

LYNX[®]

FISCAL YEAR 2022 ANNUAL BUDGET BOOK



LYNX[®]

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

**FISCAL YEAR 2022
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

BOARD OF DIRECTORS

Mayor Buddy Dyer	Chairman , City of Orlando
Mayor Jerry Demings	Vice-Chairman , Orange County
Secretary Jared Perdue	Secretary , FDOT District 5
Commissioner Viviana Janer	Board Member , Osceola County
Commissioner Lee Constantine	Board Member , Seminole County

LYNX EXECUTIVE STAFF

James E. Harrison, ESQ., P.E.	Chief Executive Officer
Leonard Antmann	Chief Financial Officer
Tiffany Homler Hawkins	Chief Administrative Officer
William John Slot	Chief Innovation Officer
Dana Baker	Chief Operations Officer

DEPARTMENT HEADS

Michelle Daley	Director of Finance
Craig Bayard	Director of Information Technology
Jafari Bowden	Interim Director of Safety & Security
Bruce Detweiler	Interim Director of Planning & Development
Elvis Dovalles	Director of Maintenance
Matt Friedman	Director of Marketing Communications
Norm Hickling	Director of Mobility Services
Terri Settington	Director of Human Resources
Vacant	Director of Transportation

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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 2022. The development of the Operating Budget \$175,022,663 and Capital Budget \$86,642,311 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 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, flexible bus, bus rapid transit (BRT), and door-to-door demand response (paratransit) traveling more than 23 million miles.

FY2022 Budget Details

In January 2013, LYNX' Board of Directors formally adopted the "Funding Model" which 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 LYNX revenue in order to determine the local share by funding partner. Continued successful use of the LYNX Funding Model will:

- Provide the necessary local resources to provide continued public transit service;
- Build confidence in LYNX' financial capabilities; and
- Provide 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 FY2022 came in the form of continued management of the pandemic which seems to have hung around longer than early predictions. LYNX ridership continues to remain below Pre-pandemic levels. Additionally, costs associated with labor has also increased, including healthcare cost increases and other employee benefits.

From a long-term perspective, it is crucial that 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. 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.

The Budget in Brief

The Adopted FY2022 budget totals \$261,664,974 (\$175,022,663 for Operating and \$86,642,311 for Capital). This represents an overall decrease of 4% from the FY2021 Amended Budget.

The Operating Budget

The Operating Budget for FY2022 is a balanced budget of \$175,022,663, a decrease of 2% over the FY2021 amended operating budget. During FY2021 and FY2022 LYNX received Federal Operating grants in response to the COVID-19 Pandemic. The overall operating budget has remained very similar to FY2021 as LYNX ridership slowly rebounds from the pandemic.

Federal, State, Local and LYNX-Generated Funding

Federal operating assistance as a result of the remaining ARPA funding is budgeted at approximately \$44 million with State operating assistance budgeted at \$13.6 million. Local operating assistance from the regional partners has remained level since FY2020 at \$71.4M. LYNX expects to generate \$18 million from customer fares.

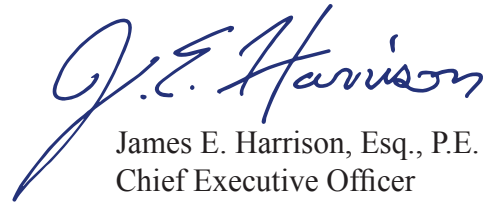
Capital Budget

The Capital Budget is \$86,642,311, which is a 6% decrease from the previous year. Approximately 47% of the approved capital budget for FY2022 includes carryover projects incomplete from FY2021. 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



James E. Harrison, Esq., P.E.
Chief Executive Officer

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HOW TO USE THIS BUDGET DOCUMENT

This section provides an understanding of how the budget document is organized. The following major sections present the details of the LYNX FY2022 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 FY2022 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.

Departmental Budgets

This section provides information about each department of LYNX including detailed descriptions, FY2022 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.

LYNX[®] BOARD OF DIRECTORS



Buddy Dyer
Chair/City of
Orlando Mayor



Jerry Demings
Vice Chair/Orange
County Mayor



Jared Perdue
Secretary/
FDOT District 5
Secretary



Viviana Janer
Osceola County
Commissioner



Lee Constantine
Seminole County
Commissioner

LYNX[®] EXECUTIVE MANAGEMENT



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Chief Executive
Officer



Leonard Antmann
Chief Financial
Officer



Tiffany Homler Hawkins
Chief Administrative
Officer



William John Slot
Chief Innovation
Officer



Dana Baker
Chief Operations
Officer



Michelle Daley
Director of Finance

Orlando Loch Haven Park



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 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 4:15 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.



GENERAL INFORMATION ABOUT LYNX

The departments are the Executive Department, the Finance Department, the Administrative & Support Department, the Innovations Department and the Operations Department.

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.

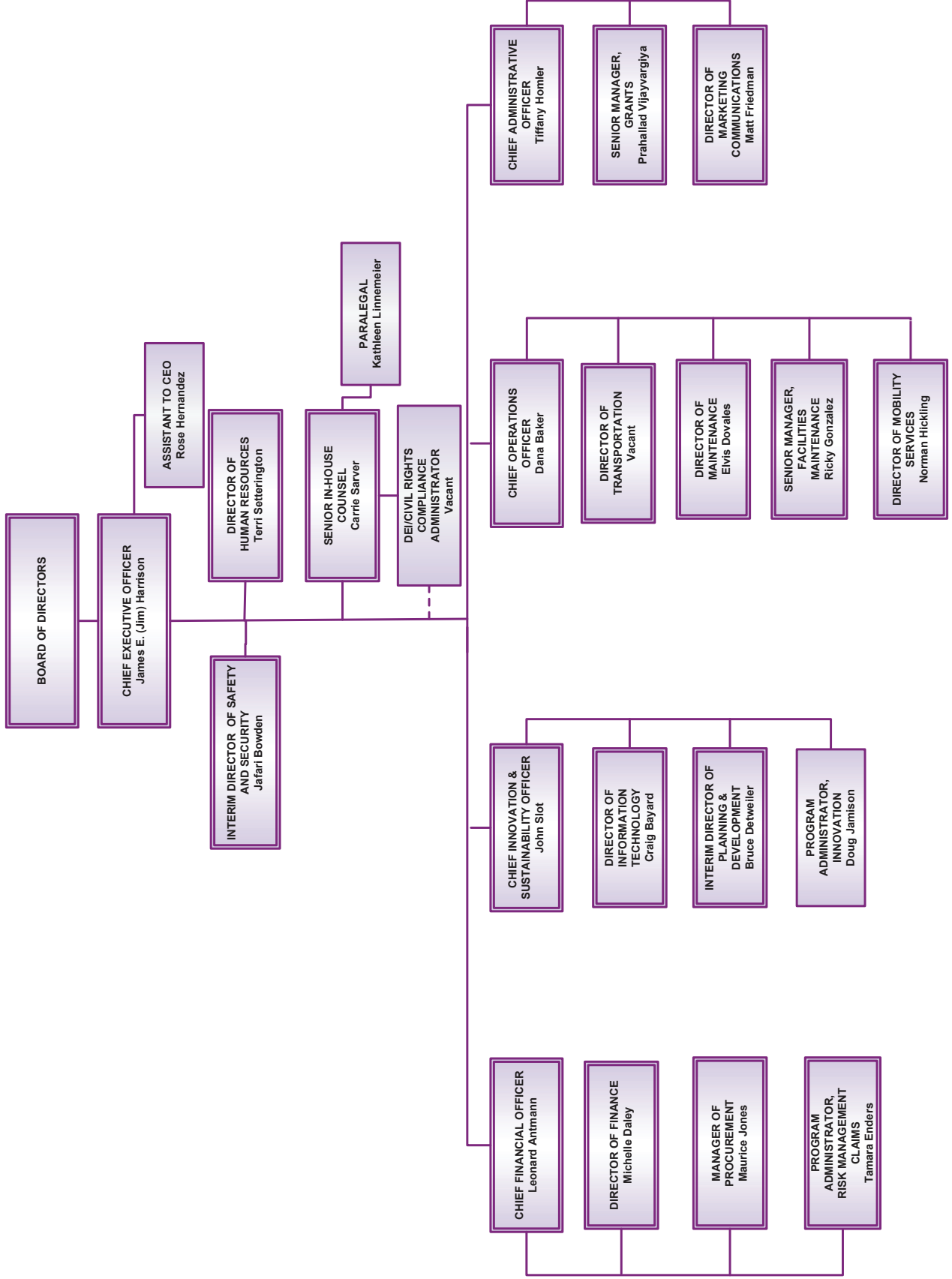
The Administrative & Support Department is made up of the Office of Administration, Government Affairs, Marketing and Grants.

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

The Operations Department is made up of Transportation, Vehicle Maintenance, Access LYNX, Neighborlink, Road Rangers, LYMMO, Safety & Security and Facilities Maintenance.



LYNX ORGANIZATIONAL CHART





STRATEGIC LONG-TERM GOALS AND STRATEGIES

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.*



STRATEGIC LONG-TERM GOALS AND STRATEGIES

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, LYNX and its funding partners have reimagined 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 as well as new zero-emissions fueling infrastructure.

SunRail, the regional commuter rail system, will expand north to DeLand and will reexamine 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. Brightline is also working to connect Orlando to Tampa in the coming decade.

LYNX will revisit its future transit plans with another TDP Major Update covering the period of 2023-2032.



FINANCIAL POLICIES & GOALS

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 is 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 an independent 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 & GOALS

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 farebox. 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.



FINANCIAL POLICIES & GOALS

Financial Goals

In March 2021, LYNX’ staff presented the preliminary FY2022 Operating Budget along with key budget assumptions and goals to LYNX’ Board of Directors. The FY2022 Operating and Capital Budgets were developed based on these assumptions. The financial goals listed below are also based on these assumptions.

FINANCIAL GOALS	
DESCRIPTION	STATUS
Maximize Current Service Levels Through Efficiencies	The heart of LYNX business is the daily transit service provided to our customers. LYNX has implemented efficiency measures and is committed to delivering the best possible service and continuing to seek ways to make service more efficient based on the needs of the community.
Maintain current Preventative Maintenance Funding Level	LYNX continues to implement operating efficiencies in order to maintain preventative maintenance costs in line with federal funding.
Maximize use of Anticipated Advertising Revenue	Advertising revenues are an important additional source of revenue that supports transit operations. Advertisements are placed on LYNX transit vehicles, facilities, shelters and other properties.
Maintain funding based on the regional funding model in total at the FY2021 level	LYNX utilizes a funding model approved by the LYNX board to fairly allocate costs by region. This model will be used to allocate the prorated share of the Funding level by region.
Establish a budget stabilization fund	With the recent pandemic, we received federal stimulus funding to cover operating costs. This will allow us to flex the partner funding to a budget stabilization fund to help with managing budget fluctuations as well as unforeseen spikes in expenditures.
Savings through Fuel Hedging	In FY2011, LYNX entered into fuel hedge swap agreements to curtail the impact of fuel price fluctuations in an effort to stabilize the fuel budget with regard to diesel and unleaded fuel purchases. In FY2022 LYNX will continue fuel hedging for Diesel and Gasoline.
Negotiating a Fair Union Contract that Maintains Projected Budgetary estimates	Union Contract negotiations are also a challenge for LYNX budget. These negotiations could potentially increase operating expenses for salaries, wages and fringe. LYNX staff makes every effort to negotiate a fair union contract that maintains projected budgetary estimates.



DEBT MANAGEMENT

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

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, 2021 and ends September 30, 2022.

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

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 Timetable for a detailed description 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 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. Intradepartmental budget transfers or transfers between major categories, e.g., personnel services, services, materials and supplies, etc., may be implemented with the approval of the Executive Director or his designee.

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

FY2022 Budget Preparation Process

At the end of January, the Finance & Audit Committee were presented with the following FY2022 key budget development assumptions to endorse:

- Maintain 2021 level of service
- No Increase in headcount
- FY2022 funding based on the adopted LYNX Funding Model
- Continue to maintain and replace the current fleet as necessary
- Continued response to CDC requirements

Operating:

- FY2022 operating budget request were direct 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 costing greater than \$300 were evaluated for capital.
- 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 indicate 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

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 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 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

With its authority and 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 implements its public involvement program by utilizing continuous communication and various outreach techniques appropriate to the proposed action to be taken and the public groups to be affected. In accordance with the Public Participation Program Policy and Public Participation Program Operating Procedures, these administrative operating procedures have been developed to ensure proper public input to the development and implementation of LYNX services. Public



BUDGET PHILOSOPHY AND PROCESS

comments on LYNX activities will be considered in their entirety and will be packaged for the LYNX Board of Directors and presented by staff at regularly scheduled LYNX Board of Directors meeting prior to implementation of any action.

