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

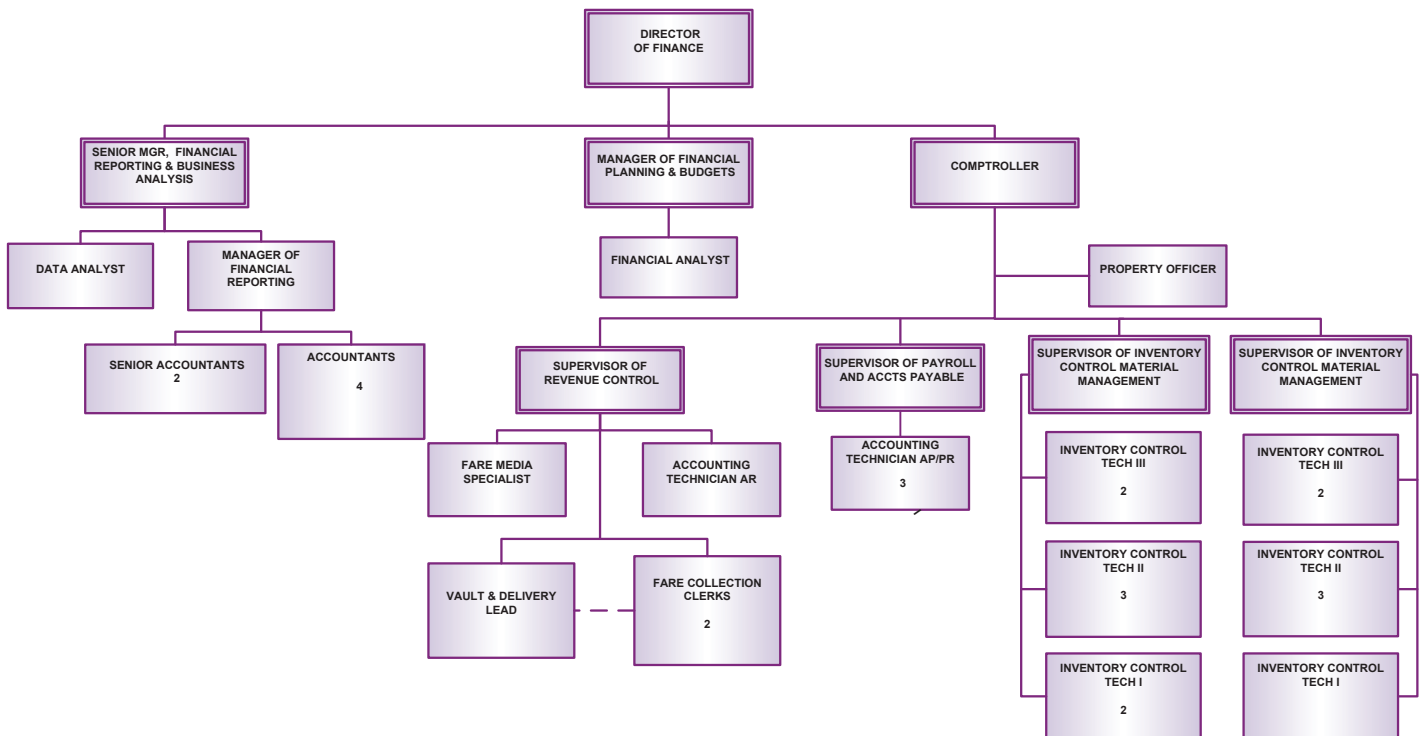
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### INNOVATION AND SUSTAINABILITY DEPARTMENT



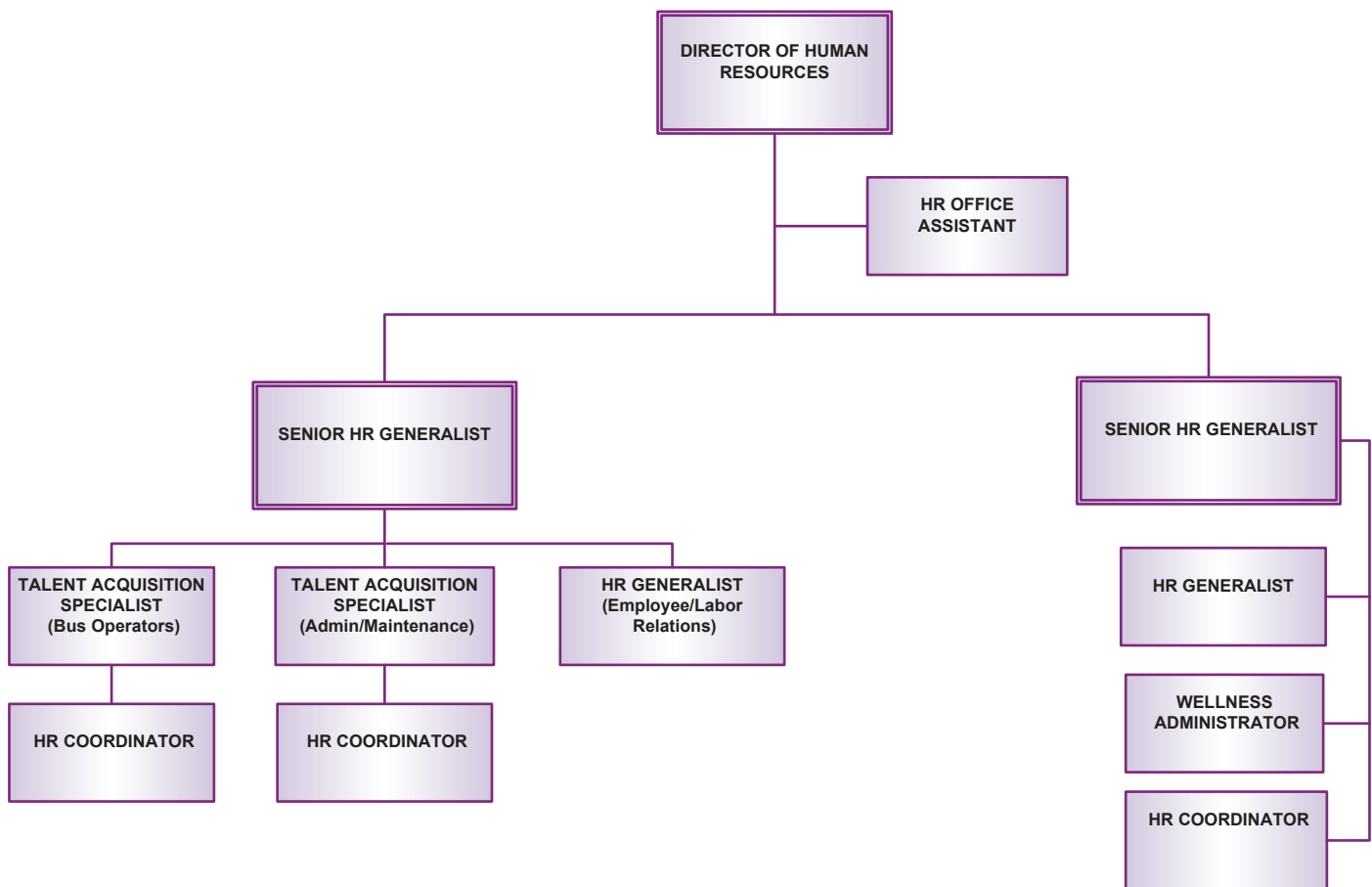
# ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



## FINANCE DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

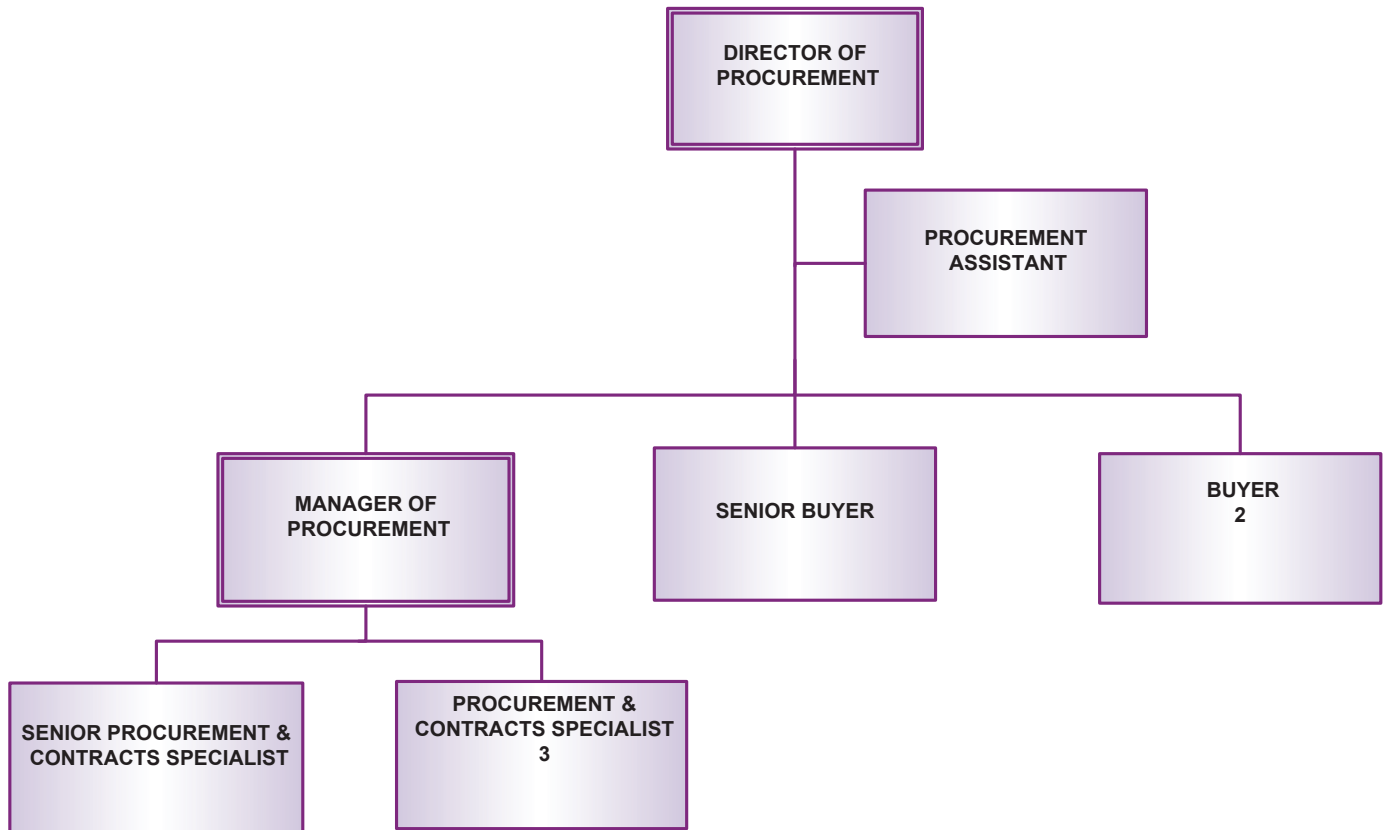


### HUMAN RESOURCES DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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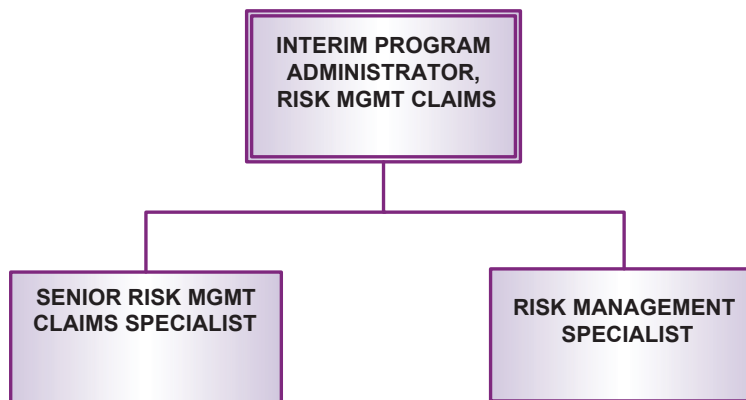
### PROCUREMENT DEPARTMENT





## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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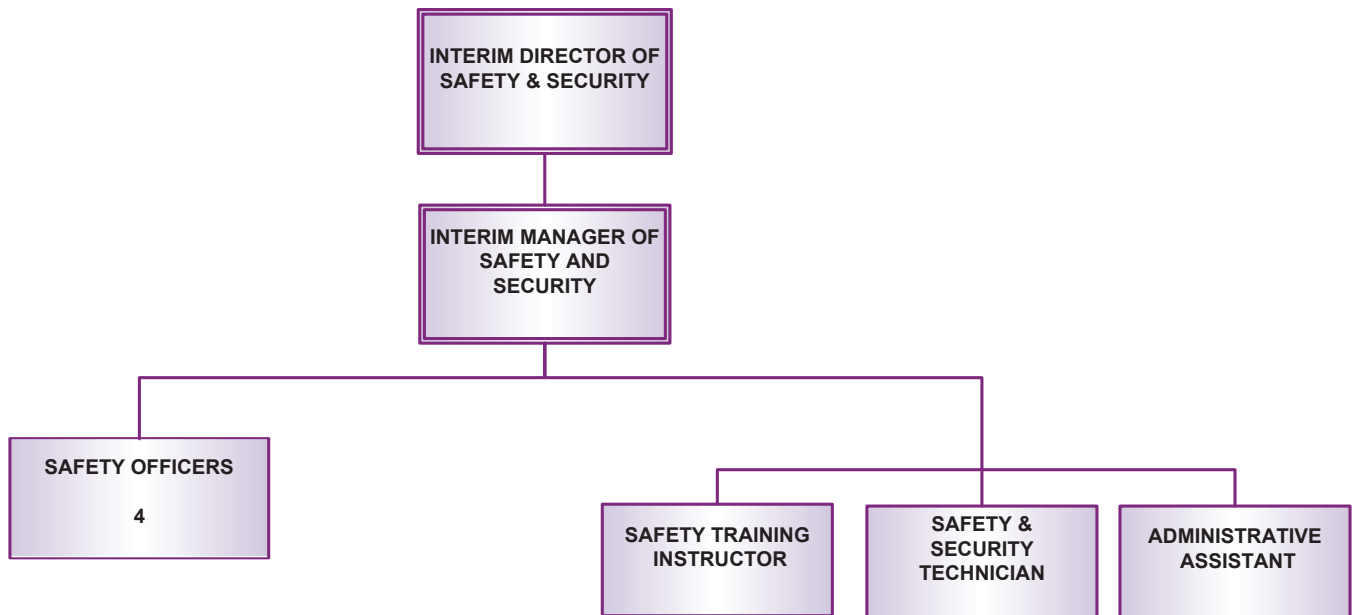


