LYNX Board Agenda

Board Date: 1/26/2012
Time: 1:0 0 PM

Central Florida Regional Transportation Authority
455 N. Garland Ave.
2nd Floor Board Room
Orlando, FL 32801

As a courtesy to others, please silence all electronic devices during the meeting.

1. Call to Order & Pledge of Allegiance

2. Approval of Minutes

- Minutes from the November 10, 2011 Board of Directors' Meeting — Pg 1

3. Recognition

- Passion, Pride and Performance Awards: Rick Chase and Spence Holloway

4. Public Comments

- Citizens who would like to speak under Public Comments shall submit a request form to the Assistant Secretary prior to the meeting. Forms are available at the door.

5. Chief Executive Officer's Report

6. Consent Agenda

A. Release Requests for Proposal (RFP)

i. Authorization to Release a Request for Proposal (RFP) for LYNX Orlando Trail Project — Pg 11

ii. Authorization to Release a Request for Proposal (RFP) for Architectural and Engineering Consultant Services — Pg 15

iii. Authorization to Release a Request for Proposal (RFP) for Commercial Style Transit Shelters — Pg 18

iv. Authorization to Release a Request for Proposal (RFP) and Negotiate a Contract for Purchases of Articulated Buses — Pg 21

B. Invitation for Bid (IFB)

i. Authorization to Issue an Invitation for Bid (IFB) for the Construction of the Poinciana Transfer Center — Pg 23

ii. Authorization to Issue an Invitation for Bid (IFB) for the Construction of the Kissimmee Transfer Center — Pg 25

iii. Authorization to Issue an Invitation for Bid (IFB) for Purchasing and Installing Digital Mobile Radios — Pg 27

C. Award Contracts

i. Authorization to Award a Contract to PCL Construction Services, Inc. for the Design and Construction of the East-West Bus Rapid Transit (BRT) LYMMO Expansion Project — Pg 29

-Attachments

ii. Authorization to Award a Contract to Vanasse Hangen Brustlin, Inc. for the US192 Corridor Alternative Analysis — Pg 33

iii.

9. Other Business

10. Monthly Reports

A.	Monthly Financial Reports - December 31, 2011	Pg 217
	-Attachments	
B.	Monthly Financial Reports - November 30, 2011	Pg 222
	-Attachments	
C.	Monthly Financial Reports - October 31, 2011	Pg 227
	-Attachments	
D.	LYNX American Recovery and Reinvestment Act Project Status Report	Pg 232
	-Attachments	
E.	Ridership Final Reports for September 2011, October 2011, November 2011 and Draft December 2011	Pg 235
F.	Planning and Development Report	Pg 251
G.	Communications Report	Pg 254
H.	Government Relations Report	Pg 261
I.	Monthly Employee Travel Report - January 2012	Pg 264
J.	Monthly Employee Travel Report - December 2011	Pg 266
K.	Monthly Employee Travel Report - November 2011	Pg 268

Section 286.0105, Florida Statues states that if a person decides to appeal any decision made by a board, agency, or commission with respect to any matter considered at a meeting or hearing, he will need a record of the proceedings, and that, for such purposes, he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

In accordance with the Americans With Disabilities Act of 1990, persons needing a special accommodation at this meeting because of a disability or physical impairment should contact Sarah Tirado at 455 N. Garland Ave, Orlando, FL 32801 (407) 841-2279, extension 6012, not later than three business days prior to the meeting. If hearing impaired, contact LYNX at (407) 423-0787(TDD).