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 department's 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 completed Budget Amendment form 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 and keep a copy of submitted and approved budget amendments on file.



TIMETABLE FOR FY2022 BUDGET PREPARATION

November 1, 2020	Budget System Active
November 20, 2020	FY2022 Budget Kick Off <ul style="list-style-type: none"> • Instructional Memo & forms sent to departments
December 20, 2020	Draft Budget completed by Department
January 6 – 17, 2021	FY2022 Departmental Budget Meetings Scheduled <ul style="list-style-type: none"> • Discuss budget request(s) and justifications, if necessary. • The following information needs to be developed: <ol style="list-style-type: none"> (1) Line-Item Budget Request entered into budget software (2) Position Modifications or Request form submitted to Human Resources (HR) by January 4, 2021 (3) Project/Grant Development Summary Form for any grant funded operating projects (typically studies) (4) LYNX Technology Acquisition Request Form for Review (5) Departmental Strategic Plan Mission, Goals, Objectives, and Performance Measures
January 21, 2021	Finance Committee Meeting – Discussion regarding Budget assumptions
January 22, 2021	Additional departmental meetings with CEO, CFO and Director of Finance (if necessary)
January 27, 2021	Preliminary Operating Budget finalized in system
January 29, 2021	Finance department budget review meeting with CEO and CFO to discuss Operating Budget submittals and Revenue Assumption.
February 1, 2021	Department Capital Budget Requests due to Finance
February 18, 2021	Finalize Finance & Audit Committee Items/Presentations (Present Final Budget Assumptions)
February 25, 2021	Finalize Board Items/Presentations (Present Final Budget Assumptions)



TIMETABLE FOR FY2022 BUDGET PREPARATION

March 11, 2021	Finance & Audit Committee Meeting <ul style="list-style-type: none"> • Present FY2022 Preliminary Operating Budget • Present FY2021 Amended Operating Budget (if necessary) • Present FY2021 Amended Capital Budget (if necessary)
March 25, 2021	Board Meeting – Discuss FY2022 Preliminary Operating Budget and FY2021 Budget Amendment
March 29 – April 13, 2021	Departmental Capital Budget Meetings
June 17, 2021	Finalize Finance & Audit Committee Items/Presentation
July 15, 2021	Finance & Audit Meeting to review FY2022 Preliminary Capital Budget
July – August 2021	Budget presentations to funding partners
August 2021	Finalize Board items and presentation for FY2022 Operating and Capital Budget
September 13, 2021	Finalize Finance & Audit Committee Items/Presentation
September 15, 2021	Finalize Board Items/Presentations
September 16, 2021	Finance & Audit Committee Meeting to review FY2022 final Operating and Capital Budgets
September 23, 2021	Board Meeting to request approval of the FY2022 Operating and Capital Budget.
October 1, 2021	FY 2022 Budget Commences



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 the premier tourist destination of the world. This area is home to numerous

tourist attractions such as Walt Disney World, Universal Studios, and SeaWorld. It is also home to two major league teams – NBA’s Orlando Magic and Major League Soccer’s (MLS) Orlando City Lions and Orlando Pride as well as the 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, Central Florida hosts many conventions utilizing some of the bigger hotels in the country and America’s second largest convention center. The University of Central Florida, the nation’s second largest university 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 that has expanded enormously. 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 Central Florida one of the fastest growing high technology centers in the nation.

Consistently ranked as one of the best areas in which to live and work by business publications such as Fortune and Inc., Central Florida offers one of the most moderate cost of living indices in the country. As of 2021, Central Florida 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. This growth has continued even through the COVID-19 pandemic. The relative affordability of Central Florida when compared with other metropolitan regions around the county has resulted in a large share of the domestic migration. So, while the primary industry in the region, tourism, saw a pause due to the pandemic, the region is quickly rebounding economically and has not slowed down relative to population growth.

Orange County

Orange County’s economy and job market continues to thrive. Major international companies such as the Walt Disney Company, Lockheed Martin, Siemens Energy, Darden Restaurants, Deloitte, and Tupperware Brands Corp., have a presence in Orlando. Orlando is also a top location for entrepreneurs. The region has a long history of entrepreneurial activity and is home to unique resources such as the National Entrepreneur Center (one of only two such centers in the nation), the University of Central Florida Business Incubation Program and Rollins College Center for Advanced Entrepreneurship.



THE ECONOMY AND CENTRAL FLORIDA

Seminole County

Seminole County is a hotbed for high tech and other industry growth. With a business climate that has fostered quality development, this county has become home to a plethora of equally dynamic corporations. Industry growth in Seminole County has taken several forms.

Most notable is the establishment of corporate headquarters, such as American Automobile Association (AAA), Mitsubishi-Hitachi 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 county's public-school system is rated among the highest in the state, and the median household effective buying income is the highest in the region.

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. 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, BRIDG, 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.

Transportation

With an estimated 75 million visitors a year, prior to the COVID-19 pandemic, Orlando has perfected the art of getting to and from here and is easily accessible to the entire globe. The region is home to three international airports, including Orlando International

Airport which is the third largest origin and destination airport in the U.S.

Port Canaveral and 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, runs 49 miles from Volusia to Orange County and will eventually connect 61 miles into Osceola County. Also forthcoming is the Brightline train connecting Miami to Orlando.

The new option in urban transit for area residents is redefining local transportation and spurring development along the corridor. SunRail also allows businesses and research and education centers to tap into geographically broader talent pools. LYNX continues to provide an array of public transit options to respond to the wide-range of transportation needs.

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.

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 2017	FY 2018	FY 2019	FY 2020
Transit Service Demand				
Ridership (All Services)	24,845,029	24,126,901	23,089,017	16,775,803
Annual Passenger Miles	141,865,116	137,523,336	118,908,438	86,395,385
Passenger Trips per Revenue Hour	22.1	21.3	20.4	15.8
Passenger Trip per Revenue Mile	1.64	1.59	1.52	1.17
Peak/Off-Peak Characteristics				
Peak Period Vehicles	259	260	255	255
Total Vehicles	322	306	308	306
Transit Service Supply				
Annual Vehicle Miles	17,065,204	16,920,930	17,006,547	16,062,984
Annual Vehicle Revenue Miles	15,111,138	15,185,974	15,181,428	14,326,496
Annual Vehicle Revenue Hours	1,126,406	1,130,905	1,131,724	1,058,545
Directional Route Miles	1,464	1,411	1,433	1,337
Transit Operational Service				
Operating Expenses	105,206,408	103,283,186	107,558,165	112,189,385
Capital Expenditures	25,236,924	9,666,270	17,902,503	25,110,987
Operating Revenue	39,307,646	39,792,190	39,149,551	28,909,667
Passenger Fare Revenue	23,076,251	21,934,879	21,397,790	10,769,417

Source: Information provided to the Transportation Commission



FAST FACTS

FOUNDED:	<p>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.</p>
AREA SERVED:	<p>Orange, Seminole and Osceola counties; an area of approximately 2,500 square miles with a resident population of more than 2 million people. Small portions of Polk and Lake counties are served as well.</p>
FLEET SIZE:	<p>289 air-conditioned coaches for fixed route.</p>
DAILY SERVICE:	<ul style="list-style-type: none"> ○ 68 routes, called “Links” serve the tri-county area. ○ Earliest service begins at 3:50 a.m. ○ Last bus leaves downtown at 12:15 a.m./Overall 3:00 a.m. ○ Peak frequency is every 15 minutes on heavily used links. ○ Average frequency in urban areas is every 30 minutes. ○ Outlying areas receive hourly service. ○ Over 50% of our ridership occurs on routes serving major tourism destinations.
SERVICES:	<ul style="list-style-type: none"> • Fixed Route - Bus service seven days a week and on holidays. • LYMMO - Fare Free downtown circulator (a transportation partnership with the city of Orlando). • Kissimmee Connector - Fare Free circulator in Downtown Kissimmee. • Vanpool - Commuter services for which LYNX provides the vans. • FastLink - Limited stop service designed to provide a quicker trip along a specific corridor • ACCESS LYNX - Door-to-door paratransit van service for qualified individuals who cannot access other modes of transportation. • Road Rangers - Presented by State Farm - Roadside assistance program for disabled vehicles on I-4. • NeighborLink - 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. • Connections to major community events.
RIDERSHIP:	<p>More than 79,000 rides provided each weekday Pre-pandemic Post pandemic 44,000 rides provided each weekday</p>
MILES TRAVELED:	<p>More than 23 million vehicle miles traveled annually.</p>



FAST FACTS

FUEL USED:	<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 43% 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 took delivery of its first electric bus from Proterra, Inc. in October 2020. Seven (7) additional buses were delivered during early 2021.</p>																																															
HOURS	<p><u>Customer Service</u></p> <p>Monday - Friday Saturday Sunday</p> <p><u>Bus Service</u></p> <p>Monday - Friday Saturday Sunday</p>	<p>407-841-LYNX (5969)</p> <p>6:30 AM - 8.00 PM 7:30 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>																																														
FARES:	<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="20" style="vertical-align: top;">Fixed Route</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> <tr> <td>Express Daily</td> <td style="text-align: right;">\$6.50</td> </tr> <tr> <td>Express Daily Discount</td> <td style="text-align: right;">\$3.25</td> </tr> <tr> <td>Express 7-Day</td> <td style="text-align: right;">\$23.00</td> </tr> <tr> <td>Express 7-Day Discount</td> <td style="text-align: right;">\$11.50</td> </tr> </tbody> </table>		Service	LYNX Fare Structure Fare Type	Fare	Fixed Route	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	Express Daily	\$6.50	Express Daily Discount	\$3.25	Express 7-Day	\$23.00	Express 7-Day Discount	\$11.50
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FAST FACTS

(Continued from previous page)		
	Express 30-Day	\$70.00
	Express 30-Day Discount	\$35.00
	Stored Value Discount Card	10%
LYMMO & Kissimmee Connector (Link 709)	Single Ride	Free
Special Events	Shuttle – Single Ride	Determined Per Event
ACCESS LYNX	ADA Fare (Inside ¾ mile radius)	\$4.00
	ADA Fare (Outside ¾ 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

NOTABLE: 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.

LYNX Marketing won two first-place FPTA awards in 2021. The team also won awards 16 out of the last 17 years.

LYNX Marketing won APTA Awards in 2019, 2018, 2017, 2015 and 2014.

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 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.



FAST FACTS

(Continued from previous page)

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

In the last five years, LYNX ridership has declined by 34.9%. Annual system-wide ridership in 2016 was 27,368,035. By 2020 the ridership had decreased to 17,804,889 riders per year. 2020 experienced a significant decline in ridership due to COVID-19. Ridership began to decrease in March 2020 and remained at levels that were below the normal levels through the remainder of the fiscal year.

SunRail, Central Florida's commuter rail system, started service on May 1, 2014 and its ridership has 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 FY2018 and FY2019. One influencing factor is that a number of LYNX riders switched over to SunRail for at least a portion of their daily commute. During FY2020, ridership was trending upward, but has decreased due to COVID-19 pandemic.

Total LYNX system-wide ridership for period of October 2019 through September 2020 is 17,804,889. This reduction in ridership was expected due to the COVID-19 pandemic. LYNX was trending up with ridership growth this year in the service it provides through Vanpool, NeighborLink, and ACCESS LYNX, but COVID-19 caused an overall reduction in that ridership.

As LYNX begins a new fiscal year, the October 2020 and November 2020 ridership numbers show the continued influence of the COVID-19 pandemic on the demand for transit with a slow incremental return of ridership month over month.



SERVICE PERFORMANCE MEASURES

September 2020 Service Performance Report

RIDERSHIP

Total Ridership by Mode						
	Sep-19	Sep-20	% Δ	YTD-19	YTD-20	% Δ
LYMMO	61,170	43,379	-29.1%	984,778	575,497	-41.6%
Fixed Route	2,561,966	959,840	-62.5%	22,821,804	16,201,034	-29.0%
NeighborLink	10,593	5,926	-44.1%	141,894	96,160	-32.2%
ACCESS LYNX	58,224	41,321	-29.0%	749,713	598,166	-20.2%
Vanpool	35,178	29,185	-17.0%	434,265	334,032	-23.1%
Special Events	0	0	N/A	25,894	27,215	5.1%
SYSTEM TOTAL	2,727,131	1,079,651	-60.4%	25,158,348	17,832,104	-29.1%

LYNX ridership decreased by 1.6M, or 60.4%, compared to September 2019. System-wide average weekday riders decreased by 23.6% year-to-date.

LYMMO ridership decreased by about 18K, or 29.1%, compared to September 2019. Average weekday ridership for LYMMO was down 11.4% in September 2020. Ridership decrease is attributed the COVID-19 pandemic.