### RISK MANAGEMENT DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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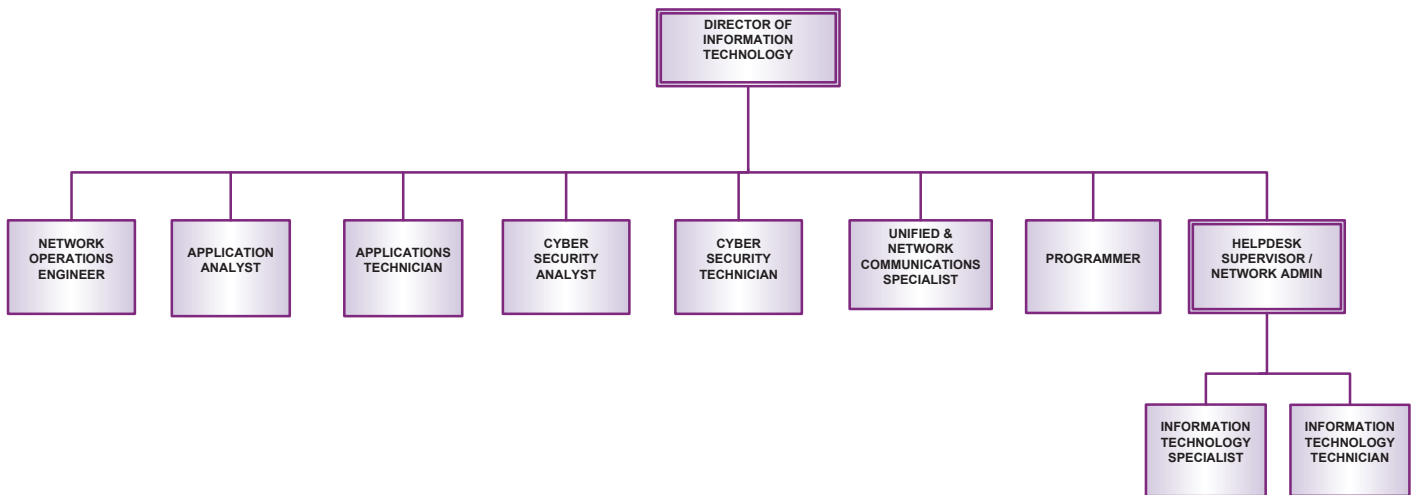


### SAFETY AND SECURITY DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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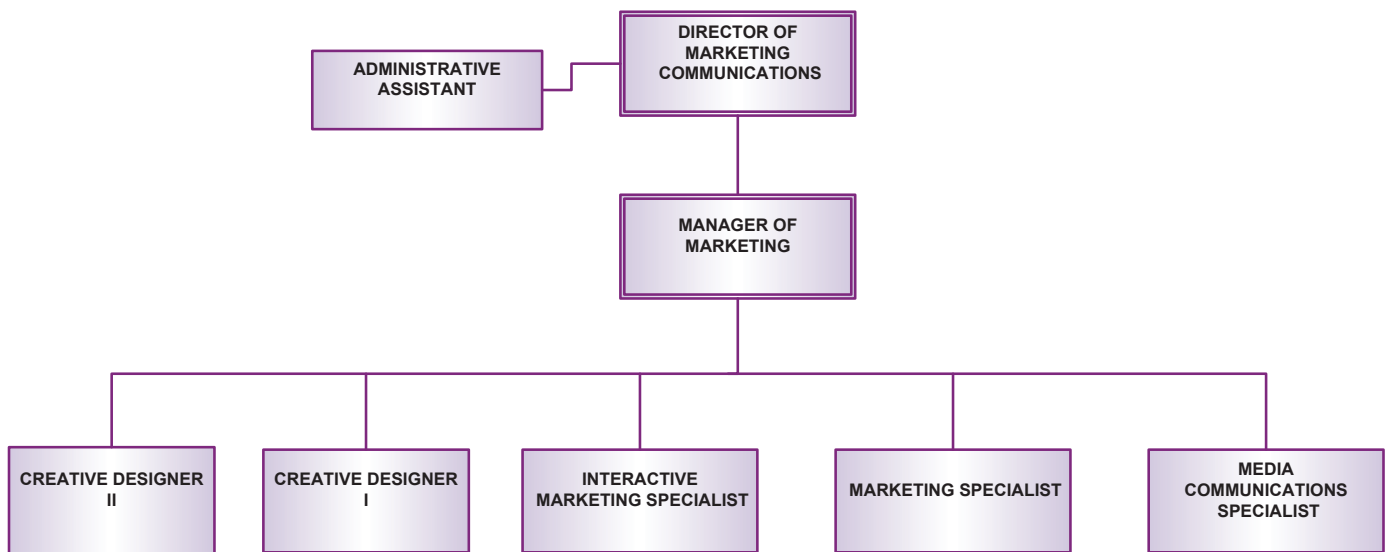


## INFORMATION TECHNOLOGY DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

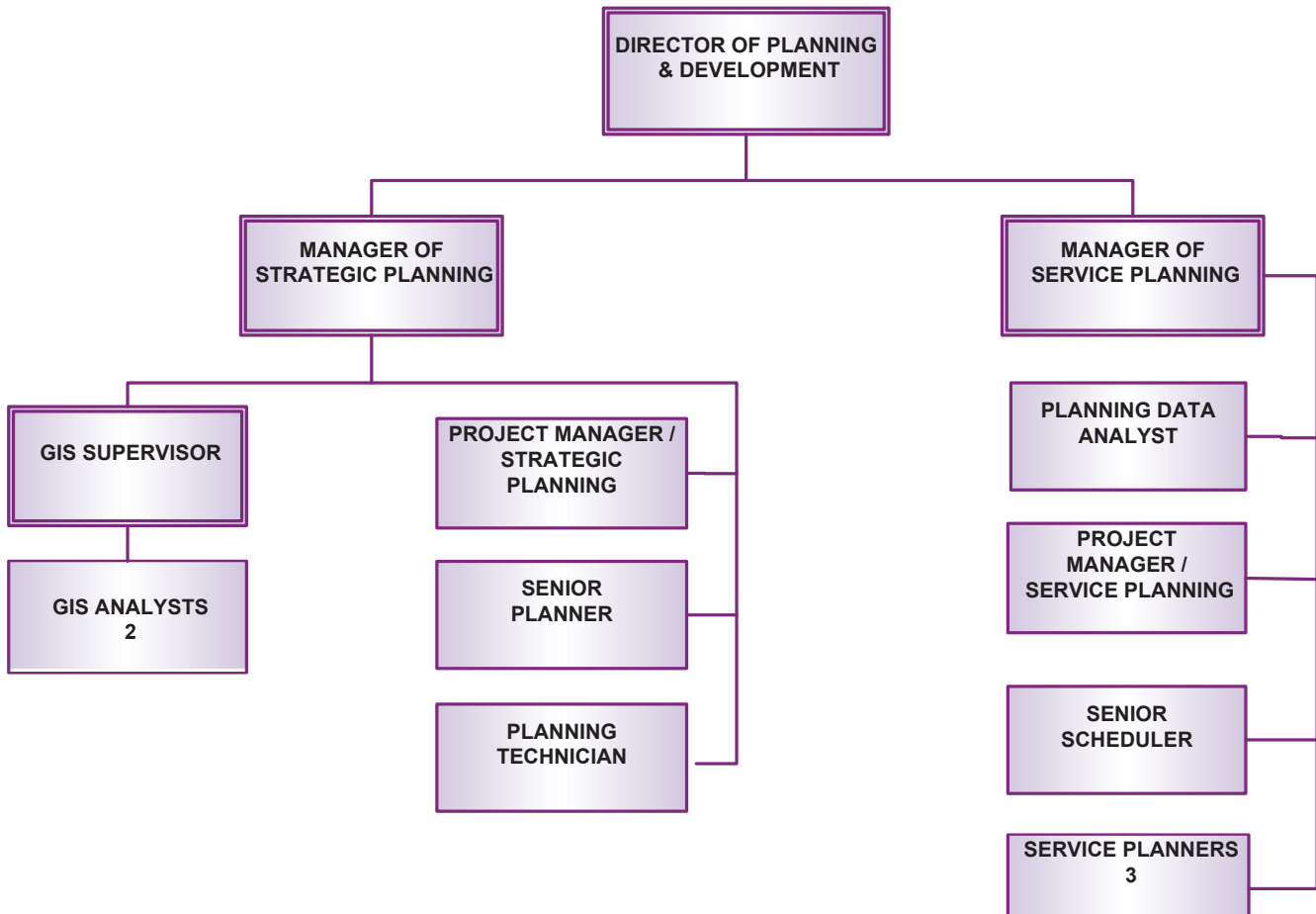
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### MARKETING COMMUNICATIONS DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

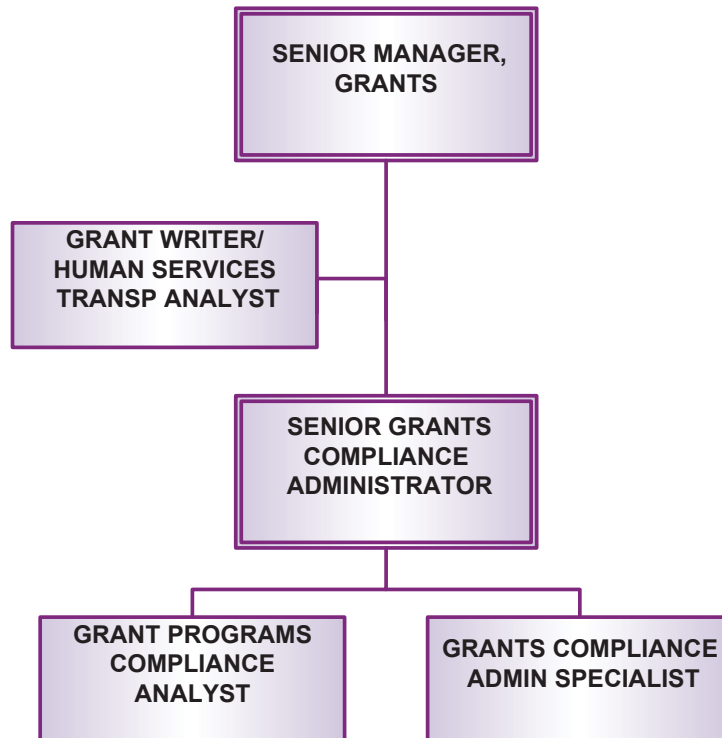


### PLANNING AND DEVELOPMENT DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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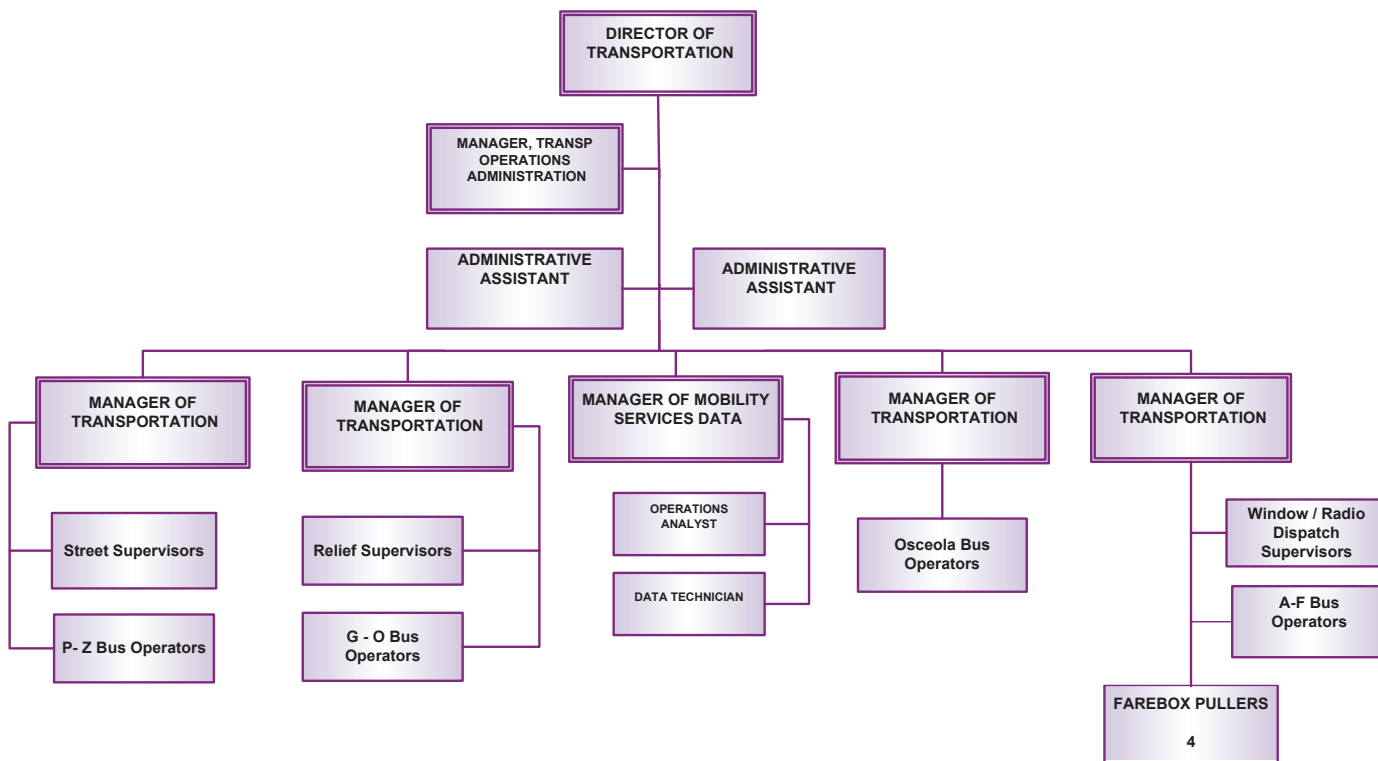