Fixed Route ridership decreased by 1.6M, or 62.5%, compared to September 2019. Average daily ridership decreased by 23.2% compared to the same time period last year. The COVID-19 pandemic is responsible for decreases in ridership.

NeighborLink ridership decreased by about 4K, or 44.1%, compared to September 2019. This is primarily due to the COVID-19 pandemic.

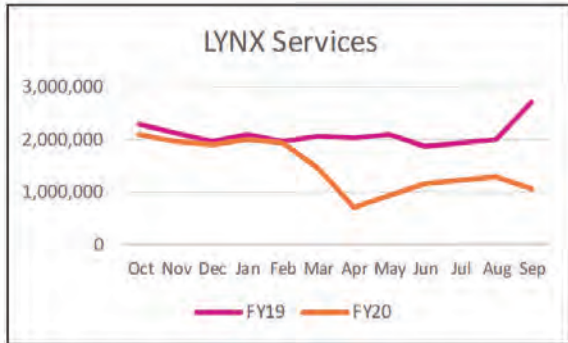
ACCESS LYNX ridership decreased by 17K, or 29.0% when compared to September 2019. COVID-19 is responsible for a decrease in ridership.

Vanpool ridership decreased by 6K, or 17.0%, compared to September 2019. COVID-19 is responsible for a decrease in ridership.

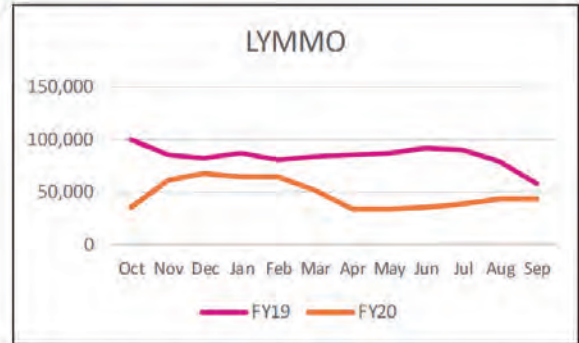


SERVICE PERFORMANCE MEASURES

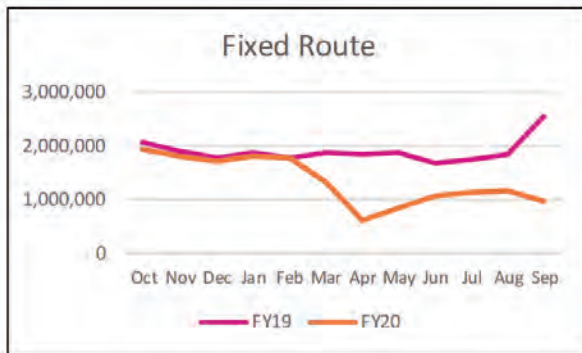
MONTHLY RIDERSHIP TRENDS BY MODE



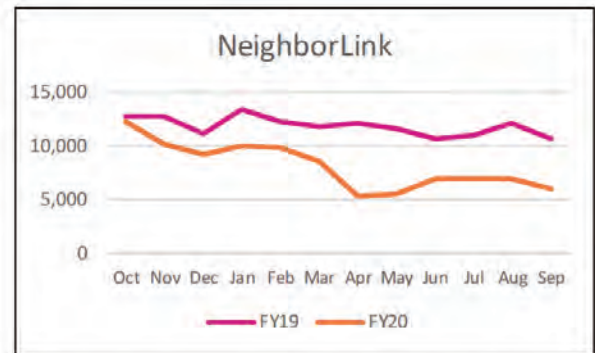
LYNX ridership decreased by 60.4% compared to the same time last year. Average weekday riders decreased by 23.6%.



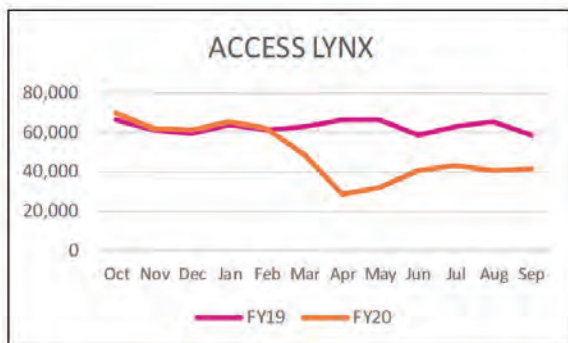
LYMMO ridership decreased by 29.1% compared to the same time last year. Average weekday riders increased by 11.4%.



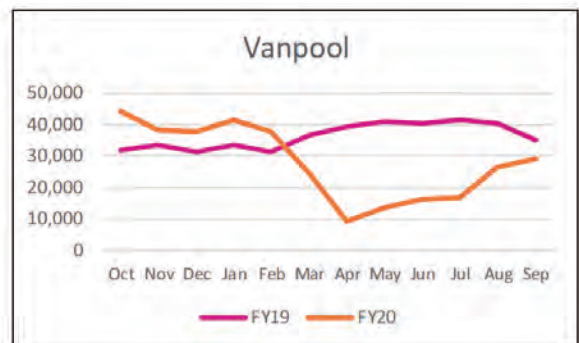
Fixed route ridership decreased 62.5% compared to September 2019. Average weekday riders decreased by 23.2%.



NeighborLink ridership decreased 44.1% compared to September 2019. Average daily riders also decreased by 44.1%.



ACCESS LYNX saw a 29.0% decrease over last year. Average daily riders decreased by 30.7%.



Vanpool ridership decreased by 17.0% compared to September 2019. Average daily riders decreased by 30.5%.



SERVICE PERFORMANCE MEASURES

FY21 Monthly Modal Performance Data Sheet - September 2021

Month End Reporting	Ridership	Passengers 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
LYMMO										
Oct	42,383	5	89%	Not Applicable	1	0.17	9,320	100%	16	100%
Nov	36,616	4	89%		0	0.14	8,780	100%	16	100%
Dec	38,943	4	88%		1	0.10	9,310	100%	15	99.6%
Jan	35,376	4	88%		0	0.28	8,962	100%	17	100%
Feb	33,198	4	87%		1	0.18	8,436	100%	23	98%
Mar	35,671	4	86%		0	0.11	9,489	100%	23	100%
Apr	33,303	4	87%		0	0.12	9,138	100%	23	99%
May	38,211	4	88%		0	0.13	9,141	100%	23	88%
Jun	42,337	5	86%		0	0.09	8,052	100%	23	89%
Jul	42,303	5	81%		0	0.11	9,141	100%	23	70%
Aug	38,841	4	82%		0	0.07	9,310	100%	16	100%
Sep	39,360	4	84%		0	0.08	8,959	100%	16	100%
YTD	456,542	4	86.3%	3	0.13	108,038	100%	20	95%	
Fixed Route										
Oct	1,041,411	12	79%	11%	8	0.17	90,806	99%	278	100%
Nov	954,102	11	79%	11%	4	0.14	84,956	99%	282	100%
Dec	1,008,216	11	79%	12%	6	0.10	90,500	99%	290	99.6%
Jan	984,743	11	81%	11%	5	0.28	89,308	99%	299	100%
Feb	955,250	12	80%	13%	10	0.18	83,300	99%	296	98%
Mar	1,120,119	12	79%	11%	13	0.11	93,197	99%	296	100%
Apr	1,101,723	12	78%	13%	9	0.12	89,898	98%	292	99%
May	1,138,703	13	79%	15%	6	0.13	90,929	98%	279	88%
Jun	1,075,408	12	78%	12%	3	0.09	89,308	98%	283	89%
Jul	1,106,300	12	77%	12%	11	0.11	94,474	96%	286	70%
Aug	1,167,757	14	76%	14%	6	0.07	88,793	94%	282	100%
Sep	1,151,256	14	76%	14%	2	0.08	85,589	96%	284	100%
YTD	12,804,988	12	78.2%	12%	83	0.13	1,071,058	98%	287	95%



SERVICE PERFORMANCE MEASURES

FY21 Monthly Modal Performance Data Sheet - September 2021

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
NeighborLink							
Oct	6,128	100%	100%	0	5.4	91%	100%
Nov	5,325	100%	100%	0	2.1	87%	98%
Dec	5,836	100%	100%	0	5.1	83%	97%
Jan	6,012	100%	100%	0	7.3	90%	98%
Feb	5,908	100%	100%	0	5.4	84%	100%
Mar	6,738	100%	100%	0	4.8	85%	100%
Apr	6,625	100%	100%	0	4.9	96%	99%
May	6,086	100%	100%	0	5.5	97%	100%
Jun	6,598	100%	100%	0	5.1	99%	100%
Jul	6,391	100%	100%	0	6.7	97%	100%
Aug	6,674	100%	100%	0	3.4	97%	100%
Sep	6,832	100%	100%	0	5.2	99%	100%
YTD	75,153	100%	100%	0	5.1	92%	99%
ACCESS LYNX							
Oct	42,724	93.06%	99.75%	0	1.7	85%	100%
Nov	13,731	89.94%	99.89%	1	2.7	86%	98%
Dec	41,273	91.87%	99.77%	1	3.1	90%	97%
Jan	37,888	91.92%	99.83%	0	2.2	90%	98%
Feb	39,370	88.74%	99.83%	1	3.9	90%	100%
Mar	47,277	81.76%	99.81%	0	8.2	90%	100%
Apr	47,452	77.73%	99.83%	2	6.5	87%	99%
May	43,790	71.46%	99.87%	0	9.5	87%	100%
Jun	46,119	66.47%	99.98%	0	12.3	89%	100%
Jul	44,063	66.06%	99.77%	2	12.8	90%	100%
Aug	42,523	57.09%	99.79%	1	14.5	89%	100%
Sep	42,698	64.92%	99.76%	0	13.2	87%	100%
YTD	488,908	78.42%	99.82%	8	7.5	88%	99%



ACCOMPLISHMENTS AND HIGHLIGHTS

LYNX' accomplishments from October 1, 2020 through September 30, 2021.

Ridership and Service Initiatives

In response to the State of Emergency declared for the state of Florida (March 9, 2020) and to the stay at home orders enacted in Orange and Osceola County (March 26, 2020), LYNX implemented a reduced service schedule in April of FY2020.

- The reduced service schedule implemented a Sunday schedule for seven days a week, included free fare for riders and enforced rear door boarding for the safety of riders and bus operators.
- The week of April 12, 2020 was the lowest ridership seen in comparison to 2019, where ridership was down 70% compared to the previous year.
- LYNX resumed normal weekday and Saturday service for most routes on May 11, 2020.
 - ◊ Disney 300 routes remained suspended as the Disney theme parks were not proposed to open until mid-July.

LYNX' Service Planning Division implemented daily monitoring of COVID-19 related ridership trends and continues to monitor and report today.

Beginning September 1, 2020, LYNX resumed fare collection on all services (Fixed Route, NeighborLink, and ACCESS LYNX) while continuing social distancing measures on all vehicles. In January 2021, President Joe Biden signed an executive order announcing a federal mask mandate across all public transportation systems to mitigate the risk of COVID-19. The Transportation Security Administration implemented a security directive sooner after, applying to all riders of railroads, intercity bus service, and public transportation.

LYNX initiates service changes to improve system-wide efficiency three times each calendar year. During the review period for this update, there were three service changes that went into effect on December 13, 2020, April 25, 2021, and August 22, 2021.

Operations, Maintenance & Administration

Mobility Services

Over the last year while providing transportation services during the COVID-19 Pandemic, LYNX staff implemented policies and procedures quickly in response to the needs resulting from the pandemic. ACCESS LYNX provided special COVID-19 quarantine trips in support of the Florida Department of Transportation (FDOT) to transport passengers to residences throughout state. 600 trips to vaccination sites were provided within the service area, including the Orange County Convention Center, Osceola County vaccination site, and the Valencia College West Campus. Additional accomplishments include:



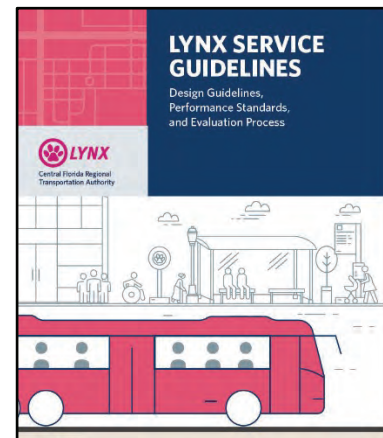
ACCOMPLISHMENTS AND HIGHLIGHTS

- Loaned two paratransit vehicles to Orange County Emergency Medical Services for transport of individuals requiring COVID-19 testing trips.
- Assisted with manpower for 100% bus fleet sanitization.
- Provided 20 paratransit vehicles and operators for strategic bus standby in support of transportation fixed routes.
- Established separate contract agreements for specialized COVID-19 testing trips for both Access LYNX clients and Emergency Operations Center requests.
- Developed process to transport COVID-19 positive unhoused population to rehabilitation facilities.
- Developed Standard Operating Procedures to facilitate COVID-19 trips in cooperation with dialysis center located in the service area, and supported employees at Advent Health and Orlando Health facilities
- Transitioning LYNX' inbound call center operation to 100% remote model allowing the Authority not only to maximize employee productivity, but also promote a safe and healthy work environment for staff during uncertain times.
- Implementing a new call center phone platform; increasing overall customer satisfaction and decreasing call waiting hold times.