### GRANTS DEPARTMENT





## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



5 Transportation Supervisors

4 FT Bus Operators

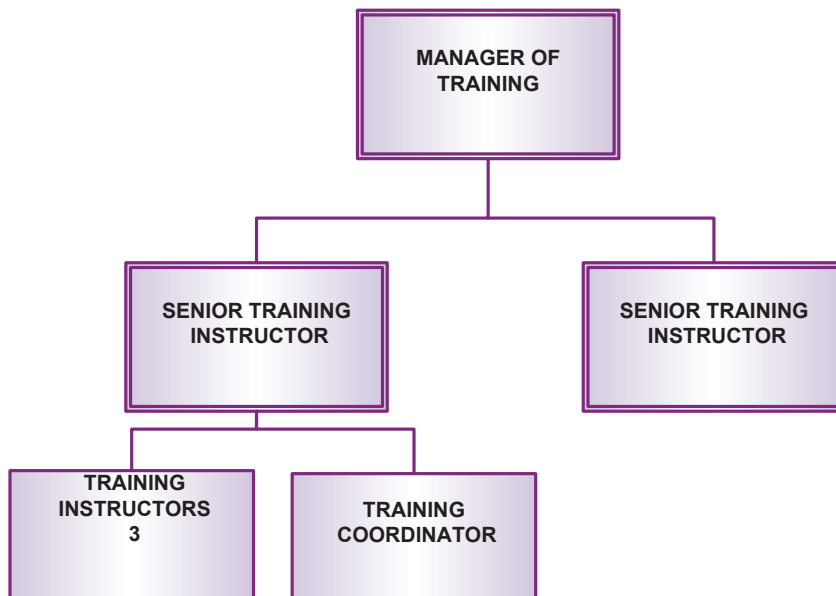
6 PT Bus Operators

## TRANSPORTATION DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

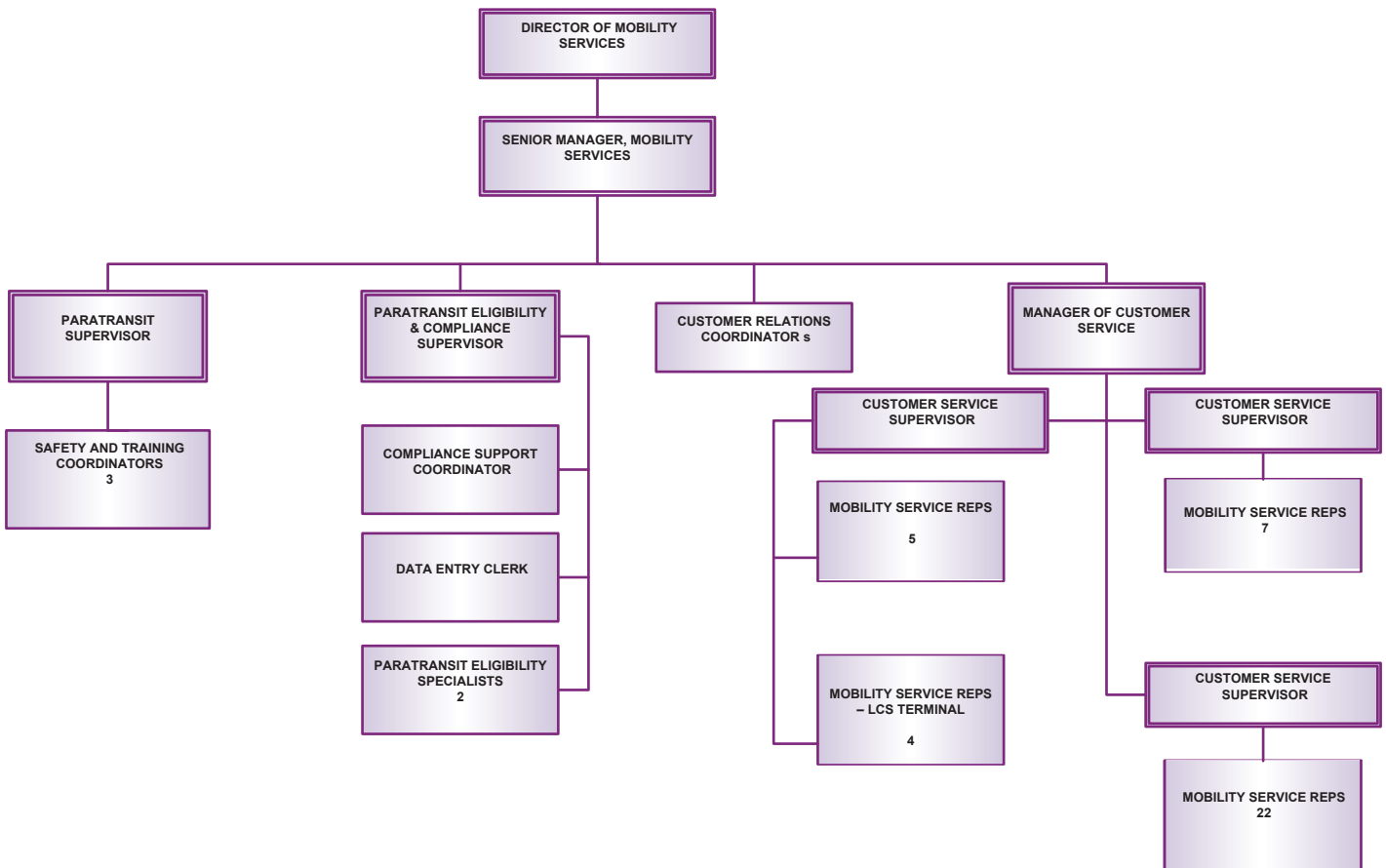
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### TRAINING DEPARTMENT



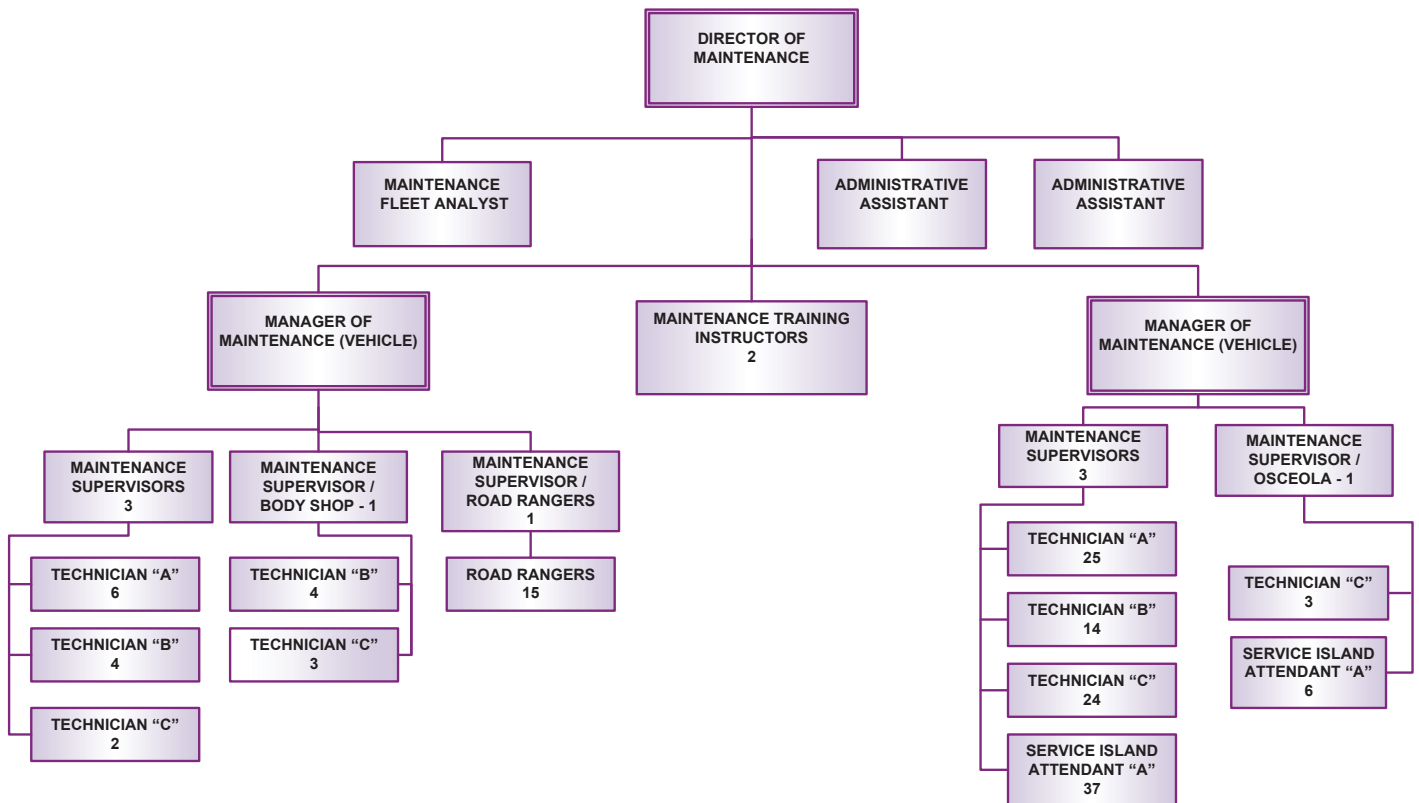
## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



## MOBILITY SERVICES DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

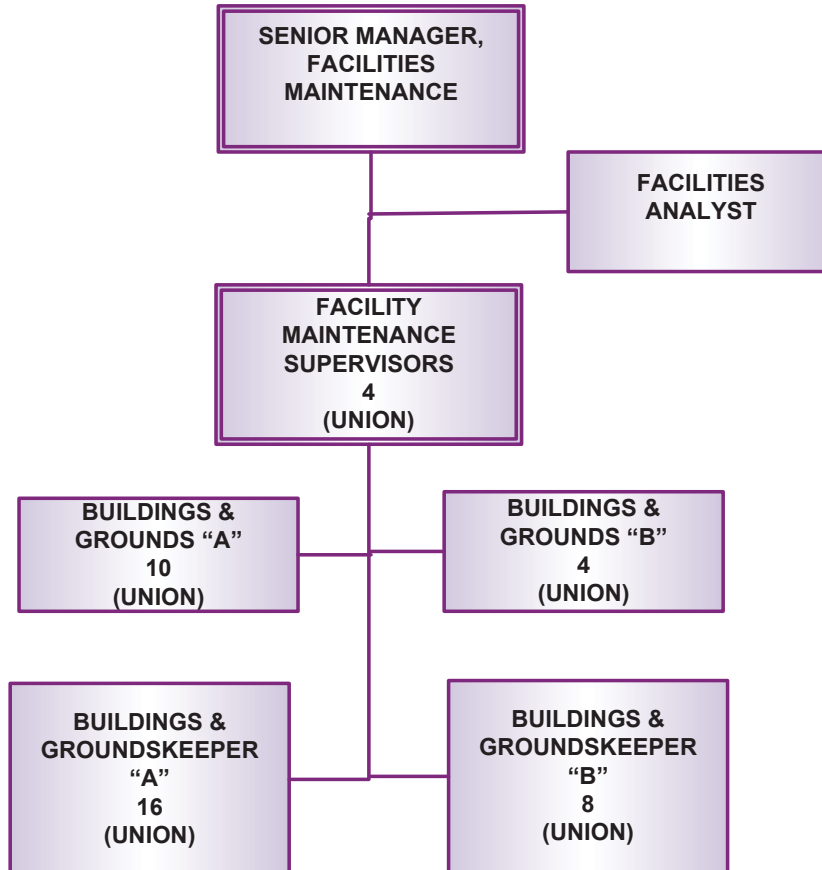


### VEHICLE MAINTENANCE DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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### FACILITIES MAINTENANCE DEPARTMENT



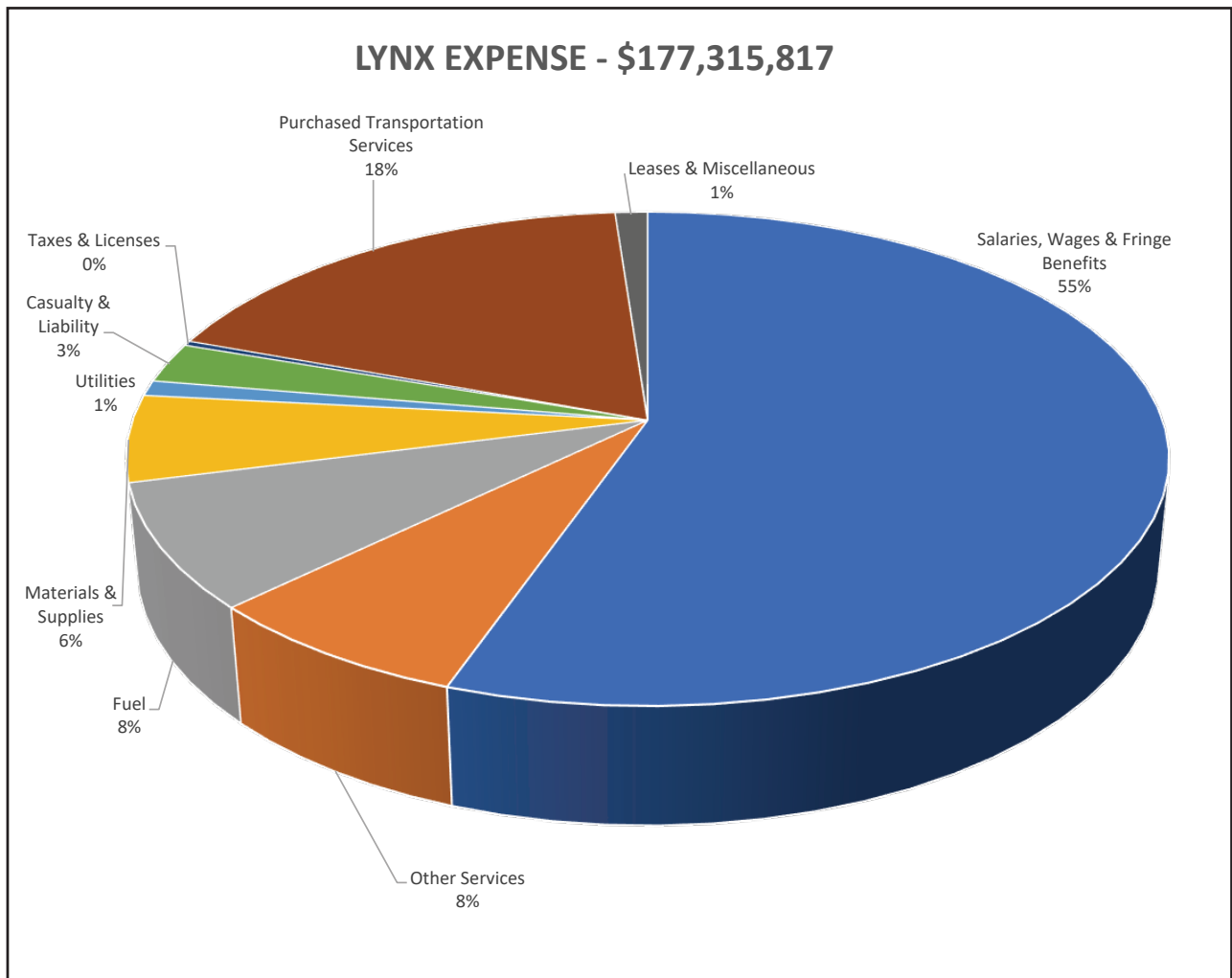






## FY2023 EXPENSE BUDGET BY DEPARTMENT

EXPENSE	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Adopted Budget	FY2023 Adopted Budget
Salaries, Wages & Fringe Benefits	77,024,484	83,261,791	83,438,288	92,933,969	98,203,612
Other services	9,136,488	7,763,054	8,066,626	12,997,815	13,147,770
Fuel	11,249,086	9,951,775	8,067,161	12,158,746	14,508,025
Materials and supplies	7,276,027	7,962,048	6,825,258	9,630,955	10,084,010
Utilities	1,451,594	1,313,551	1,448,761	1,717,676	1,794,203
Casualty & Liability	5,535,051	6,026,201	3,769,791	3,189,832	4,661,099
Taxes and licenses	611,464	677,556	595,388	598,048	558,022
Purchased transportation services	28,178,435	26,099,806	24,179,741	31,468,965	32,287,576
Leases & Miscellaneous	1,147,506	1,131,299	1,091,488	1,670,104	2,071,501
Interest Expense	54,365	32,463	0	0	0
<b>TOTAL EXPENSE</b>	<b>141,664,499</b>	<b>144,219,543</b>	<b>137,482,501</b>	<b>166,366,111</b>	<b>177,315,817</b>