LYNX Service Guidelines

In FY2021, LYNX completed the development of Service Guidelines to supplement the development of Future Transit Plans. These Service Guidelines have been created to guide the development of public transportation services in the Orlando metropolitan area into the future and document best practices in evaluating services consistently to better optimize services LYNX provides. LYNX Service Guidelines consists of the following sections:

1. Service Design Guidelines: Covers technical best practices for determining route alignments and building public schedules for all transit services.
2. Evaluation Metrics: Outlines the importance of performance metrics.
3. Service Change Process: Describes how to apply the guidelines and evaluation tools shared in the aforementioned sections.





ACCOMPLISHMENTS AND HIGHLIGHTS

Vehicle Fleet and Technology

By operating alternative fuel vehicles, LYNX has furthered its sustainability goals. LYNX continues to diversify its fleet by purchasing 35 Gillig, Compressed Natural Gas (CNG) buses. In addition,



LYNX has procured eight (8) battery electric buses from Proterra, Inc. during FY2020/21 in support of the City of Orlando's goal to transition the LYMMO fleet to no emissions vehicles. These vehicles entered the LYMMO service in downtown Orlando in December 2020. An additional six (6) battery electric buses are planned to be procured during FY2021/22 to finish the transition of LYMMO by summer 2022. LYNX has also worked with the Orlando Utilities

Commission (OUC) to install a charging station at the LYNX Operations Center (LOC) that will be capable of charging the full electric bus LYMMO fleet.

In May 2021, LYNX, the City of Orlando, and MetroPlan Orlando completed a Concept of Operations for the future introduction of Automated Vehicles into transit services. A guiding principle was that Automated Vehicles need to be able to provide transit services to all passengers and meet the requirements of the provision of transit service, not changing transit services and passenger expectations to meet the capabilities of Automated Vehicles. A series of technical memorandums were completed in FY2020 which collectively form the base for the Concept of Operations. The stakeholders were engaged along with surveys and outreach to the public and other regional stakeholders during the development of these documents. These documents were then used to develop the Concept of Operations, delivered in December 2021.

The Concept of Operations provides the details on the anticipated scope and vision for the longer-term incorporation of Automated Vehicles in LYNX transit services, details the operating requirements for the technology, and helps LYNX and its funding partners understand the current state of the technology and any potential barriers. The study also provided a financial analysis of potential costs and funding sources, and a draft scope of services that can be used for a future demonstration of the technology. This information will assist LYNX and its funding partners in introducing the technology as it develops and becomes available for transit services.

During the past year, LYNX installed automatic passenger counters (APCs) on 100% of its fixed-route fleet. The agency also installed new fareboxes, capable of tap-and-pay fares, on 100% of the fixed-route fleet. Further supporting operations, LYNX implemented a single CAD/AVL system through which Operations and Dispatch can track vehicles from one system, instead of two.



ACCOMPLISHMENTS AND HIGHLIGHTS

Lastly, ACCESS LYNX upgraded its fleet by procuring 63 vehicles and 15 new NeighborLink micro-transit vehicles; replacing the entire fleet.

Vanpool

LYNX coordinates with our contractor, Enterprise, to operate the Vanpool program through maximizing participation and growth. 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 ride share 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. LYNX is excited to meet the increased demand and grow the number of actively operating Vanpools during FY2021.

As of September 30, 2020, LYNX Vanpool accounts for 3,546 work trips per week and 160 vehicles in service. LYNX' system was responsible for 1,687,815 revenue miles in FY2020.



Human Resources

During this period of the TDP, 594 new employees joined the LYNX family. Many were hired to perform direct-service responsibilities such as fixed-route and paratransit operators, facilities and maintenance, and bus safety and security. As LYNX' family continues to grow, so too has the need for employee assistance programs (EAP). The utilization of the LYNX employee assistance program reached an average of 12.80% in fiscal year 2020. LYNX switched EAP providers between Q3 & Q4 of 2020, and EAP services are now provided by ComPsych.

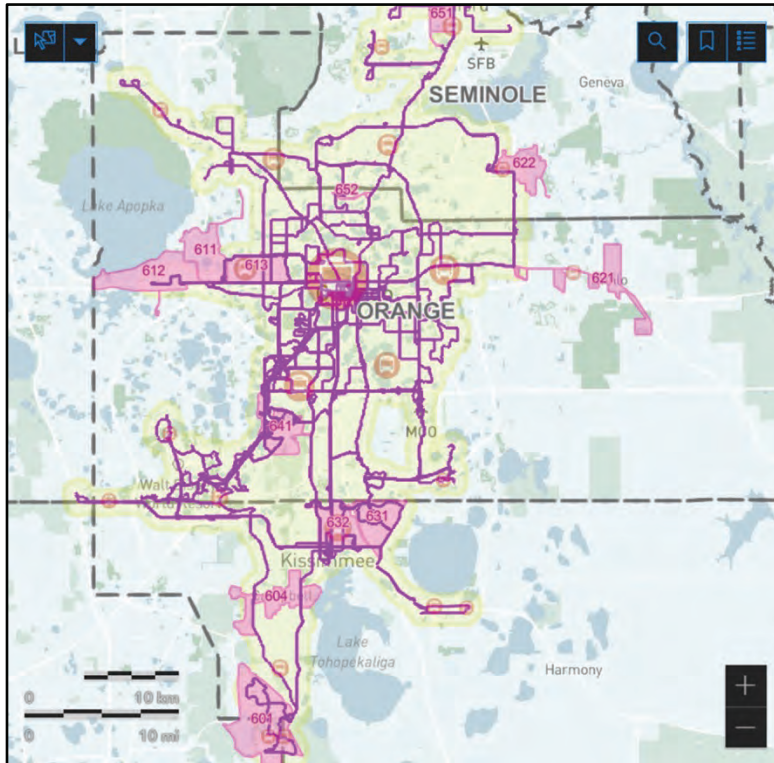


ACCOMPLISHMENTS AND HIGHLIGHTS

GIS/GTFS

During FY2020/21, LYNX launched its refreshed Geographical Information Systems (GIS) Home site to improve efficiencies and support. Through existing technology contracts, the agency retooled data visualizations and access to its service schedule and ridership metrics. The site offers adaptive map visualizations and a centralized data repository, serving as a conduit to its spatial information.

LYNX customer call center leverages the “Mobility and Trips Service” dashboard for quick access to transit service information. The application integrates familiar functionalities currently on GoLYNX home website and mobile platforms; Google transit, DoubleMap’s live bus tracker, and paratransit (ACCESS LYNX) ride tracker. The call center routinely orients transit customers to fixed route information, schedule eligible



paratransit trips, track and monitor scheduled trips from a single-start application. The “Mobility and Trips Service” dashboard offers customer care representatives glanceable information with prominent icons providing ability to navigate the information expeditiously.

LYNX funding partners and regional working group members are provided mapping visuals in two map-applications. The “Ridership Metrics” dashboard provides stop level drill-down ridership metrics. The “Tri-County Metrics” dashboard provides ridership overview at municipal and district levels. The applications are publicly available promoting a uniform information delivery.



ACCOMPLISHMENTS AND HIGHLIGHTS

LYNX' GIS Home site additionally hosts the General Transit Feed Specification (GTFS) file for static and real-time (GTFS-RT) service schedule. Application developers are served by a centralized location for resource documentation and guides, respectively. Additionally, developers are now empowered the ability to display accessible service stops in their application products. The feature enhances rider's awareness to available amenities. The GTFS-RT feed transmits route timeliness and deviations allowing riders the ability to adjust their travel in dynamic conditions.

LYNX' GIS Home site continues portal development concurrent with periodic mapping updates. Additional application roll outs are planned for summer of 2021: retooling customer care applications to ingest GTFS-RT and GIS screening tools for demographic and temporal analysis.

Transit Asset Management (TAM)

LYNX updated its Transit Asset Management (TAM) Plan. The TAM Plan outlines the processes for addressing asset management policy and goals and supports planning, budgeting, and communications. Some of the elements of the TAM Plan include an inventory of the assets and conditions, process or tools for prioritization, and a listing of prioritized investments to manage the State of Good Repair of capital assets.

I-Drive Transit Feasibility and Alternative Technology Assessment

The I-Drive Transit Feasibility and Alternative Technology Assessment (TFATA) study evaluated viable alternatives to improve mobility in the I-Drive District. The study recommended premium bus service operating on I-Drive from Sand Lake Road to Sea Harbor Drive including a spur on Destination Parkway, with 11 transit stations. The service would operate within designated transit lanes (northbound and southbound) and in the curbside mixed traffic lane on Destination Parkway and on I-Drive south from Destination Parkway to Sea Harbor Drive as well as on Sea Harbor Drive to the proposed south end terminus stop near SeaWorld.

Orange County will serve as project sponsor/lead agency and may contract with LYNX to operate the service. The transit service will operate from 6:00AM to 1:00AM daily, seven days per week with 10-minute headways all day. The operating plan includes a total fleet of 10 premium bus vehicles.

Altamonte Springs AV Study

The City of Altamonte Springs has proposed an AV shuttle project which will provide a key connection from the Altamonte Springs SunRail station to large employment centers (including the Altamonte Mall and the AdventHealth Campus). The 4.4-mile overall route would connect existing and proposed urban infill redevelopment of over 6,000 multi-family units, nearly 6 million sq. ft. of retail, office, and medical uses, 277 hotel rooms, 550 hospital beds and the Cranes Roost event venue. The proposed AV shuttles are smaller vehicles which allow for more flexible travel than a traditional fixed route and can offer "front door" drop off and pick up services. FDOT has already invested 2.5 million of Transportation Regional Incentive Program (TRIP) for construction of the



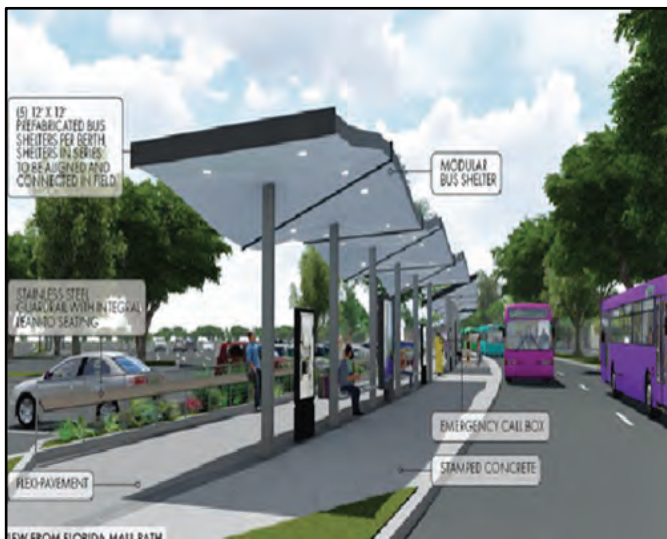
ACCOMPLISHMENTS AND HIGHLIGHTS

Southern Operations and Maintenance Facility

2017-2018 LYNX' Major Transit Development Plan (TDP) update and annual 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.

In June, 2020, LYNX completed a Southern Operations facility requirements report that identified the necessary blueprint to accommodate not only existing needs, but also planned transit network expansion, as contained in the TDP and the Orange, Osceola and Seminole County Transit Plans. As a result, on April 19, 2021 LYNX published an RFP seeking a consultant with transit facility planning and engineering experience to provide assistance in identification and selection of suitable sites for the development of a transit operations, maintenance and storage facility.

Florida Mall SuperStop



- Project is currently in the process of going out to bid.
- Awarding of the project is anticipated to occur in Summer 2021
- Construction anticipated to be completed approximately 9 months from bid issuance.

Rosemont SuperStop



- Project is currently under construction and expected to be completed in the late summer, early fall of 2021.



ACCOMPLISHMENTS AND HIGHLIGHTS

Safety & Security

The LYNX Safety and Security Department oversaw two important projects in the last year. As LYNX is a key member in the region's emergency response process, a new Emergency Operations Center (EOC) was constructed. Staff will now have a modern space in which they can successfully complete their role in the region's emergency response. Second, the Safety and Security team completed the latest version of LYNX' Continuity of Operations Plan (COOP); laying out how LYNX will safely continue providing services should there be an event that interrupts normal operations.