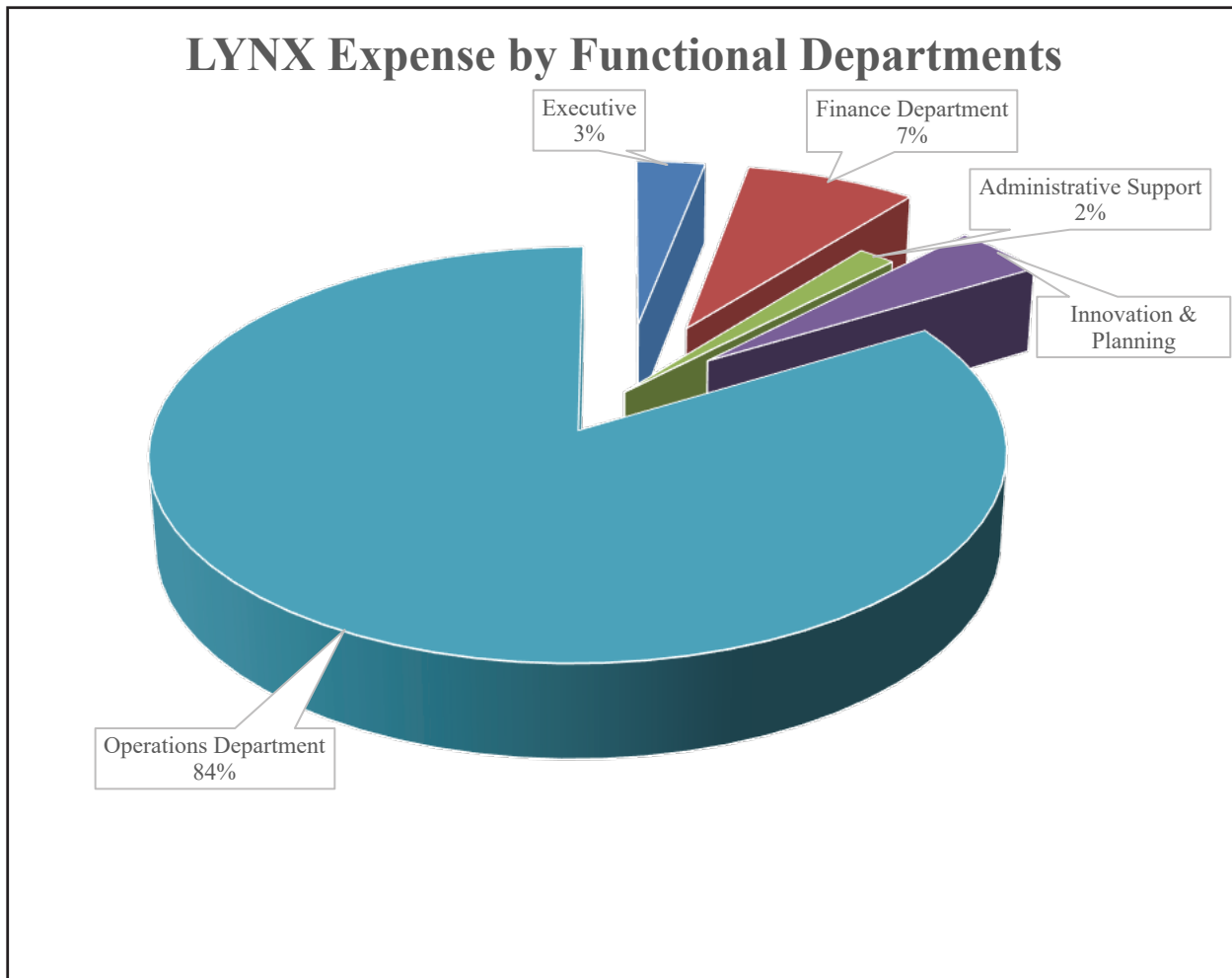






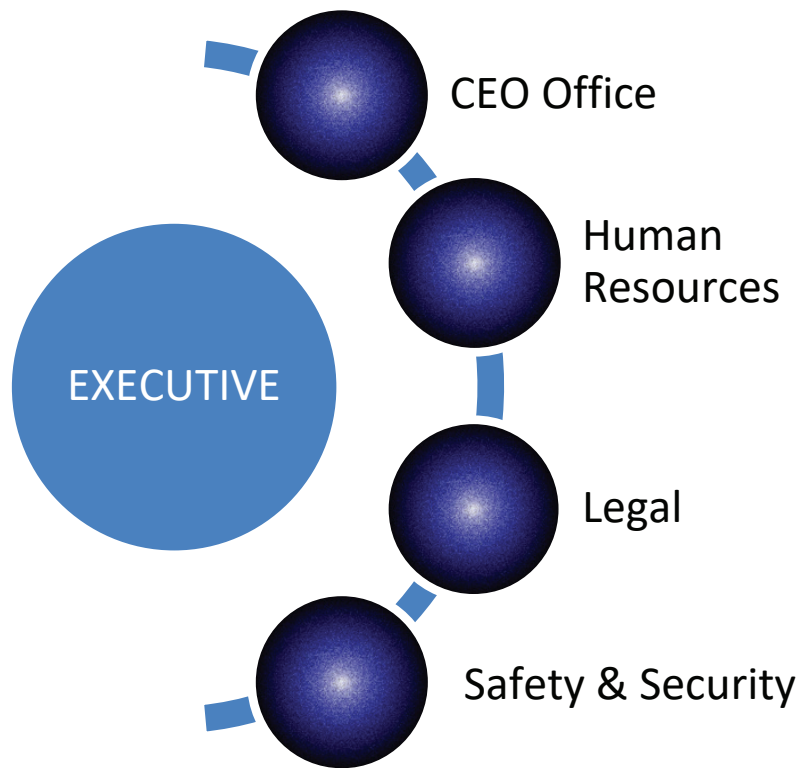
## FY2023 EXPENSE BUDGET BY DEPARTMENT

	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Adopted Budget	FY2023 Adopted Budget
<b>Departments:</b>					
Executive	3,720,897	2,952,676	3,165,387	5,105,185	5,389,878
Finance Department	11,159,926	11,516,419	9,733,401	11,102,095	13,453,101
Administrative Support	1,828,409	1,215,733	1,563,326	2,593,027	2,866,056
Innovation & Planning	4,531,813	4,830,043	4,943,312	7,532,440	7,299,055
Operations Department	120,423,454	123,704,672	118,077,075	140,033,363	148,307,728
<b>Total Expenses</b>	<b>141,664,499</b>	<b>144,219,543</b>	<b>137,482,501</b>	<b>166,366,111</b>	<b>177,315,817</b>





## FY2022 EXPENSE BUDGET BY DEPARTMENT



	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Adopted Budget	FY2023 Adopted Budget
<b>OPERATING EXPENSES</b>					
Salaries, Wages & Fringe Benefits	2,516,719	2,523,492	2,935,855	4,223,880	4,016,328
Professional & Other Services	3,133,277	2,427,440	2,335,410	3,031,951	3,578,664
Materials and supplies	11,144	21,725	12,059	32,971	33,574
Utility Expenses	12,448	8,396	0	0	0
Lease and miscellaneous	337,076	221,211	217,869	422,735	456,809
<b>Total Operating Expenses</b>	<b>6,010,664</b>	<b>5,202,265</b>	<b>5,501,193</b>	<b>7,711,537</b>	<b>8,085,375</b>

The Executive department works to link our community by providing quality mobility options with innovation, integrity and teamwork. The LYNX CEO works with our regional partners and works directly with the LYNX Board of Directors to move LYNX forward.



## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### EXECUTIVE DEPARTMENT

#### LYNX Executive Department Accomplishments:

##### CEO's Objective:

To link our community by providing quality mobility options with innovation, integrity, and teamwork.

##### Human Resource's Objective:

It is the objective of the human resources department to provide effective human resource management by developing, implementing and supporting programs and processes that contribute to LYNX' strategic and operating success, and enhance the quality of work for all our employees.

##### Safety & Security's Objective:

The LYNX Safety and Security Department is committed to enhance and maintain a safe and secure environment for our passengers, our employees and our transit system. We will accomplish our objective through consistent training, awareness, enforcement and partnership with local, state, and federal requirements and agencies to provide the highest standard of safety for our transportation services, facilities and the community we serve.

##### Training's Objective:

It is the objective of the training department is to ensure the training of all new bus operators, Commercial Driver's License (CDL) permit holders, and new transportation supervisors. Training also provides learning opportunities with re-training and refresher training to bus operators and transportation supervisors.

#### LYNX Executive Department Goals:

##### CEO's Goals:

- Efficient & Effective Service: Working in concert to consistently achieve all quantitative "Stretch Goals" we have established for ourselves across the board.
- Effective Communication: Establish and maintain internal & external communication processes that permeate the agency; in order to consistently deliver to our stakeholders, the most accurate and meaningful information.

##### Human Resource's Goals:

- Actively recruit and refer qualified and diverse candidates to departments for employment.
- Establish collaborative partnerships with departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in recruitment and selection, including staffing trends and LYNX initiatives.
- Promote LYNX as an Employer of Choice through ongoing marketing and education about LYNX services and benefits.
- Promote a workforce that reflects the diversity of the LYNX population throughout all job categories and job levels.
- Create a work environment that embraces and values diversity and inclusion.



## **FY2023 EXPENSE BUDGET BY DEPARTMENT**

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- Focus on proactively sourcing a diverse pool of candidates by expanding branding, marketing efforts, social media presence, and candidate sourcing.
- Provide strategic guidance and advice to operating departments in areas of staffing and agile workforce options.
- Ensure that all employees are treated equitably and consistently.
- Foster a work environment which values cooperation and collaboration where issues are resolved at the lowest possible level.
- Provide accurate and timely workforce communication.
- Maintain positive working relationships with labor organizations collaborating on retiree health and other emerging employee/employer needs.
- Develop and strengthen partnerships with departments through communication, information, and support on employee relations issues allowing for prevention, early discovery, and/or prompt resolution.
- Expand and sustain the benefits and wellness program by engaging and empowering all employees to access resources for their health and well-being, based on their interests and needs.
- Develop and deliver wellness programs offerings that enhance overall employee well-being and provide a supportive work environment.
- Maximize resources in benefits and wellness programs through focused communication and the use of technology such as the online open enrollment process.

### **Safety & Security's Goals:**

- Provide reliable public transportation service to improve mobility and access with a goal of safety-first approach.
- Provide equitable and responsive security services to LYNX customers and employees.
- Deliver quality services through courtesy, guidance and assistance in dealings with LYNX customers and employees.
- Develop and maintain cooperative relationships with local law enforcement agencies within the LYNX service area, as well as collaborate with the local Transportation Security Agency (TSA) team.
- Research, develop and design security and crime prevention programs to reduce the opportunity for crime and disruptive behavior on our vehicles or at our facilities throughout the LYNX transportation system.
- Be held accountable to high ethical standards to foster trust and confidence in LYNX Security officers and the LYNX transportation system.
- Continue building a professional and progressive organization through training and development of LYNX personnel.
- Devoted to the anticipation, recognition, evaluation, and control of environmental factors or stresses arising in or from the workplace, which may cause sickness, impaired health and well-being, or significant discomfort among LYNX employees.

### **Training's Goals:**

- 100% of training staff are TSI Certified.



## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### **LYNX Executive Department Accomplishments:**

#### **Human Resource's Accomplishments:**

- Filled 198 positions during FY2021.
- Recruiting efforts included engaging with the community through multiple job fairs in person and virtually; on site visits with Orange Technical College to speak with graduating students about job opportunities with LYNX and to promote the transportation field as a career choice; engaged in outreach efforts through social media advertising and communication.
- Conducted a market survey analysis on LYNX positions to address internal equity/alignment issues and to ensure our pay decisions are in line with external factors, such as current market trends, as well as internal needs.
- Created and implemented a Memorandum of Understanding between LYNX and ATU Local 1596 with respect to accepting medical excuses and addressing deficient performance within the Transportation Department.
- Enhanced benefits offerings through the issuance of RFP's for Dental.
- Successfully negotiated sustainable labor agreements with ATU Local 1596 and ATU Local 1749.
- Successfully transitioned to a new retirement provider and communicated changes to employees.
- Updated benefit enrollment packets for orientation.
- Completed year end ACA within time frame.

#### **Safety & Security's Accomplishments:**

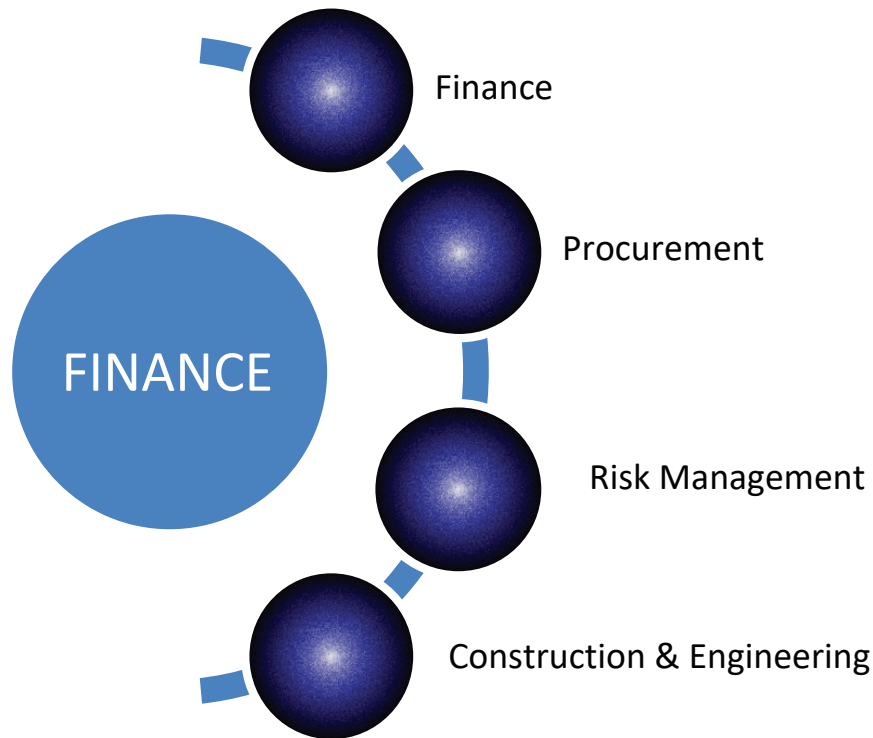
- Installation of the Paint booth Ventilation system (BRAD System).
- Phase two of the badge system upgrade.
- SuperStop camera install (Kissimmee Intermodal, Apopka, Rosemont).
- Mutual Link Installation.
- SEON Access Points upgrade.
- Bus Operator and Transportation Supervisor De-escalation Training.

#### **Training's Accomplishments:**

- 60 Bus Operators trained and graduated.
- 6 CDL trained, tested and passed.
- Developed and implemented Bus Operator Refresher Training.
- In 6 months, 263 Bus Operators attended bus operator refresher training.
- 109 Bus Operators re-trained for accidents or return to work.
- 7 New Transportation Supervisors trained and graduated.
- Developed monthly Leadership Program for Transportation Supervisors.
- Implemented 10 months of Transportation Supervisors Leadership Program with an average attendance of 38 supervisors per month.
- Hosted TSI Training for Transportation Supervisors on Accident Investigations with 10 supervisors in attendance.
- Developed and implemented online Orientation on InLYNX.



## FY2023 EXPENSE BUDGET BY DEPARTMENT



	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Adopted Budget	FY2023 Adopted Budget
<b>OPERATING EXPENSES</b>					
Salaries, Wages & Fringe Benefits	3,515,091	3,586,648	4,198,224	5,658,673	6,177,995
Professional & Other Services	1,760,708	1,711,763	1,384,031	1,699,058	2,030,133
Materials and supplies	122,487	107,707	108,573	158,360	195,670
Utility Expenses	900,709	791,085	789,531	950,801	950,801
Casualty and liability insurance	4,612,616	5,042,458	3,079,892	2,370,000	3,820,099
Taxes and Licenses	33,749	32,669	32,332	39,793	39,793
Lease and miscellaneous	160,201	211,627	140,817	225,410	238,610
Interest expense	54,365	32,463	0	0	0
<b>Total Operating Expenses</b>	<b>11,159,926</b>	<b>11,516,419</b>	<b>9,733,401</b>	<b>11,102,095</b>	<b>13,453,101</b>

The Role of the LYNX Finance Division is to provide all departments with financial support and maintain the agencies resources and records allowing LYNX to operate a balanced budget. The finance division complies with all the federal, state and local regulations while securing, controlling, reporting and supporting LYNX' financial needs.





## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### FINANCE DEPARTMENT

#### LYNX Finance Department Objective:

##### Finance's Objective:

Maintain a financial department that complies with all applicable federal, state, and local regulations while securing, controlling, reporting, and supporting LYNX' financial needs of today and the future. To provide all LYNX departments with financial support and maintain the agencies resources and records allowing LYNX to operate with a balanced budget and a reserve to support any unexpected financial circumstances.

##### Material Control's Objective:

It is the objective of the material control department to ensure the parts, materials and supplies needed to operate and maintain a cost effective, safe transportation system are available in the quantities and time frame required by our internal customers while monitoring and controlling LYNX investment in inventory to produce the best economical results.

##### Procurement's Objective:

The objective of the Procurement Department is to serve, support and collaborate with our customers and each other so we can provide innovative, timely, and accurate solutions that generate value and streamline processes in support of LYNX goals and initiatives.

##### Risk Management's Objective:

To protect LYNX (Central Florida Regional Transportation Authority) and its team members from adverse financial and reputational risks by partnering with internal and external stakeholders to identify and eliminate, transfer, or mitigate exposures.

##### Engineering and Construction's Objective:

It is the objective of the engineering and construction department to facilitate the design, engineering and ultimate construction of needed internal and external projects for the Authority and the surrounding community.