Covid-19 Response

In FY2020, LYNX and the rest of world experienced the impacts of the global pandemic COVID-19. Due to the nature of this virus, LYNX needed to be diligent about making dire changes in service as well as the work environment to prioritize the safety of both the riders using our service and LYNX employees.

LYNX' commitment to safety continued in FY2021 with senior management and the direction from the Governing Board, emphasized the safety, health, and well-being of staff and the traveling public by dispersing free personal protective equipment (PPE) for those riding the system during 2020. The Authority installed permanent plexiglass driver protection safeguards to maintain social distancing and protect staff from both COVID-19 transmission and in rare instances, physical harm.

Other significant measures taken by LYNX staff included: disinfecting buses with CDC-recommended chemicals on a daily basis, enacting revenue vehicle capacity limitations to minimize rider social contact, creating educational awareness material emphasizing COVID-19 safety precautions, and ensuring all staffed facilities undergo enhanced sanitizing frequently.

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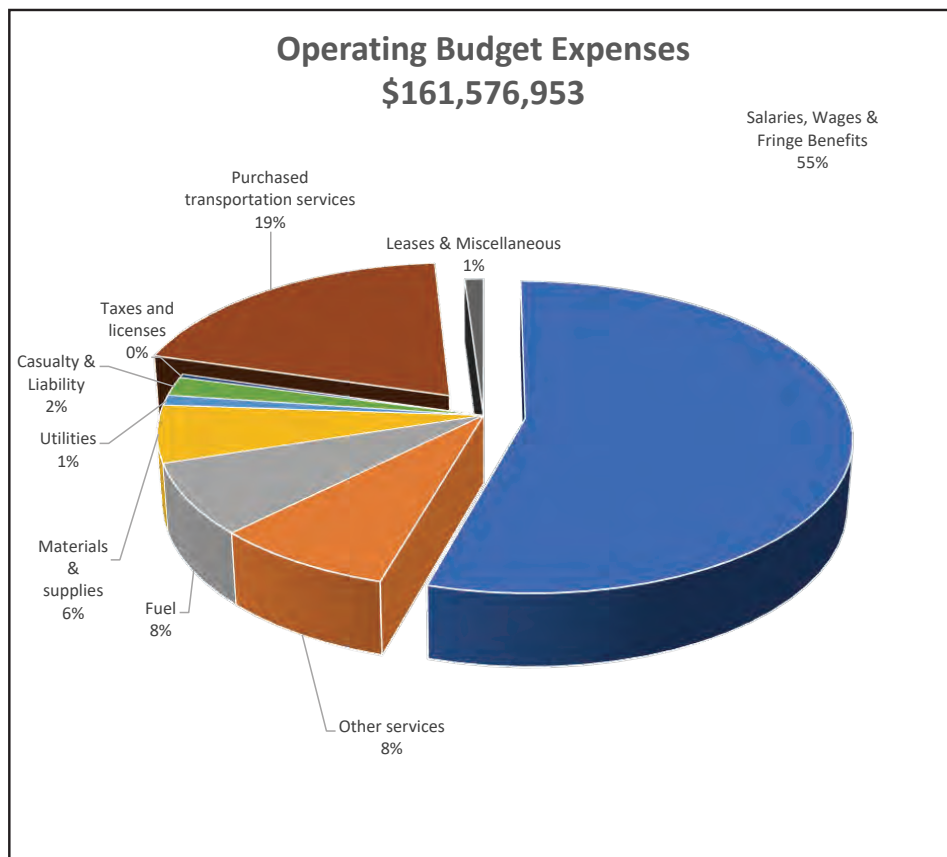
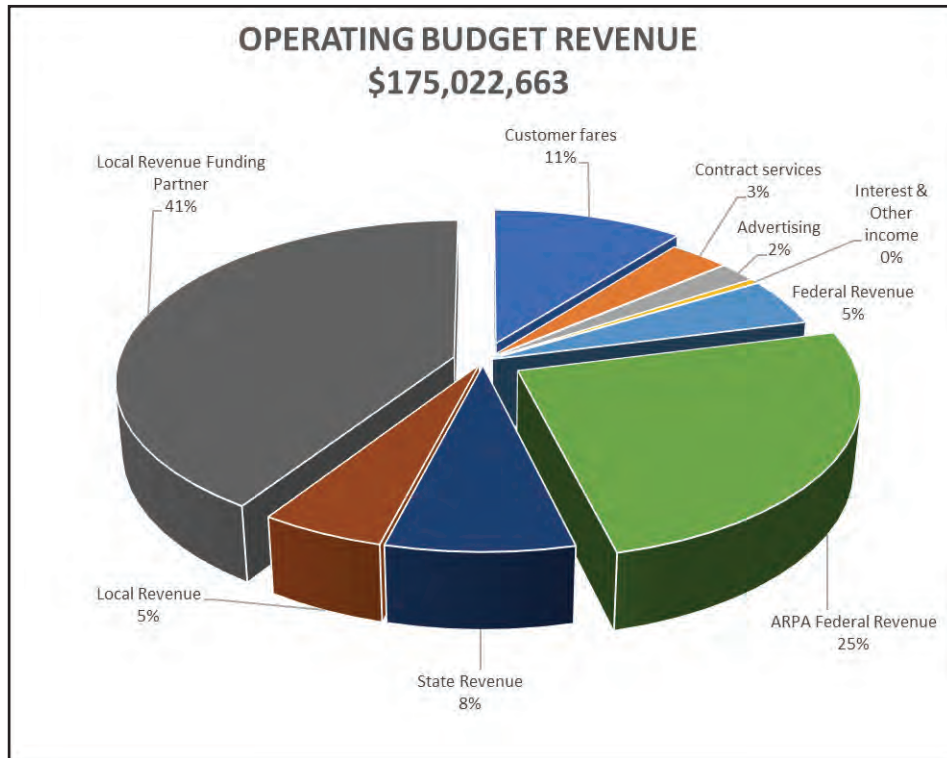


FY2022 OPERATING REVENUE & EXPENSES

	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2021 Amended Budget	FY2022 Adopted Budget
REVENUES				
Customer Fares	12,298,257	15,037,923	13,424,892	18,480,166
Contract Services	6,504,611	5,805,783	5,991,876	5,739,863
Advertising	3,491,062	2,466,089	2,900,000	3,550,000
Interest & Other Income	885,029	718,086	700,000	790,900
Federal Revenue	8,581,385	7,625,890	9,204,144	8,310,944
CARES Federal Revenue	58,796,000	53,525,601	54,769,903	44,000,000
State Revenue	13,393,264	12,453,836	12,525,601	13,691,519
Local Revenue	8,407,057	8,839,550	8,493,244	9,037,152
Local Revenue Funding Partner	71,422,119	71,422,119	71,422,119	71,422,119
TOTAL REVENUE	183,778,784	177,894,877	179,431,778	175,022,663
EXPENSE				
Salaries, Wages & Fringe Benefits	83,261,791	83,438,288	85,154,997	88,144,812
Other Services	7,763,054	8,066,626	12,196,032	12,997,815
Fuel	9,951,775	8,067,161	10,458,746	12,158,746
Materials and Supplies	7,962,048	6,825,258	9,822,116	9,630,955
Utilities	1,313,551	1,448,761	1,581,528	1,717,676
Casualty & Liability	6,026,201	3,769,791	3,589,653	3,189,832
Taxes and Licenses	677,556	595,388	598,048	598,048
Purchased Transportation Services	26,099,806	24,179,741	28,873,763	31,468,965
Leases & Miscellaneous	1,131,299	1,091,488	1,646,267	1,670,104
Interest Expense	32,463	0	0	0
TOTAL EXPENSE	144,219,543	137,482,501	153,921,149	161,576,953
CHANGE IN NET POSITION	39,559,241	40,412,376	25,510,629	13,445,710



FY2022 OPERATING REVENUE & EXPENSES





FY2022 BUDGET SUMMARY

REVENUE HIGHLIGHTS

Customer Fares

Customer Fares increased from FY2021 budget by 38% from \$13,424,892 to \$18,480,166. This is due to the slow return of ridership to Pre-pandemic levels

Contract Services

Contract Services revenue decreased by 4% from FY2021 budget. This change in the calculation of the allocation of funding from 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 20% or \$740,900. This is due to advertising revenue increasing by \$650,000 and interest income increasing by \$90,900.

Governmental Contributions

Local, State and Federal operating support has decreased by 12% or \$9,953,277. In March of 2020, a state of national emergency was declared for the Coronavirus (aka COVID-19). During FY2020, LYNX was awarded \$75,537,697 from the Federal Coronavirus Aid, Relief, and Economic Security (CARES) Act Allocation. During FY2021 additional Federal stimulus funding was made available \$7,848,387 from the Coronavirus Response and Relief Supplemental Appropriations Act, (CRRSAA) allocation and \$76,519,665 from the American Rescue Plan Act (ARPA) allocation. All federal funding was allowable for operating expenses requiring no matching funding. The State funding is from the normal State block grant, which hasn't increased substantially over the years, and the Federal Assistance funding allocations from the "traditional" Federal 5307 program has also not increased substantially. The Stimulus funding in reaction to the national emergency has allowed the agency to maintain all services.

Local Partner Funding

The FY2022 Local revenue from the regional funding partners has remained the same as it was in FY2020 and FY2021. For FY2022, the funding model was used to allocate the total amount from funding partners based upon the equitable share of service within each county.



FY2022 BUDGET SUMMARY

EXPENSE HIGHLIGHTS

Personnel Services

Total salaries, wages, and associated fringe benefits increased by 4%. This is due to salary increases consistent with LYNX' local funding partners for administrative employees and the negotiated union contract for unionized staff, budgeted health insurance increases.

Services

Services are budgeted to increase by 7%. 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 services related to the cleaning of our facilities and buses as directed by the CDC for controlling the spread of COVID-19.

Materials and Supplies

Materials and Supplies are estimated to decrease by 2%; the decrease is related to the recent receipt of new revenue vehicles which has reduced the cost of repairs and maintenance to our vehicles.

Taxes and Utilities

Taxes and Utilities have increased by 9%, which is primarily due to an anticipated increase in our phone system which has been slated to be updated with the latest technology to improve our customer service in paratransit.

Purchased Transportation Services

Purchased Transportation Services have increased by 9%; this is based on a return to 95% of the pre-covid trips provided.

Casualty and Liability Costs

Casualty and Liability costs are expected to decrease by 11% from the amended FY2021 budget. The increase is from an estimated increase in insurance costs as well as increase in settlement claims.

Fuel

Fuel expenses are estimated to increase by 16% from the FY2021 Amended budget. The amended budget was adjusted for the known hedging savings. For FY2022 we budgeted without those savings.



FY2022 BUDGET EMPHASIS AREAS

To adequately prepare expense and revenue budgets for FY2022, 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 2021 level of service
- Continue Paratransit cost containment strategies
- Maintain the total Local Partner Funding at FY2021 levels
- Maintain and replace the current fleet as necessary
- Maximize the use of Federal Stimulus funding
- 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 to rebound quicker than fixed route at approximately 95% of Pre-pandemic

Federal Funding

- The American Rescue Plan Act grant of \$44M is included

State Funding

- Project State Operating Assistance based on information from FDOT
- 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
- Continue to monitor the self-funded Health Insurance Program to identify efficiencies, expecting increases in FY2022. 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
 - ✓ Compressed Natural Gas (more than 50% of our fleet will be CNG)
 - ✓ LYMMO service will be partially operated with electric



HISTORY OF OPERATING SUMMARY - FIVE YEAR SUMMARY

	FY2018 Actual (Audited)	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2022 Adopted Budget
FUNDING SOURCE					
Customer Fares	24,142,741	23,863,440	12,298,257	15,037,923	18,480,166
Other Revenue	8,662,603	11,222,900	9,839,086	8,095,478	9,089,600
Subtotal	32,805,344	35,086,341	22,137,343	23,133,401	27,569,766
Federal	15,877,646	15,633,866	67,377,385	61,203,626	52,310,944
State	11,649,926	12,546,275	13,393,264	12,453,836	13,691,519
Subtotal	27,527,571	28,180,141	80,770,648	73,657,462	66,002,463
Orange County	43,141,823	44,579,274	53,758,012	53,758,012	52,805,637
Seminole County	6,104,275	6,352,349	8,468,010	8,468,010	9,133,862
Osceola County	7,130,935	7,380,518	9,196,097	9,196,097	9,482,620
Subtotal	56,377,033	58,312,141	71,422,119	71,422,119	71,422,119
City of Orlando	6,538,750	6,310,860	6,242,481	6,907,215	6,811,923
SunRail (FDOT)	1,061,045	1,790,264	1,618,217	1,295,975	1,665,975
Disney	297,115	335,090	342,995	370,325	345,354
Altamonte Springs	120,900	120,900	120,900	120,900	120,900
Sanford	930,322	756,272	93,000	93,000	93,000
City of Kissimmee	0	166,642	247,555	244,666	427,682
Lake County	248,854	248,854	283,500	306,885	306,885
Econ River High School	215,894	220,316	123,005	61,955	0
Universal Boulevard	102,977	102,878	207,445	112,484	86,596
UCF/Valencia & Seminole	239,389	210,471	169,574	168,491	170,000
Subtotal	9,755,246	10,262,546	9,448,673	9,681,895	10,028,315
TOTAL	126,465,194	131,841,169	183,778,784	177,894,877	175,022,663



SUMMARY OF MAJOR REVENUE SOURCES

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) apportions 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

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 11.1% 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.