#### LYNX Finance Department Performance Measures:

##### Finance's Performance Measures:

- Successful completion of annual audit conducted by independent third-party auditors with no findings.
- Annual approval of the LYNX Budget by September 30th for the upcoming fiscal year.
- Successful execution of the annual funding agreements with all local funding partners.
- Ensure all employees are properly trained for their duties.
- All transactions are properly documented and have supporting documentation attached to a request prior to approval. The materiality and scope of a transaction along with LYNX policy will dictate the level of approval required.
- All requests will be responded to within one business day if possible.
- Timeliness will be utilized with reminder emails and escalation emails if necessary.

##### Procurement's Performance Measures:

- Successful completion of annual and triennial audits conducted by independent third-party auditors, State auditors, and Federal auditors with no findings or deficiencies.



## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### Risk Management's Performance Measures:

- Loss Ratio
- Claim Duration
- Cost per Claim
- Claim Closure rate

### Engineering and Construction's Performance Measures:

- Percentage of facilities projects planned vs completed.
- Number of bus shelters installed and rehabilitated as compared to plan.
- At the end of each fiscal year, compare Capital and Operational projects planned vs Capital and Operational projects completed.
- Compare Emergency Project Plan vs Emergency Project Completion, as needed.

### Material Control's Performance Measures:

- Prepare the division budget on time.
- Review and manage expense line items monthly.
- Implement interface between FASuite and G/P Software to record all transactions in 'Real Time'. Includes system set up, data mapping to reduce dual entry at time of purchase and receipt.
- Complete End of Year Physical Inventory with less than 1% adjustment between physical and statistical values.
- Achieve an Inventory Turn Rate greater than 3.7 while monitoring Inventory investment levels to insure any change is reasonable and prudent.
- Work with Purchasing to assemble and issue the IFB for bus parts, janitorial supplies, engine and transmission parts.
- Monitor and record tank fluid levels daily for all bulk storage tanks, as well as before and after deliveries to detect variances that are inconsistent with activity.
- Maintain proper security procedures for all bulk storage tanks with lockable covers.
- Support compliance inspection activity by providing bulk storage audit records for inspection.
- Review and inspect all shipping Manifests of Hazardous and Controlled waste to insure compliance and consistency with documentation.
- Provide a minimum of one cross training opportunity for each staff employee during the current fiscal year.
- Provide MS Excel training opportunity to enhance staff skills for each employee that did not attend training in the previous year.
- Continue to develop the Tier Program and update Job Descriptions as required.
- Assist Maintenance and Purchasing in the development of Contracts/Blanket Orders to facilitate redundant purchases of non-inventory supplies with fixed unit price.
- Work with Maintenance, Grants, Finance, Purchasing and Accounts payable to improve the process and accountability of grant funded items such as Engines, Transmissions and electronic parts



## **FY2023 EXPENSE BUDGET BY DEPARTMENT**

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### **LYNX Finance Department Accomplishments:**

#### **Finance's Accomplishments:**

- Negotiated funding agreement to allow for continuation of Road Ranger services
- Successfully completed the 2021 Annual Financial and Single Audit with no findings.
- Published the FY2022 Budget Book
- Received the GFOA award for Excellence in Financial Reporting for the Annual Comprehensive Financial Report for FY2020.

#### **Procurement's Accomplishments:**

- Successfully completed the 2022 Annual Financial and Single Audit with no findings in the procurement area.
- Purchased 25 Compressed Natural Gas (CNG) buses, and 7 Non-Revenue Transportation Supervisor Support Vehicles.
- Completed three milestone procurements; Transit Development Plan Major Update, System-Wide Passenger Survey, and General Planning Consultant Services to support key strategic performance measures for LYNX.
- Procured an on-call Bus Shelters Construction agreement, to protect the safety of LYNX employees and the riding public at large against damaged transit shelters and associated amenities.
- Solicited merchants to respond to the Authority's need for Fuel Transport & Delivery services.
- Encouraged vendors to submit competitive proposals for one of LYNX largest contracted procurements; Mobility Management & Broker Services.

#### **Risk Management's Accomplishments:**

- Completed the transfer of all claims to the new contracted third-party administrator, CCMSI.
- Restructured claims management/oversight responsibilities.

#### **Engineering and Construction's Accomplishments:**

##### **SHELTER PROGRAM**

- Started the construction of 40 plus shelter installs
- Rehabbed over 120 bus shelters

##### **SUPERSTOP & TRANSFER CENTERS**

- Finished construction of Rosemont Transfer Center in April 2022
- Finished permitting on Pine Hills Transfer Center
- RFP initiated for Pine Hills Transfer Center in July 2022

##### **FACILITIES**

- Initiated IFB process for (estimated IFB release by August 2022):
  - LOC Bus Wash Exit – Concrete and Drainage Improvements
  - LCS Bus Facility Improvement
  - LOC Fuel Island Drain – redesign
  - LOC Exp Admin Generator by July 2022



## FY2023 EXPENSE BUDGET BY DEPARTMENT

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- Design and Assessments in progress:
  - LCS & LOC HVAC Assessment by August 2022
  - Tool Crib Renovation by July 2022
  - Wellness Center Renovation by July 2022

### **LYNX Kissimmee Intermodal Station (LKIS)**

- Multi-functional Kiosk:
  - IFB for project in progress

### **LOC Expansion**

- Completed construction of LOC Expansion Project January 2022

### **South Operations Base Facility**

- Assist in the estimates for RFP, schedule and review of professional fees.
- Attend and provide feedback on project site selection process.
- Serve as engineering lead for Southern Operations Base project

### **LYMMO Orange Line (OL) State of Good Repair (SGR):**

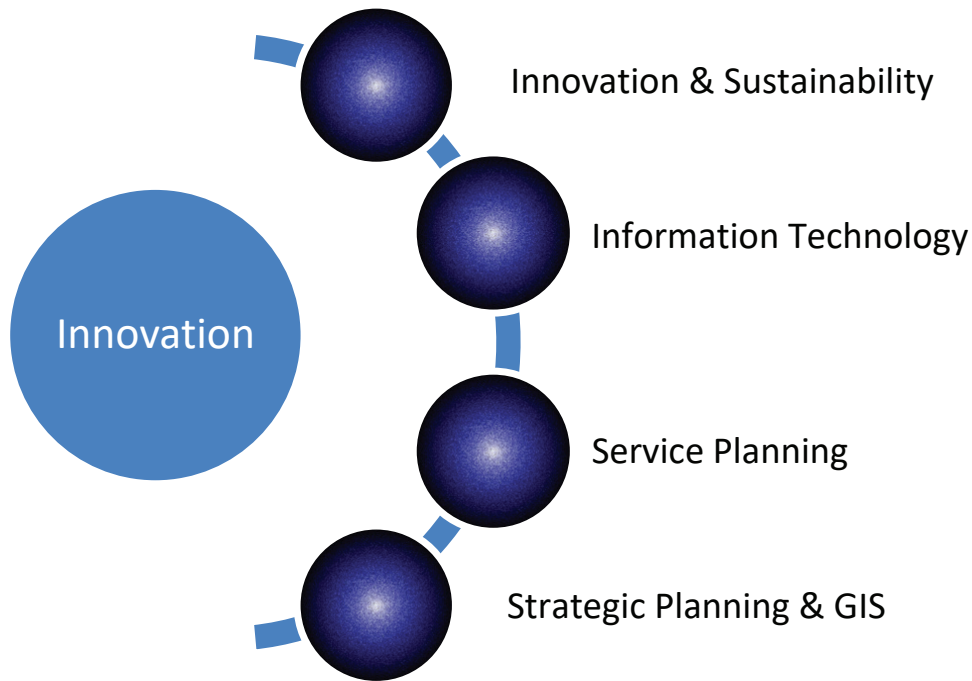
- Reviewed cost estimates for re-bid.
- IFB in progress (estimated by end of September 2022 with Board Approval)

### **Material Control's Accomplishments:**

- Completed the annual physical inventory of 4,067-line items valued at \$2.46 million, with a net variance of – 0.097 percent.
- Maintained an inventory turn rate of greater than 1.7 times per year through optimal inventory stock levels and the disposal of obsolete stock items.
- Continued to stock inventory parts by product category to enhance the efficiency of ordering, maintaining, and distributing parts.
- Continued to develop a spare parts model inventory for new Gillig and Proterra bus fleets based on past systems and current or updated system specifications and analyzing “on demand” needs to minimize investment and bus down time.
- Continued to maintain and expand the assembly of kits within the inventory software to efficiently capture and track all related component costs directly to a bus work order.
- Continued to utilize annual inventory contracts / Blanket Purchase Orders (approx. \$436 thousand) to eliminate administrative costs for recurring purchases and improve efficiencies in maintaining stock levels. Part categories included generators, transmission assemblies, filters, and batteries for the entire fleet.



## FY2023 EXPENSE BUDGET BY DEPARTMENT



	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Adopted Budget	FY2023 Adopted Budget
<b>OPERATING EXPENSES</b>					
Salaries, Wages & Fringe Benefits	2,371,597	2,627,126	2,544,986	3,078,923	3,253,318
Professional & Other Services	1,586,509	1,636,865	1,632,513	3,514,987	2,963,717
Materials and supplies	13,493	21,464	21,249	46,114	64,196
Utility Expenses	413,939	399,351	585,585	552,631	510,802
Lease and miscellaneous	146,275	145,237	158,979	339,785	507,022
<b>Total Operating Expenses</b>	<b>4,531,813</b>	<b>4,830,043</b>	<b>4,943,312</b>	<b>7,532,440</b>	<b>7,299,055</b>

The Innovation, Sustainability, Planning and Information Technology Division works to identify, develop and implement strategic transportation plans, technologies and programs to provide future generations of Central Florida a more sustainable public transportation network while supporting the social, economic and environmental goals of our larger community.



## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### INNOVATION DEPARTMENT

#### **LYNX Innovation Department Objective:**

##### **Innovation & Sustainability's Objective:**

It is the objective of the Innovation and Sustainability Department to lead the Authority's initiatives and coordination efforts to implement new technologies and programs to support the core mission and meet passenger needs in an efficient and sustainable manner.

##### **Information Technology's Objective:**

It is the objective of the Information Technology Department to support the attainment of LYNX goals by providing and maintaining integrated information & communications technology infrastructure and systems, that are reliable, cost-effective, and as flexible as possible to meet future needs, along with prompt and accurate support services required by our end-users that exceeds their expectations.

##### **Planning & Development's Objective:**

It is the objective of the Planning and Development Department to provide the agency with short and long-term analysis, plans and recommendations that identify and support Central Florida's public transportation needs.

#### **LYNX Innovation Department Performance Measures:**

##### **Innovation & Sustainability's Performance Measures:**

- Greenhouse Gas Inventory to monitor data related to the transition to low and zero-emission fuel for the fleet.
- Number of regional coordination meetings attended including participation and presentations.
- Completion of required plans and reports in accordance with established deadlines.

##### **Information Technology's Performance Measures:**

- Systems Availability
- Network Availability
- Systems Performance
- Time to repair issues
- Progress of support for LYNX initiatives

##### **Planning & Development's Performance Measures:**

- Responsiveness to internal and external requests.
- Implementation of safe, reliable, and fiscally responsible service changes.
- Completion of required plans and reports in accordance with established deadlines.
- Analytics of GIS services for internal staff and the public.





## **FY2023 EXPENSE BUDGET BY DEPARTMENT**

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### **LYNX Innovation Department Accomplishments:**

#### **Innovation & Sustainability's Accomplishments:**

- Initiated coordination with the City of Orlando on a potential automated vehicle demonstration on a portion of an existing LYMMO Bus Rapid Transit line to familiarize the City, LYNX, and passengers on the technology.
- Began implementation of an upgrade to the fare payment system to add mobile payment processing including credit and debit cards, and the potential for minimizing payment costs to passengers according to usage.
- Completed implementation of General Transit Feed Specification – Real-time (GTFS-RT) feed through the LYNX website to allow third-party information providers access to the real-time location of fixed route buses.
- Evaluated the deployed zero emission bus service with eight (8) battery electric buses on the LYMMO Bus Rapid Service, while ordering six (6) additional battery electric buses to fully equip the LYMMO Bus Rapid Transit services with zero emission buses.
- Completed the 2022 Greenhouse Gas Inventory.
- Demonstrated zero-emission transit express FASTLINK ZERO service between the Orlando International Airport, the Sand Lake SunRail station, and the Orange County Convention Center using battery electric coach buses.
- Obtained grant funding to procure 30 zero emission buses and five (5) zero emission on-demand NeighborLink vehicles, and associated charging infrastructure.

#### **Information Technology's Accomplishments:**

- Increased security by implementing two-factor authentication.
- Increased security by implementing even further segregating networks.
- Maintained state of good repair by replacing aging desktop computers.
- Maintained state of good repair by replacing and upgrading core application servers and software.

#### **Planning & Development's Accomplishments:**

- Completed the Transportation Disadvantaged Service Plan Annual Update (FY2022).
- Completed the LYNX FY2023-2032 Transit Development Plan Major Update (FY2022).
- Completed updates to the Geographic Information System (GIS) and Intelligent Transportation Systems (ITS) Strategic Plans (FY2022).
- Completed three (3) service changes, the largest service restructuring since 2011.
- Began consolidating bus stops as part of a larger system-wide effort.
- Submitted the annual National Transit Database (NTD) report on time to the FTA.
- Developed and implemented a range of data collection and support tools that improve efficiencies and required reporting to FDOT and the NTD.



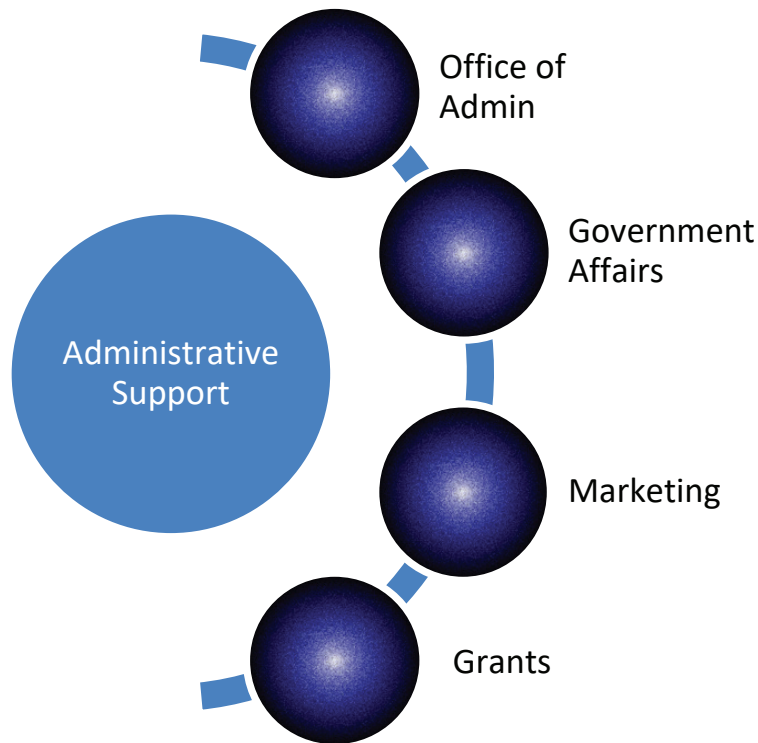
## **FY2023 EXPENSE BUDGET BY DEPARTMENT**

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- Awarded contracts to three (3) General Planning Consultant (GPC) teams for on-call Planning services; supporting staff for the next 3-5 years.
- Updated the Orange County Future Transit Services Plan to reflect impacts of the pandemic and incorporate potential new programs and services.
- Awarded an FTA grant under the Pilot Program for Transit-Oriented Development Planning to study Bus Rapid Transit stations along State Road 436.
- Began the process of identification and selection of suitable sites for the development of the new Southern Operations Facility.