FY2022 OPERATING EXPENSE BY FUNCTION

LYNX consists of many different functional areas that contribute to providing our transportation services. Presentation of the FY2022 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 for related to the Chief Executive Officer which includes the LYNX staff attorney and EEO/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, technical studies, technology and sustainability.

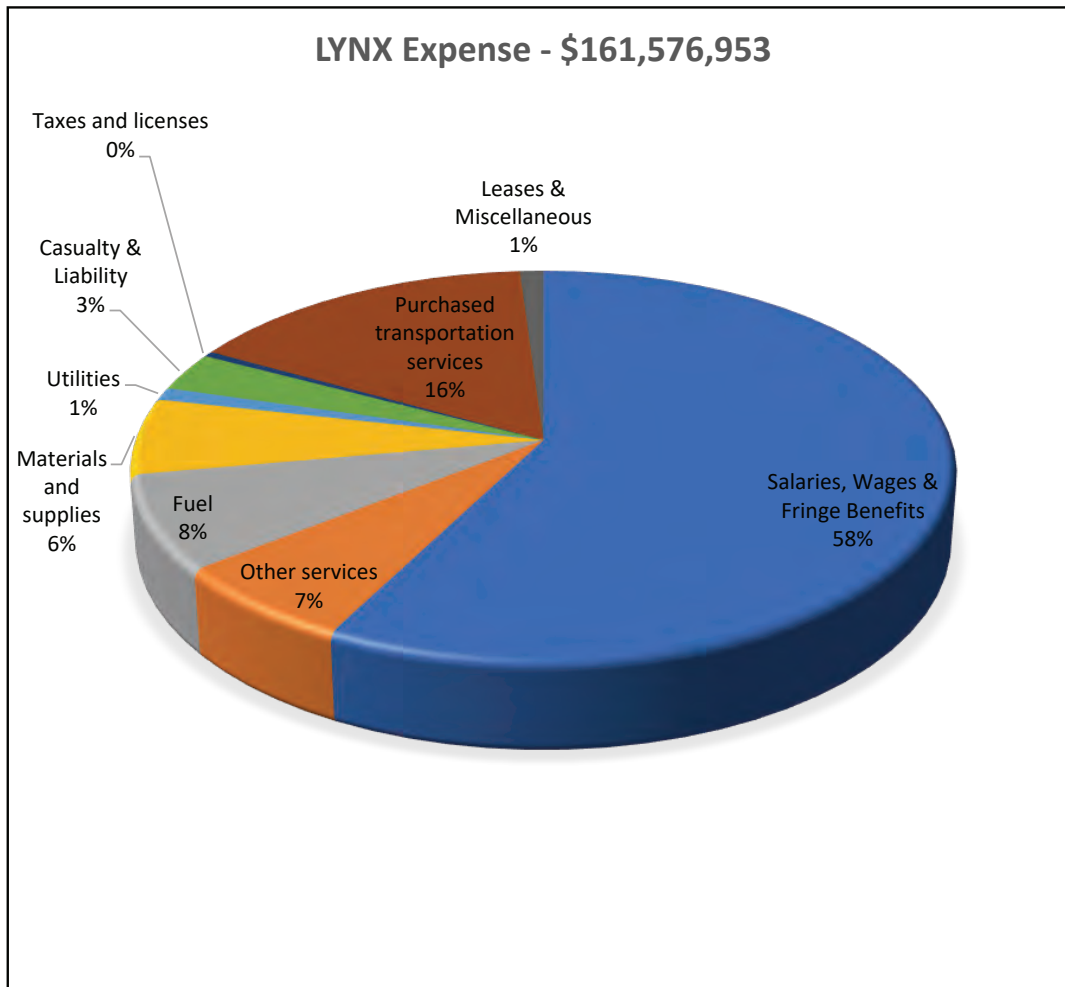
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FY2022 EXPENSE BUDGET

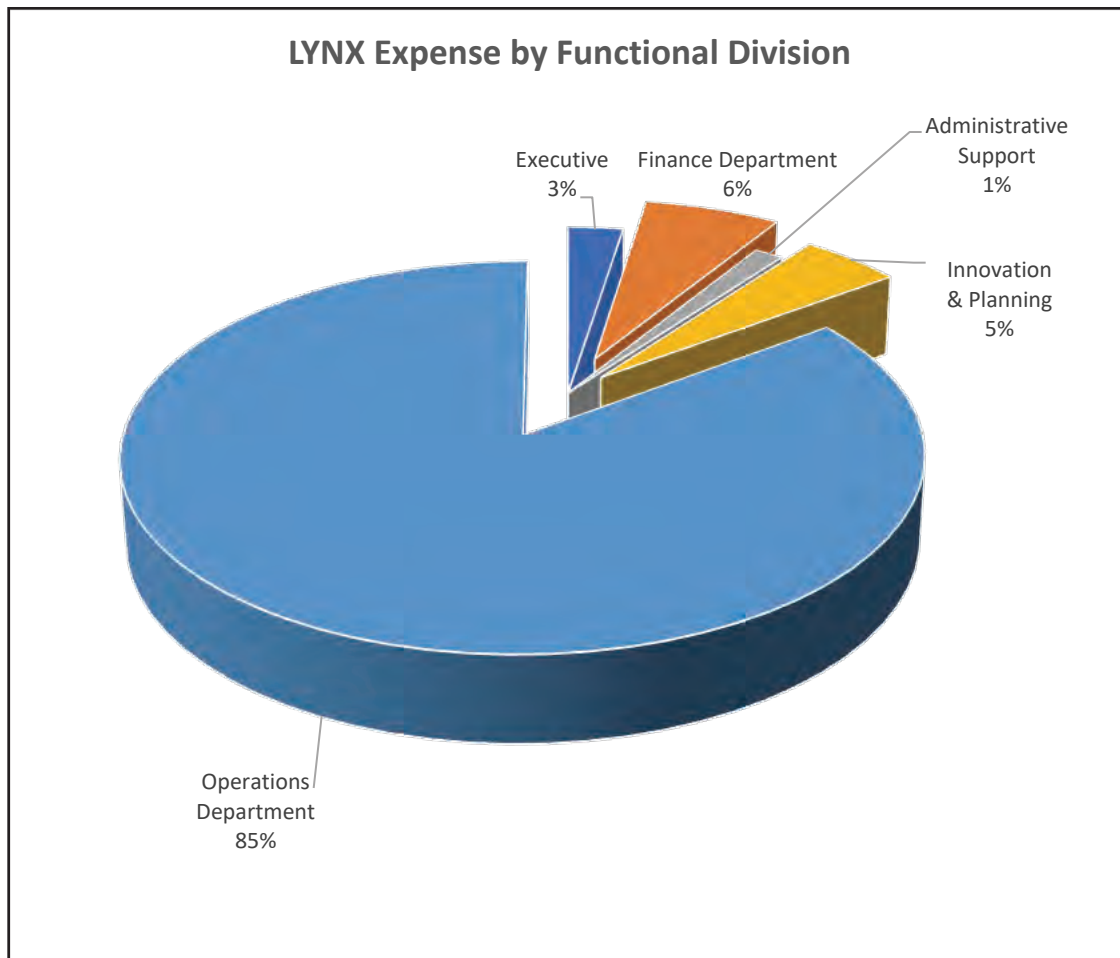
	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2021 Amended Budget	FY2022 Adopted Budget
EXPENSE					
Salaries, Wages & Fringe Benefits	77,024,484	83,261,791	83,438,288	85,154,997	88,144,812
Other Services	9,136,488	7,763,054	8,066,626	12,196,032	12,997,815
Fuel	11,249,086	9,951,775	8,067,161	10,458,746	12,158,746
Materials and Supplies	7,276,027	7,962,048	6,825,258	9,822,116	9,630,955
Utilities	1,451,594	1,313,551	1,448,761	1,581,528	1,717,676
Casualty & Liability	5,535,051	6,026,201	3,769,791	3,589,653	3,189,832
Taxes and Licenses	611,464	677,556	595,388	598,048	598,048
Purchased Transportation Services	28,178,435	26,099,806	24,179,741	28,873,763	31,468,965
Leases & Miscellaneous	1,147,506	1,131,299	1,091,487	1,646,267	1,670,104
Interest Expense	54,365	32,463	0	0	0
TOTAL EXPENSE	141,664,499	144,219,543	137,482,501	153,921,149	161,576,953





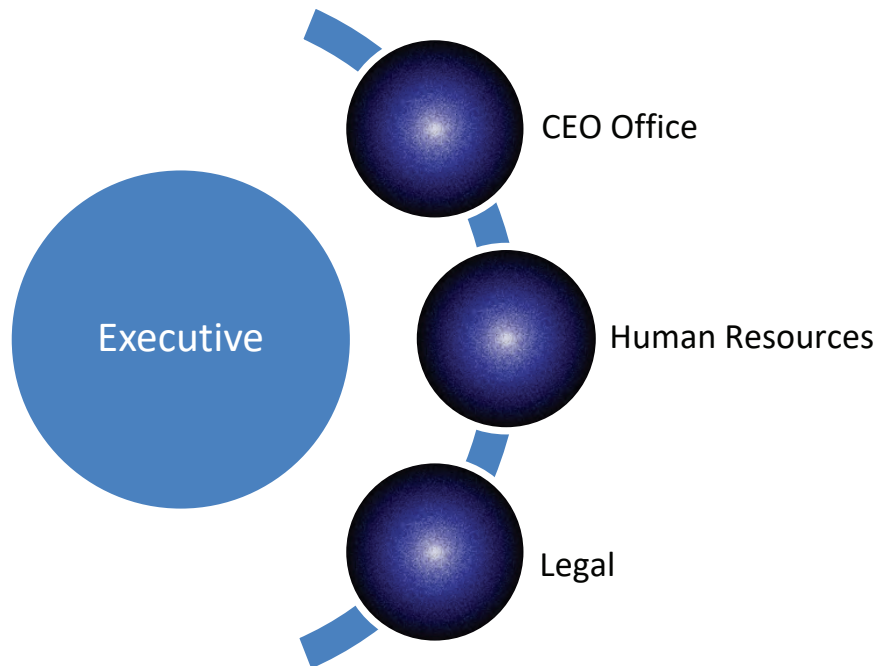
FY2022 EXPENSE BUDGET BY DEPARTMENT

Departments	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2021 Approved Budget	FY2022 Approved Budget
Executive	3,720,897	2,952,676	3,165,387	4,082,754	4,055,579
Finance Department	11,159,926	11,516,419	9,733,401	10,257,884	10,259,685
Administrative Support	1,828,409	1,215,733	1,563,326	2,144,215	2,142,619
Innovation & Planning	4,531,813	4,830,043	4,943,312	7,209,188	7,585,270
Operations Department	120,423,454	123,704,672	118,077,075	130,227,109	137,533,800
TOTAL EXPENSES	141,664,499	144,219,543	137,482,501	153,921,149	161,576,953





FY2022 EXPENSE BUDGET BY DIVISION



FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2021 Amended Budget	FY2022 Adopted Budget
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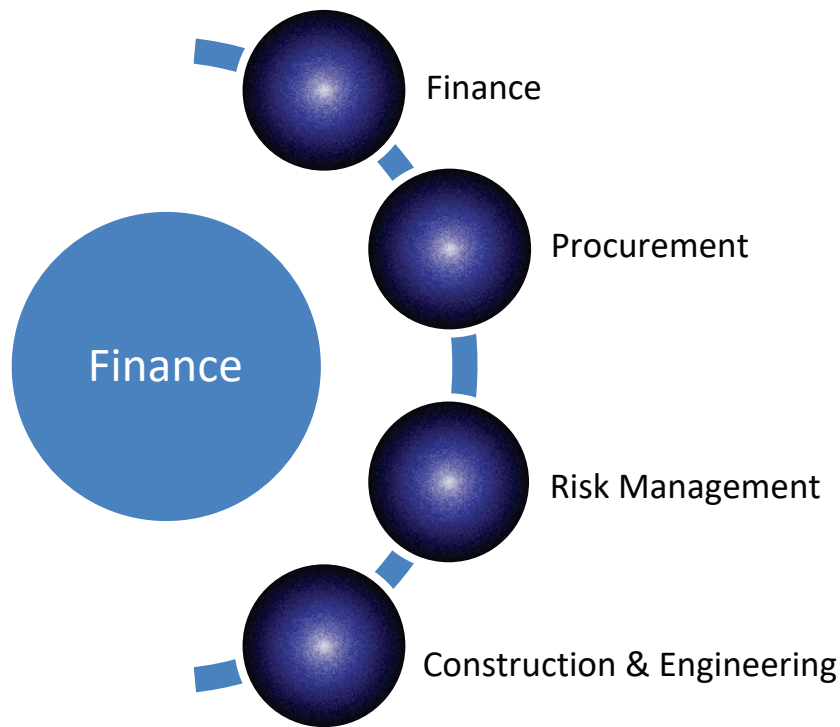
OPERATING EXPENSES

Salaries, Wages & Fringe Benefits	1,847,067	1,800,385	2,135,188	2,301,077	2,261,631
Professional & Other Services	1,545,302	932,065	821,367	1,363,147	1,379,511
Materials and Supplies	7,889	7,935	6,579	16,348	25,797
Utility Expenses	5,407	4,735	0	0	0
Lease and Miscellaneous	315,232	207,556	202,253	402,182	388,640
Total Operating Expenses	3,720,897	2,952,676	3,165,387	4,082,754	4,055,579

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.