## FY2023 EXPENSE BUDGET BY DEPARTMENT



FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Adopted Budget	FY2023 Adopted Budget
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### OPERATING EXPENSES

Salaries, Wages & Fringe Benefits	670,745	778,772	1,065,953	1,455,082	1,693,507
Professional & Other Services	1,043,821	638,912	727,972	1,275,984	1,261,743
Materials and supplies	95,033	70,014	112,023	163,691	208,921
Utility Expenses	3,098	894	0	0	0
Lease and miscellaneous	15,711	19,049	14,908	58,270	61,885
<b>Total Operating Expenses</b>	<b>1,828,409</b>	<b>1,507,642</b>	<b>1,920,856</b>	<b>2,953,027</b>	<b>3,226,056</b>

The Administrative Support Division works with our external partners to communicate our services and leverage resources to solidify LYNX' importance in the Central Florida Community.



## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### ADMINISTRATIVE SUPPORT DEPARTMENT

#### **LYNX Administrative Support Department Objective:**

##### **Government Affairs' Objective:**

LYNX Government Relations exists to solidify LYNX' perpetual relevance in the Central Florida community by leveraging resources and focusing energy on organizations, activities, and individuals that will positively impact LYNX' future.

##### **Marketing's Objective:**

It is the objective of the marketing team to be a support department and we strive to be the experts in marketing, protection of the brand and masters of agency messaging.

##### **Grants' Objective:**

Assist all the departments in advancing the capital and planning projects while complying with processes, procedures and policies established by the Federal Transit Administration, the Florida Department of Transportation, LYNX and all other funding entities, as applicable.

#### **LYNX Administrative Support Department Goals:**

##### **Government Affairs' Goals:**

- Maintain & Grow LYNX' role as a Key Contributor to the economic and social well-being of Central Florida.
- Set the table to position the Central Florida community for economic success - be ready before they are - to responsibly build a transit network that serves as the infrastructure for prosperity.
- Serve LYNX Executive Leadership as a valuable subject matter resource within the functionality of LYNX' Government & Community Leader Relations efforts.
- Participate in a key role in obtaining grants and other funding that will move LYNX toward achieving its ultimate goals.

##### **Marketing's Goals:**

- Create supporting documents that fulfill the end users request.
- Create award-winning customer centric material.
- Create inspired collateral for the end user.

##### **Grants' Goals:**

- Lead Departments in Proactive Project Selection for Grant Funding Opportunities
- Pursue all possible high impact funding opportunities according to LYNX priorities
- Successfully complete Section 5310 Competitive Selection Process
- Implement Short-term goals the latest Human Services Transportation Plan Update
- Assist departments with Federal compliance through information distribution
- Successfully complete Triennial Reviews and Close all open findings
- Host workshops to educate departments on Triennial Review



## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### **LYNX Administrative Support Department Accomplishments:**

- Redesigned look of our brand during the pandemic.
- LYNX Marketing won three (3) APTA Awards for marketing campaign excellence in 2022. These included social media messaging, video production for a COVID-19 piece on bus disinfectant protection and shoestring tactic.

### **Marketing's Goals:**

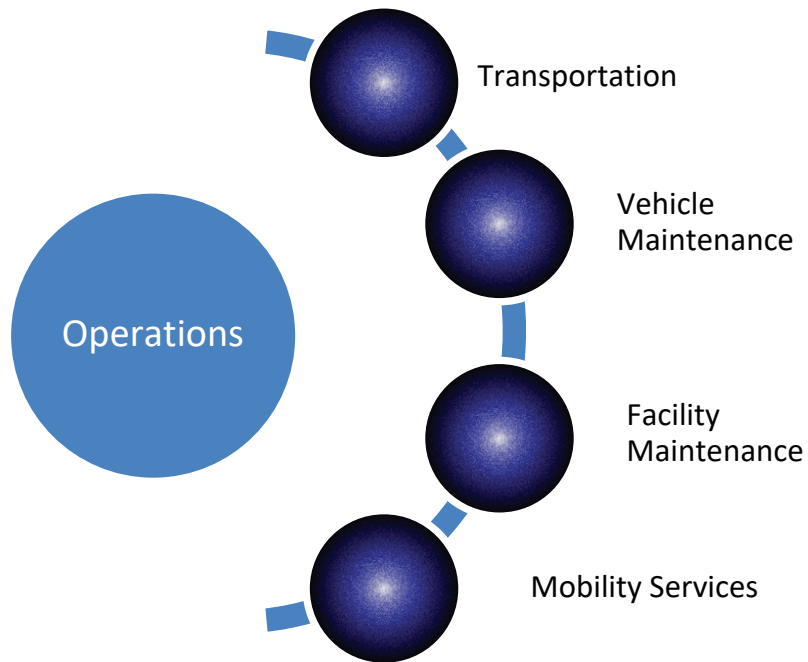
- Create supporting documents that fulfill the end users request.
- Create award-winning customer centric material.
- Create inspired collateral for the end user.

### **Grants' Accomplishments:**

- FY 2022 Human Services Transportation Plan Update
- Successfully completed FDOT Triennial Review
- Successfully completed FTA ECHO Reviews
- Successfully completed Office of Inspector General (OIG) Review
- 12 grants awarded to Sub-recipients under regular Section 5310
- 3 grants awarded to Sub-recipients under Section 5310 CRRSAA & ARP
- 3 Section 5310 Sub-recipient grant awards closed
- 14 Competitive Grant Applications submitted to FDOT, FTA & FDEP of which 12 were awarded
- 10 Formula Grant Applications submitted and awarded
- 9 Grants Closed



## FY2023 EXPENSE BUDGET BY DEPARTMENT



FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Adopted Budget	FY2023 Adopted Budget
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**OPERATING EXPENSES**

Salaries, Wages & Fringe Benefits	67,903,722	72,256,237	72,693,269	78,517,411	83,062,464
Professional & Other Services	2,473,276	2,259,169	2,582,466	4,220,835	4,058,513
Fuel Expenses	11,071,037	8,626,535	9,040,677	12,158,746	14,508,025
Materials and supplies	7,031,550	7,741,138	6,571,354	9,229,819	9,581,649
Utility Expenses	121,399	113,824	73,645	214,244	332,600
Casualty and liability insurance	61,332	72,648	94,133	74,832	96,000
Taxes and Licenses	577,714	644,887	563,056	558,255	518,229
Lease and miscellaneous	488,243	534,174	558,915	623,904	807,175
<b>Total Operating Expenses</b>	<b>117,906,710</b>	<b>118,348,418</b>	<b>116,357,255</b>	<b>137,067,011</b>	<b>145,252,231</b>

The Operations Division is the heart of LYNX. The division works to provide world class public transportation services with excellent customer service. The division includes the fixed route services, NeighborLink services, paratransit services, maintenance as well as security. The goals of the division are to provide safe, reliable and cost effective service for the public.





## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### OPERATIONS DEPARTMENT

#### **LYNX Operations Department Objective:**

##### **Transportation's Objective:**

The Transportation Operations Department's objective and focus is providing our customers with a positive transit experience, dedicating all efforts to ensure the safety of our customers while furnishing reliable, clean, efficient, and convenient service.

##### **Mobility's Objective:**

It is the objective of the mobility services department is responsible for meeting the transportation needs of the elderly, individuals with lower incomes, and individuals with disabilities, through the arrangement of quality, cost-effective and efficient, transportation services within its service area.

#### **LYNX Operation Department Performance Measures:**

##### **Transportation's Performance Measures:**

- Meet or exceed authority On-Time Performance (OTP) goals for fixed route and LYMMO service.
- Develop and implement "employee recognition" programs for the operating classifications in an effort to encourage authority civic pride.
- Continue to combat identified areas of low productivity within the department by analyzing "triggers", measuring, monitoring, and addressing "absenteeism and presenteeism".
- Streamline and improve operational processes and procedures to meet or exceed a.m./p.m. peak pull-out.
- Continue supporting a culture of safety by decreasing the number of preventable/non-preventable accidents, injuries, and operator assaults.

##### **Mobility's Performance Measures:**

- On-Time Performance of 91%
- Call Answer Rate of 3 minutes or less
- Fewer than three (3) valid complaints for every 1,000 one-way passenger trips provided

#### **LYNX Operations Department Accomplishments:**

##### **Transportation's Accomplishments:**

- Successfully negotiated wage increase with ATU 1596.
- Collaboration with vehicle maintenance in revamping the staging and assignment of buses for a fluid and efficient pullout at Osceola Satellite Facility (OSF).
- In support of green initiative efforts, operations partnered with LYNX safety department in training all operating employees in the new paperless accident/incident QR code reporting.
- Preparation for the 2023 ROADEO
- Revising/updating LYNX "Operator's Guide & Work Rules"



## FY2023 EXPENSE BUDGET BY DEPARTMENT

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### **Vehicle Maintenance's Accomplishments:**

- Procured and placed into service 25 replacement 40' CNG buses
- Procured and installed Trapeze LMU's (GPS locators) in all Transportation relief vehicles for safety and accountability purposes
- Procured and installed bus disinfecting technology in the fixed route and paratransit bus fleets in order to combat COVID-19
- Maintained and 95.94% PM On Time Compliance
- Participated in the joint 3P project (LYNX, OUC and the City of Orlando) for implementation of battery electric bus replacements and associated charging infrastructure for the transition of the LYMMO routes to zero emission.
- Ordered 25 Gillig replacement 40' CNG buses for the fleet
- Successfully negotiated a continuing contract with FDOT for Road Ranger services

### **Facilities Maintenance's Accomplishments:**

- Completed the decommissioning and securement of the LB McLeod location after the ACCESS LYNX move to the LOC Expansion
- Completed the LOC and LCS Operator Lounge remodels
- Completed refresh of the Service Island C-Building to include new wall lockers and painting of walls and ceilings
- Oversaw the following improvements to the Osceola Satellite Facility:
  - Repaving and restriping of the bus yard
  - Installation of two 20' storage containers to properly secure tools, equipment and parts
  - Installation better lighting, ventilation and a rain barrier at the maintenance canopy

### **Mobility's Accomplishments:**

- Implemented new ADA application and Continued (permanent) Eligibility Criteria
- Opened new ACCESS LYNX and NeighborLink maintenance facility and operations center.
- Plan to implement new Customer Contact software with new company wide phone system.
- Update to the MyACCESS tracking system to allow text messaging to clients of trip status
- Initiated a major upgrade from Version 15 Trapeze reservation, scheduling, and dispatching software to Version 21 Cloud based system.
- Upgraded the NeighborLink and paratransit fleet.
- Performed over 1,000 COVID-19 vaccination and testing trips in support of Orange and Osceola Counties.

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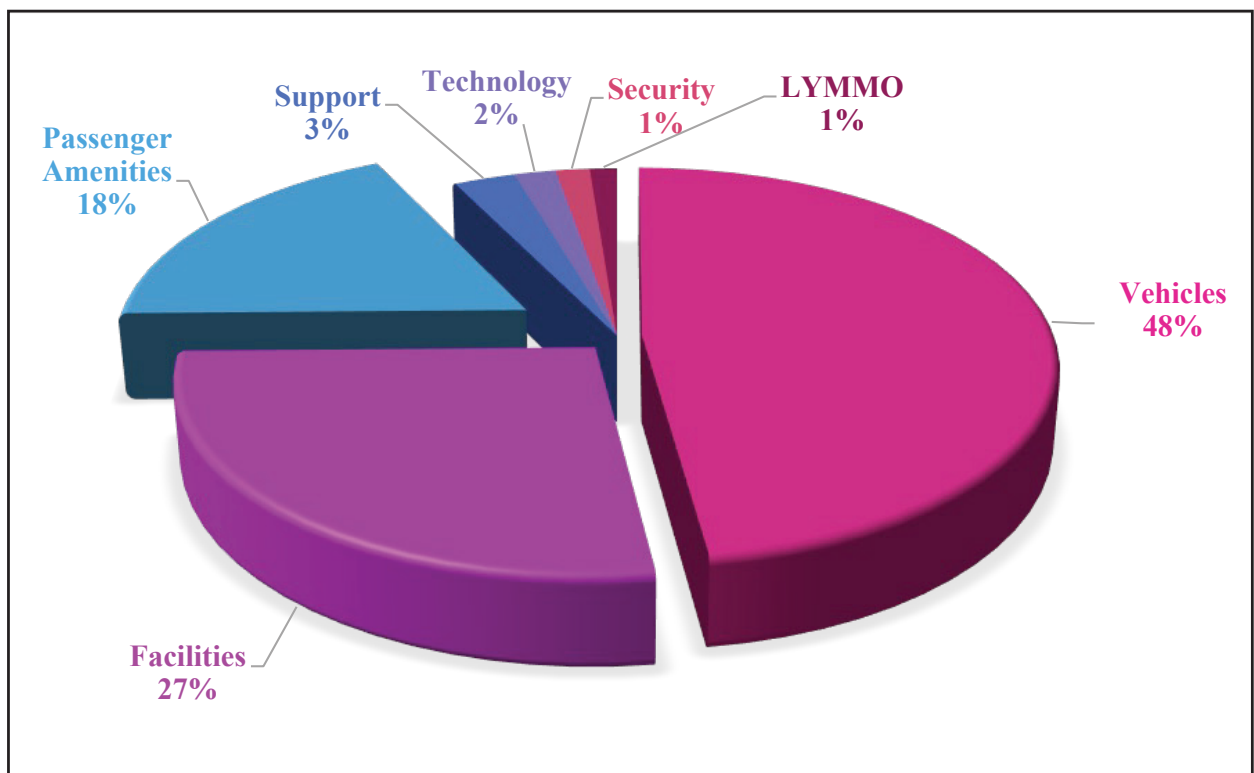






## FY2023 CAPITAL BUDGET

Uses of Capital	Total Budget	<i>Sources of Funding for Capital</i>		
		Federal	State Grants	Local
Vehicles	49,023,042	43,453,042	3,520,000	2,050,000
Facilities	27,490,099	27,490,099		
Passenger Amenities	18,374,551	15,904,551	1,190,000	1,280,000
Support	2,797,949	2,774,359	23,590	
Technology	1,908,660	1,908,660		
Security	1,564,000	1,564,000		
LYMMO	1,240,099	1,240,099		
<b>Grand Total</b>	<b>102,398,400</b>	<b>94,334,810</b>	<b>4,733,590</b>	<b>3,330,000</b>







## FY2023 CAPITAL BUDGET

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### **BACKGROUND**

The Capital Budget provides the means by which LYNX takes a planned and programmed approach to utilizing its financial resources in the most responsive and efficient manner to meet its service and facility needs. Any capital expenditure with an expected useful life of more than one (1) year and whose acquisition cost exceeds \$300 should be included in the LYNX capital budget.

The proposed Capital Improvement Budget for FY2023 is \$102,398,400. This budget contains approximately 50% of projects carried over from FY2022. With the numerous supply chain challenges during FY2022 goods and services were delayed for many months. The budget increase is primarily in three categories vehicles, facilities and passenger amenities. Many of the vehicle purchases that were placed in FY2022 will not be fulfilled until FY2023 as a result of the supply chain issues. In the passenger amenities category there are two (2) transfer station projects that were delayed until year end carrying over into the next fiscal year (Florida Mall SuperStop and Pine Hills Transfer Center).

The capital budget is funded from a combination of federal, state, and local sources, and includes items such as the planned purchase of replacement buses and vans, bus shelters, and the use of technology to assist in service delivery and improvements. The majority of the capital budget, 92% is funded through federal grants, 4.6% is funded through state grants, and the remaining through local capital funds.

### **Revenue and Support Vehicles**

**Total Budget: \$49,023,042**

Revenue Vehicles include expansion and replacement vehicles for fixed-route, Vanpool, and paratransit services and support vehicles.

### **LYMMO**

**Total Budget: \$1,240,099**

LYMMO includes updates/upgrades to the LYMMO Orange lanes.

### **Facility Improvements**

**Total Budget: \$27,490,099**

Facility Improvements include funds for site selection and starting development of a Southern Operations Base, Improvements to LYNX Central Station and LYNX Operations Center.

### **Passenger Amenities/Related Enhancements**

**Total Budget: \$18,374,551**

Passenger amenities include shelters, transfer centers, solar power, benches, and trash receptacles to support providing customers with safe and adequate waiting and transfer locations. Transfer centers include Pine Hills, and Florida Mall.





## FY2023 CAPITAL BUDGET

### Technology

**Total Budget: \$1,908,660**

Technology includes the annual life cycle replacements, communication enhancements, network improvements, servers, and software upgrades.

### Security

**Total Budget: \$1,564,000**

Security includes equipment to enhance security and surveillance, such as video cameras, lighting and enhanced access control at our facilities.

### Support Equipment

**Total Budget: \$2,797,949**

Support equipment includes items such as shop tools, vehicle lifts, vehicle health check equipment, furniture, and other miscellaneous support equipment to support the agency.

<b>Facilities</b>	<b>PROPOSED FY23 BUDGET</b>	<b>Technology</b>	<b>PROPOSED FY23 BUDGET</b>
Southern Ops Base	\$ 17,628,050	Other Tech Equipment	\$ 426,900
LOC/LCS Improvements	9,862,049	Computers/laptops/monitors/printers replacement	411,260
<b>Total Facilities</b>	<b>\$ 27,490,099</b>	Information Kiosks	400,000
		Software	246,500
		AV Equipment for Conference Space	224,000
		Server Replacement	100,000
		EOC Tech Equipment	100,000
		<b>Total Technology</b>	<b>\$ 1,908,660</b>
<b>Passenger Amenities</b>			
Pine Hills Transfer Center	\$ 8,825,765		
Shelter Program	7,612,593		
Florida Mall Transfer Center	1,936,193		
<b>Total Passenger Amenities</b>	<b>\$ 18,374,551</b>		
<b>Support</b>		<b>Vehicles</b>	
Vehicle Maintenance Equipment	\$ 1,839,800	CNG Revenue Vehicles 40'	30,745,125
Facility Maintenance Equipment	539,000	Electric Vehicles	8,890,983
Other support equipment	359,049	Articulated Vehicles 60'	3,071,934
Training Equipment	60,100	Paratransit Vehicles	3,000,000
<b>Total Support</b>	<b>\$ 2,797,949</b>	VanPool	2,000,000
		Sub-Recipient Vehicles	1,000,000
		Support Vehicles	195,000
		Road Ranger	120,000
			<b>\$ 49,023,042</b>
<b>Security</b>			
Access Control	\$ 745,000		
Cameras	719,000		
Kissimmee Multi-Functional Kiosk	100,000		
<b>Total Security</b>	<b>\$ 1,564,000</b>		
		<b>TOTAL Capital Budget \$102,398,400</b>	
<b>LYMMO (State of Good Repair)</b>	<b>\$ 1,240,099</b>		



## **FY2023 CAPITAL BUDGET**

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From a long-term perspective, LYNX is currently in a status quo mode. Based on previous years of a slow economy and restrained funding, operations have been maintained. The capital programs that were implemented in FY2015, such as the Orange Line Phase 1 (North Quarter) and the start of the Parramore (Lime) BRT lines and additional bus shelters has increased operating costs. Trash pick-up and regular maintenance at bus shelters and transfer facilities has also been included in the operating budget based on the level of the capital amenities program. The Passenger Amenities budgeted are also fully funded from Federal sources and are included to improve currently existing passenger amenities as well as construct new ones in order to improve the overall customer experience and satisfaction.



## **THE IMPACT OF CAPITAL SPENDING ON OPERATIONS**

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Vehicle replacement will have a positive impact on operating maintenance expenses as a well-maintained fleet reduces breakdowns and associated parts costs. The warranty on vehicle parts also assists with maintaining vehicle maintenance expenses. LYNX has continued to replace the contractor's paratransit fleet with LYNX-owned vehicles, which also has a positive impact on operating expenses. The purchase of additional CNG buses provides a positive impact on operating costs. It is expected by the end of FY2023, our CNG vehicles will make up 50% of the LYNX fleet.

The Support Equipment included in the budget will meet many of LYNX behind the scenes administrative needs such as new furniture purchases, support vehicles, information technology equipment and any other miscellaneous equipment needs.

The LYMMO lines will be operated 100% with Electric vehicles by the middle of FY2023 when the final electric buses are received and placed in revenue service.



## OPERATING AND CAPITAL CONTRIBUTIONS BY LOCAL JURISDICTIONS

### Exhibit "C" Schedule Listing of LYNX Funding Partners

	<u>FY2023 Funding Model Amount</u>	<u>Additional Contribution *</u>	<u>FY2023 Funding Agreement</u>
<b>Operating Funding</b>			
Orange County	\$ 59,280,043		\$ 59,280,043
Osceola County	10,464,246		10,464,246
Seminole County	10,248,484		10,248,484
Subtotal	<u>\$ 79,992,773</u>	<u>\$ -</u>	<u>\$ 79,992,773</u>
City of Orlando	\$ 4,003,006	\$ 75,000	\$ 4,078,006
City of Orlando - LYMMO	2,861,057		2,861,057
FDOT (SunRail Feeder Route)	1,713,747		1,713,747
Reedy Creek	441,445		441,445
Altamonte Springs	120,900		120,900
City of Sanford	93,000		93,000
Subtotal	<u>\$ 9,233,155</u>	<u>\$ 75,000</u>	<u>\$ 9,308,155</u>
Subtotal Operating Funding	<u>\$ 89,225,928</u>	<u>\$ 75,000</u>	<u>\$ 89,300,928</u>
<b>Capital Contributions</b>			
Orange County	\$ 2,833,556		\$ 2,833,556
Osceola County	417,228		417,228
Seminole County	376,712		376,712
Subtotal	<u>\$ 3,627,496</u>	<u>\$ -</u>	<u>\$ 3,627,496</u>
<b>Total Local Funds</b>	<u><u>\$ 92,853,424</u></u>	<u><u>\$ 75,000</u></u>	<u><u>\$ 92,928,424</u></u>

\*Additional contribution for TOD study for SR436







## LARGEST EMPLOYERS – SERVICE AREA EMPLOYERS

### Top Ten Employers Service Area Employers Current Year and Nine Years Ago (Unaudited)

Company	2021			2012		
	Number of Full Time Employees	Rank	Percentage of Total Employment	Number of Full Time Employees	Rank	Percentage of Total Employment
Walt Disney World Company	58,478	1	4.52%	58,000	1	5.55%
Advent Health	37,000	2	2.86%	16,700	5	1.60%
Orange County Public Schools	25,125	3	1.94%	21,733	2	2.08%
Universal Studios Florida	21,143	4	1.64%	13,000	7	1.24%
Orlando Regional Healthcare	19,657	5	1.52%	14,310	6	1.37%
Orlando International Airport	15,783	6	1.22%	N/A	N/A	N/A
Publix Super Markets, Inc.	15,511	7	1.20%	17,521	4	1.68%
University of Central Florida	12,512	8	0.97%	10,567	8	1.01%
Seminole County Public Schools	10,000	9	0.77%	7,442	9	0.71%
Lockheed Martin	10,000	10	0.77%	N/A	N/A	N/A
Walmart	N/A	N/A	N/A	18,199	3	1.74%
Sea World Parks and Entertainment	4472	N/A	0.35%	7,442	10	0.67%
Other Employers	1,062,858		82.23%	861,018		82.35%
Region Total	1,292,539		100.00%	1,045,490		100.00%

Notes:

N/A = Not Available

Sources:

Metro Orlando Economic Development Commission  
 Orange County Public Schools  
 Seminole County Public Schools  
 Orange County Government, Florida

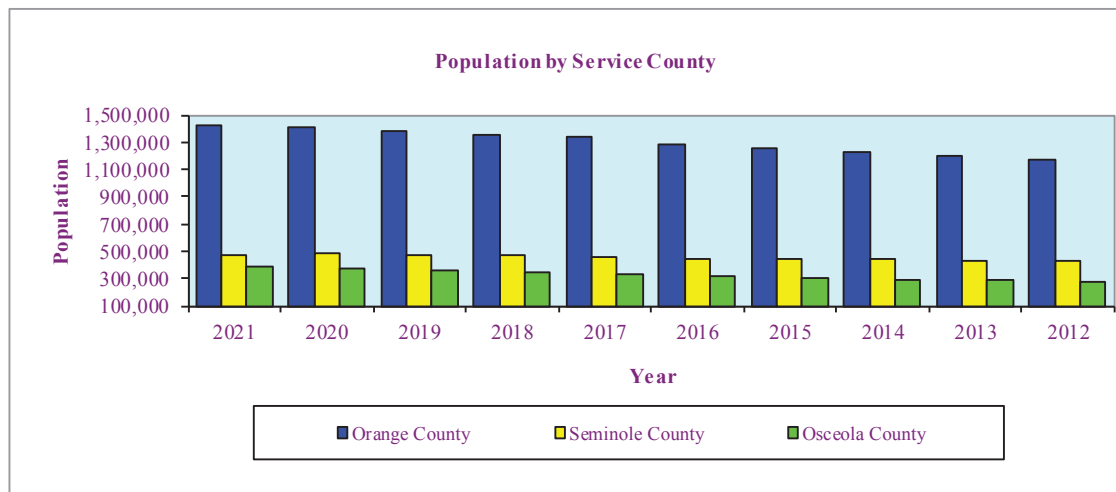




## POPULATION BY SERVICE AREA

### Population by Service County Last Ten Years (Unaudited)

Year	Orange County	Seminole County	Osceola County	Region Total
2021	1,418,813	477,736	390,500	2,287,049
2020	1,415,672	480,752	374,510	2,270,034
2019	1,378,538	476,413	355,959	2,210,910
2018	1,347,885	465,036	342,454	2,155,375
2017	1,332,714	457,650	333,980	2,124,344
2016	1,280,387	449,124	322,862	2,052,373
2015	1,252,396	442,903	308,327	2,003,626
2014	1,227,995	437,086	295,553	1,960,634
2013	1,199,801	427,977	286,001	1,913,779
2012	1,166,730	430,738	281,294	1,878,762



The population of the tri-county area, as a whole, increased approximately 0.74% from 2020. The greatest growth rate was in Osceola County, where the population grew approximately 4.26% compared to the previous year.

Source: Metro Orlando Economic Development Commission



## FARE TRENDS – LAST TEN YEARS

### Fare Trends Last Ten Years

(Unaudited)

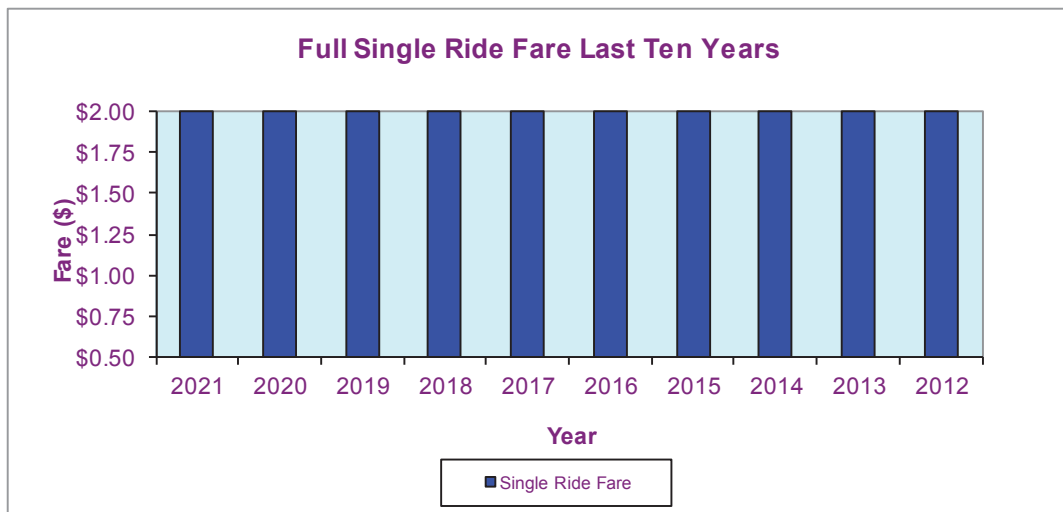
Fiscal Year	CASH FARES				PASSES			
	Single Fare	Discount Single	1 Day Fare	Discount 1 Day	7 Day Pass	Discount 7 Day	30 Day Pass	Discount 30 Day
2021	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2020	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2019	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2018	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2017	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2016	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2015	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2014	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2013	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2012	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00

Discounted Fares Include:

- Students
- Elderly and Handicapped

Discounted Passes Include:

- Youth
- Advantage
- IQ



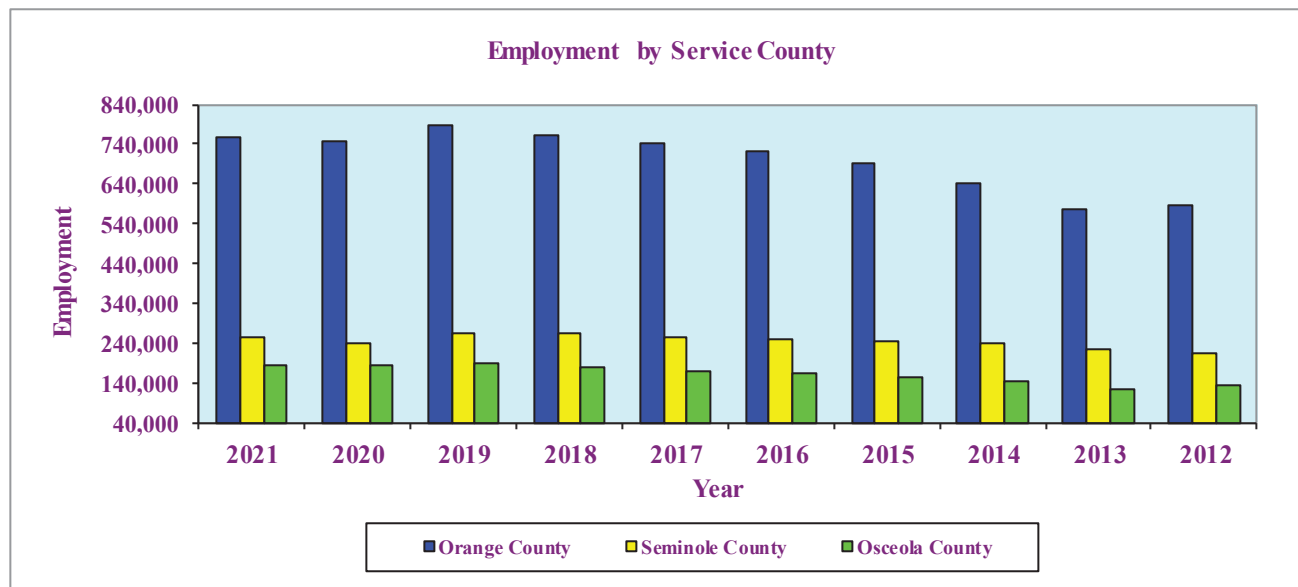
The table and graph show the amount of each standard fixed-route fare type by year. In keeping with the Authority's commitment to keep fares as low as fiscally feasible and to make relatively small rate increases periodically, no fare rate increases were made in 2021. The last increase was implemented in January 2009.



## STATISTICS BY COUNTY

### Employment by Service County Last Ten Years (Unaudited)

Year	Orange County	Seminole County	Osceola County	Region Total
2021	754,627	251,449	185,895	1,191,971
2020	748,262	240,574	185,686	1,174,522
2019	784,788	265,748	186,128	1,236,664
2018	762,710	261,502	176,891	1,201,103
2017	741,512	256,066	169,568	1,167,146
2016	719,253	250,888	162,005	1,132,146
2015	692,813	243,253	154,029	1,090,095
2014	643,006	241,166	142,438	1,026,609
2013	573,570	221,385	124,539	919,494
2012	585,472	215,521	131,146	932,139



The entire tri-county area has experienced a slight increase in growth after the Covid-19 pandemic. The region total is 1.48% percent greater than 2020.