FY2022 EXPENSE BUDGET BY DIVISION



FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2021 Amended Budget	FY2022 Adopted Budget
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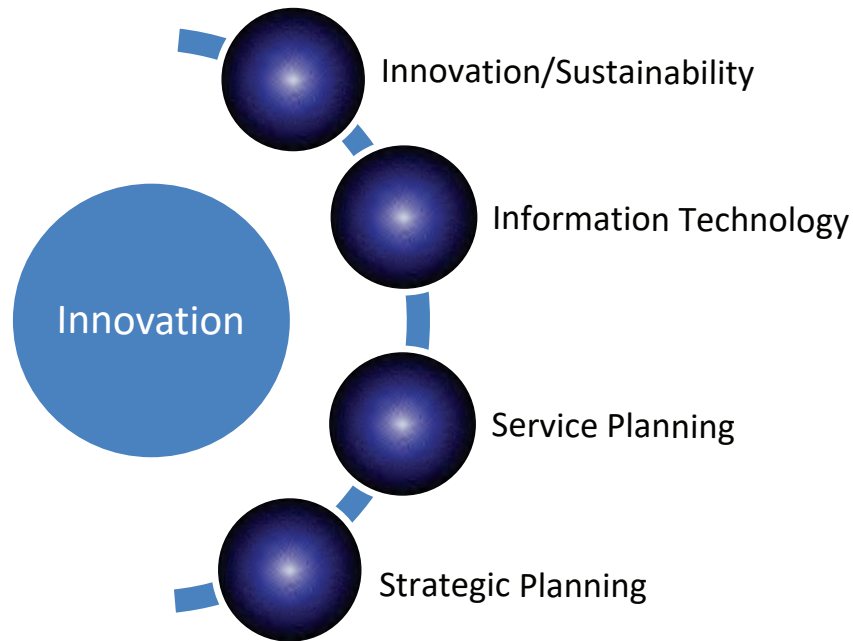
OPERATING EXPENSES

Salaries, Wages & Fringe Benefits	3,515,091	3,586,648	4,198,224	4,438,639	4,816,263
Professional & Other Services	1,760,708	1,711,763	1,384,031	1,746,058	1,699,058
Materials and Supplies	122,487	107,707	108,573	161,060	158,360
Utility Expenses	900,709	791,085	789,531	950,101	950,801
Casualty and Liability Insurance	4,612,616	5,042,458	3,079,892	2,700,525	2,370,000
Taxes and Licenses	33,749	32,669	32,332	39,793	39,793
Lease and Miscellaneous	160,201	211,627	140,818	221,708	225,410
Interest Expense	54,365	32,463	0	0	0
Total Operating Expenses	11,159,926	11,516,419	9,733,401	10,257,884	10,259,685

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.



FY2022 EXPENSE BUDGET BY DIVISION



	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2021 Amended Budget	FY2022 Adopted Budget
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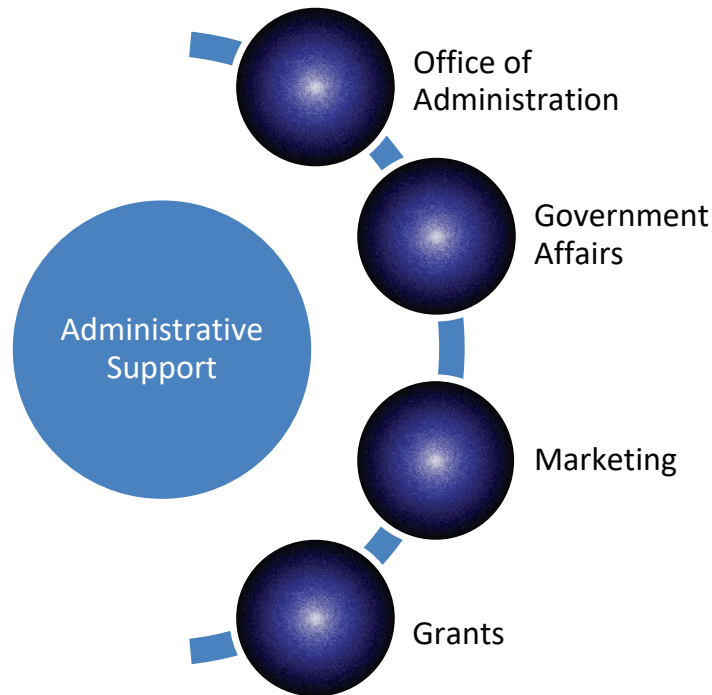
OPERATING EXPENSES

Salaries, Wages & Fringe Benefits	2,371,597	2,627,126	2,544,986	3,097,171	3,131,753
Professional & Other Services	1,586,509	1,636,865	1,632,513	3,171,234	3,514,987
Materials and Supplies	13,493	21,464	21,249	45,214	46,114
Utility Expenses	413,939	399,351	585,585	594,479	552,631
Lease and Miscellaneous	146,275	145,237	158,979	301,090	339,785
Total Operating Expenses	4,531,813	4,830,043	4,943,312	7,209,188	7,585,270

The Innovation Division works to identify, develop and implement strategic transportation plans and programs to provide future generations of Central Florida a self-sustaining public transportation network that promotes growth and economic development while meeting the social, economic and environmental goals of our larger community. The division is also responsible for the information technology infrastructure for the agency.



FY2022 EXPENSE BUDGET BY DIVISION



FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2021 Amended Budget	FY2022 Adopted Budget
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OPERATING EXPENSES

Salaries, Wages & Fringe Benefits	670,745	778,772	1,065,953	988,386	1,004,674
Professional & Other Services	1,043,821	347,003	370,442	947,703	915,984
Materials and Supplies	95,033	70,014	112,023	165,387	163,691
Utility Expenses	3,098	894	0	0	0
Lease and Miscellaneous	15,711	19,049	14,908	42,739	58,270
Total Operating Expenses	1,828,409	1,215,733	1,563,326	2,144,215	2,142,619

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.



FY2022 EXPENSE BUDGET BY DIVISION



	FY2019 Actual (Audited)	FY2020 Actual (Audited)	FY2021 Actual (UnAudited)	FY2021 Amended Budget	FY2022 Adopted Budget
OPERATING EXPENSES					
Salaries, Wages & Fringe Benefits	68,619,983	74,468,860	73,493,936	74,329,724	76,930,491
Professional & Other Services	4,061,251	4,046,454	4,454,039	5,762,890	6,233,275
Fuel Expenses	11,249,086	9,951,775	8,067,161	10,458,746	12,158,746
Materials and Supplies	7,037,125	7,754,927	6,576,834	9,434,107	9,236,993
Utility Expenses	128,441	117,485	73,645	36,948	214,244
Casualty and Liability Insurance	61,332	72,648	94,133	94,128	74,832
Taxes and Licenses	577,714	644,887	563,056	558,255	558,255
Purchased Transportation Services	28,178,435	26,099,806	24,179,741	28,873,763	31,468,965
Lease and Miscellaneous	510,087	547,830	574,530	678,548	657,999
Total Operating Expenses	120,423,455	123,704,672	118,077,075	130,227,109	137,533,800

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.

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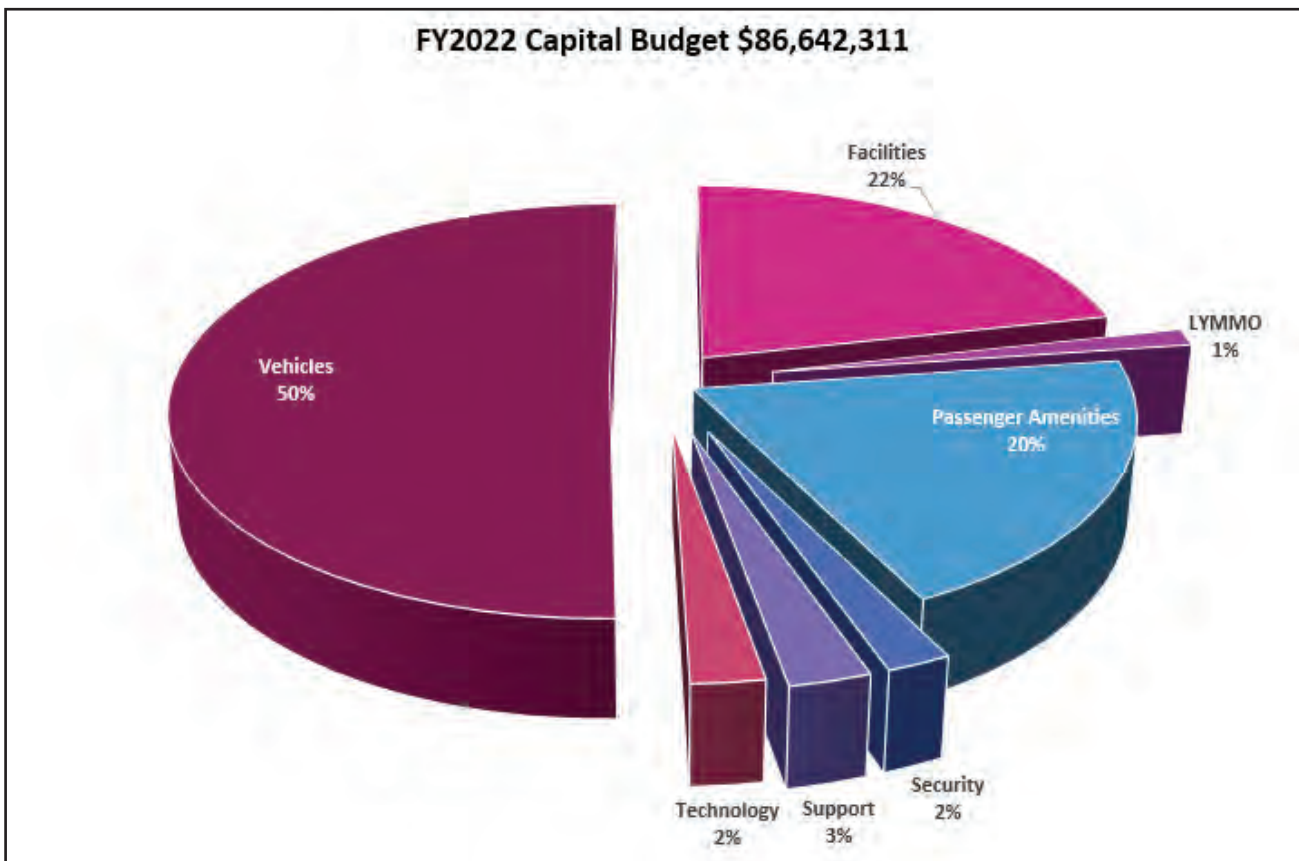


Capital
Improvement Budget



FY2022 CAPITAL BUDGET

Uses of Capital	Total Budget	Sources of Revenue for Capital		
		Federal	State	Local
Facilities	18,644,575	13,844,575	2,500,000	2,300,000
LYMMO	1,100,000	1,100,000		
Passenger Amenities	17,184,145	15,914,145		1,270,000
Security	1,754,387	1,754,387		
Support	2,235,618	2,209,578	26,040	
Technology	1,998,500	1,998,500		
Vehicles	43,725,086	41,628,086	167,000	1,930,000
Grand Total	86,642,311	78,449,271	2,693,040	5,500,000





FY2022 CAPITAL BUDGET

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 FY2022 is \$86,642,311. Included in this budget is \$41,156,805 of carryover projects from FY2021. The increase is primarily in two categories vehicles and passenger amenities. Many of the vehicle purchases that were placed in FY2021 will not be fulfilled until FY2022 because of supply demands. In the passenger amenities category there are three (3) transit SuperStop projects that were delayed until year end carrying over into the next fiscal year.

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, 90.5% is funded through federal grants, 3.1% is funded through state grants, and the remaining 6.4% through local \$2 capital funds and other local resources.

Revenue and Support Vehicles

Total Budget: \$43,725,086

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

LYMMO

Total Budget: \$1,100,000

LYMMO includes updates/upgrades to the lanes.

Facility Improvements

Total Budget: \$18,644,575

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: \$17,184,145

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, Rosemont and Florida Mall.



FY2022 CAPITAL BUDGET

Technology

Total Budget: \$1,998,500

Technology includes items to improve communication and information delivery such as network improvements, servers, and software upgrades and real time information

Security

Total Budget: \$1,754,387

Security includes equipment to enhance security and surveillance, such as video cameras, lighting and security gates at our facilities and transfer stations.

Support Equipment

Total Budget: \$2,235,618

Support equipment includes items such as shop tools, furniture, and storage cabinets that support miscellaneous functions of the agency.

<u>PASSENGER AMENITIES</u>	Preliminary FY2022 Budget	<u>SUPPORT EQUIPMENT</u>	Preliminary FY2022 Budget
Pine Hills Superstop	\$ 8,136,576	Vehicle Lifts	\$ 864,000
Florida Mall Superstop	1,753,413	Maintenance Equipment	813,040
General Shelter Engineering	947,735	Simulator Equipment Upgrade	250,000
Rosemont Superstop	808,500	Other Equipment	308,578
Osceola County Shelters (incl Bus Bay)	2,183,028	Total Support Equipment	\$ 2,235,618
Orange County Shelters	1,836,396		
Seminole County Shelters	1,518,497		
Total Passenger Amenities	\$ 17,184,145		
		<u>TECHNOLOGY</u>	
		IT Lifecycle Replacements	\$ 628,500
		Phone System	225,000
		Software	446,500
		A/V System Upgrades	176,000
		Other IT Equipment	522,500
		Total Technology	\$ 1,998,500
<u>VEHICLES</u>		<u>SECURITY</u>	
Revenue Vehicles		Cameras	850,820
Articulated Vehicles	2,700,000	Facility Security Gates	713,000
CNG (40') Vehicles	29,125,000	Security Enhancements	190,567
Electric Vehicles	5,300,000	Total Security	\$ 1,754,387
Paratransit Vehicles	2,480,000		
Sub-Recipient Paratransit Vehicles	1,000,000		
Road Ranger Vehicles	167,000		
Support Vehicles	828,336		
VanPool Vehicles	2,124,750		
Total Vehicles	\$ 43,725,086		
<u>FACILITIES</u>			
Southern Ops Base	\$ 5,300,000		
LCS Improvements	4,777,611		
LOC Improvements	8,566,964		
Total Facilities	\$ 18,644,575		
<u>LYMMO SGR</u>			
LYMMO State of Good Repair	\$ 1,100,000		

TOTAL CAPITAL \$ 86,642,311



THE IMPACT OF CAPITAL SPENDING ON OPERATIONS

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.

Vehicle replacement of transit coaches 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.

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 with the next purchase of replacement vehicles. In the fourth quarter of FY2021, all LYMMO services began operating with the electric buses.



OPERATING AND CAPITAL CONTRIBUTIONS BY LOCAL JURISDICTIONS

	FY2022 Funding Model Amount	Additional Capital *	FY2022 Funding Agreement	FY2021 Funding Agreement
Operating Funding				
Orange County	\$ 52,805,637		\$ 52,805,637	\$ 53,758,012
Osceola County	9,482,620	-	9,482,620	9,196,097
Seminole County	9,133,862		9,133,862	8,468,010
Subtotal	<u>\$ 71,422,119</u>	<u>\$ -</u>	<u>\$ 71,422,119</u>	<u>\$ 71,422,119</u>
City of Orlando*	\$ 4,003,006	\$ 1,168,824	\$ 5,171,830	\$ 5,703,006
City of Orlando - LYMMO	2,808,917	-	2,808,917	2,422,984
FDOT (SunRail Feeder Route)	1,665,975	-	1,665,975	1,800,000
Reedy Creek	345,354	-	345,354	370,325
Altamonte Springs	120,900	-	120,900	120,900
City of Sanford	93,000	-	93,000	93,000
Subtotal	<u>\$ 9,037,152</u>	<u>\$ 1,168,824</u>	<u>\$ 10,205,976</u>	<u>\$ 10,510,215</u>
Subtotal Operating Funding	<u>\$ 80,459,271</u>	<u>\$ 1,168,824</u>	<u>\$ 81,628,095</u>	<u>\$ 81,932,334</u>
Capital Contributions				
Orange County	\$ 1,784,602	\$ -	1,784,602	1,806,724
Osceola County	251,570	-	251,570	253,172
Seminole County	227,473	-	227,473	218,352
Subtotal	<u>\$ 2,263,645</u>	<u>\$ -</u>	<u>\$ 2,263,645</u>	<u>\$ 2,278,248</u>
Total Local Funds	<u><u>\$ 82,722,916</u></u>	<u><u>\$ 1,168,824</u></u>	<u><u>\$ 83,891,740</u></u>	<u><u>\$ 84,210,582</u></u>

*Local match towards vehicle replacement.





2021 LARGEST EMPLOYERS – SERVICE AREA EMPLOYERS

	No. of Employees	Rank	Industry
<i>Walt Disney World Resort</i>	58,478	1	Leisure & Hospitality
<i>AdventHealth</i>	37,000	2	Healthcare
<i>Universal Studios Resort</i>	26,000	3	Leisure & Hospitality
<i>Orange County Public Schools</i>	25,125	4	Education
<i>Orlando Health</i>	23,192	5	Healthcare
<i>Orlando International Airport</i>	15,783	6	Air Transportation
<i>Publix Supermarkets Inc.</i>	15,511	7	Retail
<i>University of Central Florida</i>	12,489	8	Education
<i>Seminole County Public Schools</i>	10,000	T-9	Education
<i>Lockheed Martin Group</i>	10,000	T-9	Aerospace/Defense
<i>The School District of Osceola County</i>	7,903	11	Education
<i>Siemens Energy</i>	5,541	12	Advanced Manufacturing
<i>Darden Restaurants</i>	5,127	13	Restaurants
<i>Westgate Resorts Inc.</i>	4,975	14	Leisure & Hospitality
<i>SeaWorld Orlando</i>	4,929	15	Leisure & Hospitality
<i>City of Orlando</i>	4,465	16	Government
<i>Valencia College</i>	4,226	17	Education
<i>Marriott Vacations Worldwide Corp.</i>	4,210	18	Leisure & Hospitality
<i>The Ritz-Carlton Orlando, Grande Lakes</i>	3,838	19	Leisure & Hospitality
<i>Southwest Airlines</i>	3,000	20	Transportation
<i>US Army, Navy, Air Force, Marine Corps Commands</i>	2,942	21	Military
<i>YMCA of Central Florida</i>	2,717	22	Nonprofit Organization
<i>JetBlue Airways</i>	2,661	23	Transportation
<i>Rosen Hotels & Resorts</i>	2,658	24	Leisure & Hospitality
<i>Truist Bank</i>	2,610	25	Finance & Insurance
<i>Travel & Leisure Co.</i>	2,500	25	Leisure & Hospitality

Sources:

Orlando Business Journal: September 20, 2021

Orlando Economic Partnership: July 2021



POPULATION BY SERVICE AREA

Year	Orange County	Seminole County	Osceola County	Service Area Total
2011	1,170,579	426,537	278,876	1,875,992
2012	1,202,498	430,537	288,876	1,921,911
2013	1,227,435	435,503	299,238	1,962,176
2014	1,256,606	441,399	311,046	2,009,051
2015	1,291,301	448,318	323,736	2,063,355
2016	1,326,516	455,945	338,209	2,120,670
2017	1,355,921	462,801	353,623	2,172,345
2018	1,381,540	468,122	368,456	2,218,118
2019	1,393,452	471,826	375,751	2,241,029
2020	1,429,908	470,856	388,656	2,289,420

The population of the tri-county area, as a whole, increased approximately 22% from 2011. There was an increase every year for the region. Seminole County is the only jurisdiction to have seen a decrease, from 2019 to 2020, but still saw a 10% increase over the decade. The greatest growth was in Osceola County, where the population grew approximately at 39% over the decade.

Source:

2020 Census

American Community Survey (ACS) Estimates



FARE TRENDS – LAST TEN YEARS

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
2011	\$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
2013	\$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
2015	\$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
2017	\$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
2019	\$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

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 no fare rate increases have occurred since 2009. LYNX also released the PawPass mobile fare payment app to support customers paying for their transit trip via their smart phones, desktop or other mobile device.



STATISTICS BY COUNTY

EMPLOYMENT NUMBERS BY COUNTY

Year	Orange County	Seminole County	Osceola County	Region Total
2010	548,580	199,357	117,143	865,080
2011	560,038	203,575	122,750	886,363
2012	585,536	203,853	127,184	916,573
2013	600,669	211,377	127,620	939,666
2014	614,454	214,486	132,772	961,712
2015	655,717	218,095	143,825	1,017,637
2016	654,308	225,551	156,190	1,036,049
2017	687,466	229,293	165,782	1,082,541
2018	702,972	244,741	175,204	1,122,917
2019	733,137	246,631	180,755	1,160,523

Since the Great Recession, the region has seen a 34% increase in the number of individuals employed. The largest increase was Osceola County, where employment in 2019 was 54% above the 2010 level. Also of note, Osceola County's 2019 employment is very near Seminole County's employment in 2010; in just one decade, Osceola County has nearly caught up in terms of the number of employed residents.

Source:

American Community Survey (ACS) Data (2010-2019) – Civilians Employed, 16 y/o and Over



STATISTICS BY COUNTY

UNEMPLOYMENT RATES BY COUNTY

Year	Orange County	Seminole County	Osceola County	Region Average
2010	12.8%	11.5%	14.5%	12.9%
2011	11.7%	10.4%	13.0%	11.7%
2012	11.2%	10.9%	12.2%	11.4%
2013	8.7%	10.3%	7.3%	8.8%
2014	7.9%	7.4%	8.3%	7.9%
2015	6.1%	7.4%	6.9%	6.8%
2016	6.3%	5.0%	5.4%	5.6%
2017	4.9%	4.2%	5.5%	4.9%
2018	4.2%	4.5%	6.1%	4.9%
2019	4.0%	3.9%	4.0%	4.0%

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. In addition, unemployment rates have a correlation to transit ridership; as unemployment increases, agencies tend to see an increase in ridership

The tri-county average for fiscal year 2019 was 4%, compared to 12.9% in 2010. As the region emerged from the Great Recession, unemployment rates decreased significantly, even with an increasing population.

Source:

American Community Survey (ACS) Data (2010-2019) – Employment Status



STATISTICS BY COUNTY

MEDIAN HOUSEHOLD INCOME BY COUNTY

Year	Orange County	Seminole County	Osceola County	Region Average
2010	\$ 45,140	\$ 57,802	\$ 42,413	\$ 48,452
2011	\$ 44,732	\$ 54,611	\$ 41,040	\$ 46,794
2012	\$ 45,624	\$ 54,986	\$ 42,915	\$ 47,842
2013	\$ 46,716	\$ 55,058	\$ 41,361	\$ 47,712
2014	\$ 47,055	\$ 56,322	\$ 42,899	\$ 48,759
2015	\$ 50,720	\$ 57,074	\$ 45,244	\$ 51,013
2016	\$ 51,335	\$ 61,311	\$ 51,436	\$ 54,694
2017	\$ 54,107	\$ 64,049	\$ 49,762	\$ 55,973
2018	\$ 58,588	\$ 67,470	\$ 50,546	\$ 58,868
2019	\$ 63,461	\$ 70,190	\$ 51,760	\$ 61,804

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. Though there was some decrease in median household income in the first half of the decade, due to the Great Recession, incomes recovered, and reached new heights by 2019 for each county in LYNX' service area.

Source:

American Community Survey (ACS) Data (2010-2019) – Median Income In the Past 12 Months



GLOSSARY

APTA means American Public Transportation Association.

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.

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

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

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.

GFOA means Government Finance Officers Association.

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.



GLOSSARY

PUBLIC TRANSIT See Public Transportation.

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.

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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