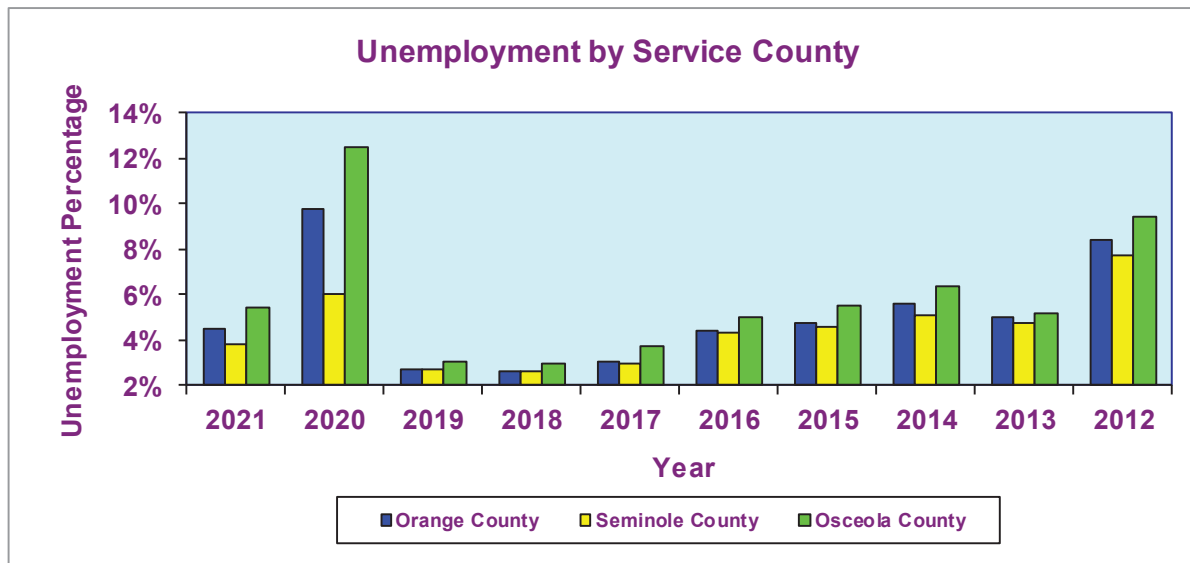
Source: Metro Orlando Economic Development Commission



## STATISTICS BY COUNTY

### Unemployment by Service County Last Ten Years (Unaudited)

Year	Orange County	Seminole County	Osceola County	Region Average
2021	4.5%	3.8%	5.4%	4.4%
2020	9.8%	6.0%	12.5%	9.2%
2019	2.7%	2.7%	3.1%	2.8%
2018	2.6%	2.6%	3.0%	2.7%
2017	3.1%	3.0%	3.7%	3.2%
2016	4.4%	4.3%	5.0%	4.5%
2015	4.8%	4.6%	5.5%	5.0%
2014	5.6%	5.1%	6.4%	5.7%
2013	5.0%	4.8%	5.2%	4.9%
2012	8.4%	7.7%	9.4%	8.4%



Employment and Unemployment trends are useful in the analysis of the economic vitality of a local economy. The availability of public transportation removes transportation barriers to employment, a factor which contributes to the continued need for public transportation. The yearly percentages by county are annual averages, non-seasonal based. The tri-county average for fiscal year 2021 was 4.4%, with Osceola County at 5.4% having the highest unemployment.

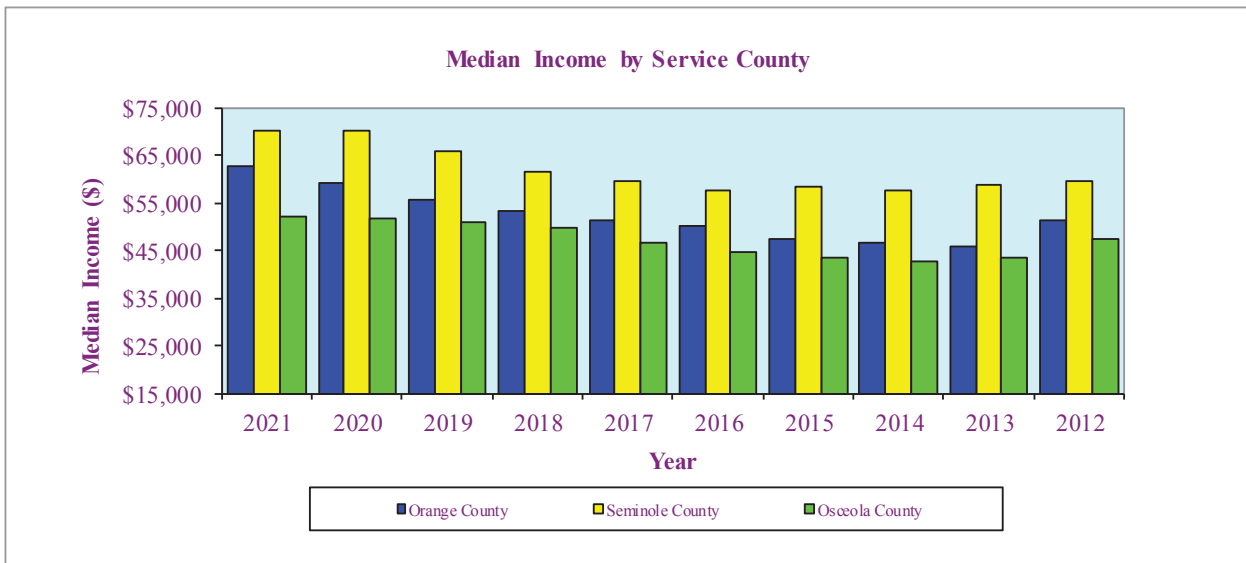
Source: Metro Orlando Economic Development Commission



## STATISTICS BY COUNTY

### Median Household Income by Service County Last Ten Years (Unaudited)

Year	Orange County	Seminole County	Osceola County
2021	\$62,593	\$70,058	\$51,869
2020	\$59,150	\$70,152	\$51,579
2019	\$55,509	\$65,691	\$51,040
2018	\$53,407	\$61,291	\$49,870
2017	\$51,232	\$59,441	\$46,528
2016	\$49,910	\$57,369	\$44,785
2015	\$47,295	\$58,481	\$43,620
2014	\$46,507	\$57,538	\$42,838
2013	\$45,968	\$58,573	\$43,332
2012	\$51,338	\$59,609	\$47,386



Median household income is useful in public transportation planning because it is one determinant of the need for, and probability of use, of public transportation. The lower the median income the greater, in most cases, will be the need for, and use of, public transportation.

Source: Metro Orlando Economic Development Commission



## STATEMENT OF NET POSITION/EQUITY/FUND BALANCE

### Condensed Summary of Net Position

#### Last Ten Years

Dollars in Millions  
(Unaudited)

Year	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Total Assets	\$346.6	\$299.2	\$244.6	\$204.8	\$207.4	\$224.1	\$238.0	\$216.6	\$206.7	\$206.0
Deferred Outflow of Resources	\$4.3	\$6.2	\$9.5	\$5.5	\$6.5	\$8.1	\$10.3	\$4.1	\$0.8	\$0.1
Deferred Inflow of Resources	\$21.7	\$8.4	\$2.4	\$6.1	\$2.3	\$0.7	\$0.5	\$1.3	\$0.0	\$0.0
Total Liabilities	\$43.1	\$37.7	\$46.3	\$40.1	\$38.7	\$35.0	\$42.2	\$33.5	\$29.2	\$41.4
Ending Net Position	\$286.0	\$259.3	\$205.4	\$164.1	\$172.9	\$196.5	\$205.5	\$185.9	\$178.3	\$164.7
Net investment in capital assets	\$149.9	\$155.4	\$146.1	\$137.1	\$139.3	\$153.0	\$149.9	\$142.7	\$147.6	\$135.6
Restricted	\$2.3	\$2.3	\$1.7	\$9.6	\$1.7	\$1.7	\$1.6	\$0.0	\$0.0	\$0.1
Unrestricted	\$133.8	\$101.6	\$57.6	\$17.4	\$31.9	\$41.8	\$54.0	\$43.2	\$30.7	\$29.0
Ending Net Position	\$286.0	\$259.3	\$205.4	\$164.1	\$172.9	\$196.5	\$205.5	\$185.9	\$178.3	\$164.7



This chart compares Total Assets, Total Liabilities, and Net Position values over the last 10 years. Total Assets increased 68.2% during this period as the authority expanded service, acquired new rolling stock, and constructed bus shelters and intermodal transfer centers. Total Liabilities at the end of fiscal year 2022 are 4.1% greater than at the end of fiscal year 2013.





## GLOSSARY

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**ACCESS LYNX** is a shared ride door-to-door transportation service that provides service for eligible individuals who are not able to use the regular fixed route bus service because of a disability or other limitations.

**ACCRUAL BASIS** means a basis of accounting in which transactions are recognized at the time incurred, as opposed to when cash is received or spent.

**AMALGAMATED TRANSIT UNION (ATU)** specific to LYNX means a major labor union that represents workers in the transit industry; membership is limited to operators, mechanics and other non-supervisory employees of the transit industry.

**AMERICANS WITH DISABILITIES ACT (ADA)** means the act that mandates specific requirements for vehicles and facilities to accommodate people with disabilities.

**APPROVAL** means a conscious written act by an authorized office granting permission to perform or omit an act that could not be performed or omitted without such permission.

**ASSET** means resources with a monetary value owned or held by an entity.

**AUTHORIZATION** see approval.

**AUTHORIZED POSITIONS** means employee positions that are authorized in the adopted budget, to be filled during the year.

**BRT** means Bus Rapid Transit.

**BUDGET** means a formal expression of the plans and objectives of management's expectations covering operations for a specific period of time.

**BUDGET AMENDMENT** means increases or decreases to the total dollar amount originally adopted by the LYNX Board of Directors.

**BUDGET PROCESS** means the quantitative compilation of all short-range planned activities.

**BUDGET REVISION** means a transfer of funds between or among budget line items within a department that does not increase or decrease the total dollar amount originally budgeted and adopted by the LYNX Board of Directors.

**BUDGETARY BASIS** means the basis of accounting used to estimate financing sources and uses in the budget.

**BUS** means a rubber-tired motor coach that is designed for roadway operation to transport a large number of persons for public transportation service.

**CAPITAL BUDGET** means the budget that outlines the costs of acquisition of long-term assets to support LYNX activities.

**CAPITAL IMPROVEMENTS** means expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant.

**COMMUTER** means a person who travels regularly between home and a work or school location.



## GLOSSARY

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**COMMUTER VAN** means a four-wheeled vehicle manufactured for use on public highways for transportation of 7-15 commuters.

**DEDICATED FUNDING SOURCE** means a source of funding which, by law, is available for use only to support a specific purpose, and cannot be diverted to other uses.

**DISADVANTAGED BUSINESS ENTERPRISE (DBE)** means a business owned and controlled by one or more socially and economically disadvantaged individuals.

**DISCRETIONARY FUNDS** means any funds whose distribution is not automatic. Decisions on the distribution of discretionary funds are made by an agency or person based on that agency's or person's choice or judgment and in accordance with criteria set out in laws or regulations.

**DISPATCHER** means the individual who is responsible for keeping vehicles on schedule.

**DISTINGUISHED BUDGET AWARDS PROGRAM** means voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**ELDERLY AND HANDICAPPED (E&H)** means special transportation services for members of these groups.

**ENTERPRISE FUND** means a fund established to account for operations that are

financed and operated in a manner similar to private business

**EQUIPMENT** means all tangible personal property that has a useful life of more than one (1) year and an acquisition cost that exceeds \$5,000 per unit. Includes rolling stock and all other movable items used in the provision of mass transportation service.

**EXPENSE** means charges incurred for operations, maintenance, interest, or other charges.

**FDOT** means Florida Department of Transportation.

**FTA** means Federal Transit Administration.

**FAREBOX** means a device that accepts coins, bills and tickets given by passengers as payment for rides.

**FASTLINK** is a weekday commuter service with limited stops along major corridors.

**FIXED GUIDE WAY SYSTEM** means a system of vehicles that can operate only on its own guide way constructed for that purpose, e.g., rapid rail, light rail.

**FIXED ROUTE SERVICE** means service available on a permanent route with no deviations. The schedule is fixed and the vehicle stops only along the established route.

**FORECAST AMOUNT** means a projection of cost for a specified period of time.



## GLOSSARY

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**FRINGE BENEFIT** means a supplement to a worker's wages or salary that is paid for by the employer, e.g., vacations, pensions, health and life insurance plans.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES** means those objective accounting principles ordinarily employed by skilled accountants and agreed upon by authoritative writers, practitioners of recognized professional standing, the American Institute of Certified Public Accountants and other recognized professional bodies.

**GRANTS** means a contribution by a government or other organization to support a particular function.

**HANDICAPPED PERSON** means an individual who has a physical or mental impairment, which substantially limits one or more of life's major activities.

**HIGH SPEED RAIL** means a rail transportation system with exclusive right-of-way, which serves densely traveled corridors at speeds in excess of 120 miles per hour.

**LONG-TERM DEBT** means debt with a maturity of more than one year after the date of issuance.

**LYMMO** is a dedicated lane bus service providing free ridership in Downtown Orlando.

**MANAGEMENT INFORMATION SYSTEMS (MIS)** means a system (manual or computerized) in which financial

and operational data is collected and analyzed for management's use.

**COMMUTER ASSISTANCE PROGRAM (CAP)** is a customer oriented service designed to assist stranded motorists and to provide incident management support to the local highway system.

**NEIGHBORLINK** is a flex-service aimed to make it easier for residents living in less-populated areas to make use of both local transportation and LYNX' local bus system

**OPERATING EXPENSES** means monies paid to operate and maintain a system.

**OPERATOR** means an employee who spends his or her workday operating a vehicle.

**PARATRANSIT SERVICE** means flexible public transit service that includes carpooling, shared rides, and special service for the elderly and people with disabilities.

**PASS** means a transit prepayment, usually in the form of a card that is displayed to the operator in place of depositing a cash fare in the farebox.

**PEAK** means time periods when transit riding is the heaviest.

**PROJECT** means a task or sets of tasks under-taken in order to accomplish a specified out-come.

**PUBLIC TRANSIT** See Public Transportation.



## GLOSSARY

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**PUBLIC TRANSPORTATION** means mass transportation by bus, rail, or other conveyance that provides service to the general public (not including charter, sightseeing, or exclusive use of school buses) on a regular and continuing basis.

**REPAIR PARTS** means batteries, tires, water pumps, generators, etc. which do not significantly extend the life of a vehicle.

**ROAD RANGERS** is a roadside assistance program for disabled vehicles on interstate four.

**REVENUE** means sources of income used to finance operations.

**ROUTE DEVIATION** means service provided along a designated route under a flexible schedule with designated stops that also provides for door-to-door or stop pick-ups at a limited distance off the designated route.

**SUNRAIL** is a Central Florida passenger rail system serving the City of Orlando, Volusia, Seminole and Orange Counties.

**SUPPLIES** means all tangible personal property other than equipment.

**TDP** means Transit Development Plan.

**URBANIZED AREA** means an area designated by the Bureau of Census meeting certain criteria of population size and contiguity with a population of 50,000 or more.

**VANPOOL** means a group of commuters who share a vanpool vehicle with one or more members as designated drivers driving in exchange for paying no fare or reduced fare and the fares of the remaining members calculated to recover all operating, maintenance and depreciation costs.

**VEHICLE HOUR** means the time of one vehicle's use in transportation service for one hour.

**VEHICLE MILE** means the movement of one vehicle the distance of one mile in transportation service.

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IN MEMORY

James (Jim) E. Harrison  
LYNX Chief Executive Officer