LYNX
Central Florida Regional Transportation Authority
Monthly Board Meeting Minutes

PLACE: **LYNX Central Station**
455 N. Garland Avenue
Board Room, 2nd Floor
Orlando, FL 32801

DATE: **November 10, 2011**

TIME: **1:07 p.m.**

Members in Attendance:

Seminole County Commissioner, Carlton Henley, Chair
Osceola County Commissioner, Brandon Arrington, Vice Chair
City of Orlando, Mayor Buddy Dyer**,** Secretary
FDOT District 5 Secretary, Noranne Downs

Members Absent:

Orange County, Mayor Teresa Jacobs

---

1. Call to Order and Pledge of Allegiance

The Chairman, Commissioner Carlton Henley, called the meeting to order at 1:07 p.m. Chairman Henley lead the Pledge of Allegiance.

2. Approval of Minutes

Motion was made and seconded to approve the Minutes of the September 28, 2011 Board of Directors. The Motion passed unanimously.

3. Public Comments

Russell Brashear, MV Transportation, the paratransit provider operating the day-time service for Access LYNX, addressed the Board regarding the recent changes in service which generated concerns from customers. He noted the changes included the move of their base of operation to LYNX' facility on South Street. After the move, they experienced interruption in telephone and internet service which caused adverse effects on service. Upon resolving the issues, the new operating hours of 4:00 am to 6:00 pm began, and there were some temporary slow-downs in on-time performance. Currently, the on-time performance is at 92%.

Zev Naiditch, Transportation America, addressed the Board regarding their service provided to Access LYNX and paratransit customers. He noted that Transportation America is working with LYNX and MV Transportation to address customer concerns regarding on-time performance. Mr. Naiditch further noted that Transportation America had experienced several issues in the start-up phase of operations; however, they are working to address the issues.

Donna Wyche, addressed the Board to thank them and LYNX' staff for the planning and implementation of a successful grant application for VA transportation. She noted the positive effects of collaboration with area agencies in addressing transportation issues and especially those of homeless veterans.

Norm Audet, President, Amalgamated Transit Union (ATU) Local 1596, addressed the Board regarding the safety of the bus system and its customers. He noted the bus operators and customers' concerns regarding the unrealistic schedules. He admonished the Board for relying on staff reports, the hour of the Board meetings prohibiting public input, the hour of public workshops that are not designed to solicit real public response. He pointed to the recent increase in bus accident as a result of long hours operators work with unrealistic turn-arounds which are directly related to unrealistic schedules that are in place. Mr. Audet encouraged finding a source of dedicated funding for buses and operators.

Chuck Graham, addressed the Board regarding concerns for the paratransit service and the poor on-time performance. Customers have been unable to get through on the phone of the providers' customer service lines, the vehicles are not ADA accessible, the vehicles are not properly equipped and operators are not receiving an insufficient number of training hours.

Timothy McKinney, V.P., United Global Outreach, commended the Board and LYNX staff in their responsiveness to the transportation needs of the Bithlo community. He supported the Express Link connecting Bithlo to Waterford Lakes and Downtown.

Cathy Jackson, Homeless Services Network of Central Florida, addressed the Board to commend LYNX for the creative and approach taken to write the VA / LYNX grant that was submitted and awarded. As a result of the award, Homeless Services Network will receive 1 million dollars per year for three years to serve 410 disabled and chronically homeless veterans. The purpose of the grant is to move homeless veterans into housing and self-sufficiency.

Joanne Counelis addressed the Board in support of 24 hour service 7 days a week including holidays and weekends.

Without objection from the Board, the Chairman took a moment of personal privilege to address an issue.

Chairman Henley noted that Mr. Audet addressed the Board regarding a dedicated funding source for LYNX. Dedicated funding has been a topic of discussion for approximately 15 years. In the last few years, a task force was formed for the purpose of examining sources of new revenue as dedicated funding for the region's transportation. In order for LYNX to grow its service and meet the communities' service needs, LYNX needs a dedicated funding source. In the near future, the task force will present recommendations to MetroPlan Orlando and business partners. Citizens of the region will need to be educated on the immediate and long range funding need. SunRail will present a challenge for LYNX to service its stations because the expansion will increase its costs.

Mr. Henley provided that he had recently granted a local TV station an interview following a Seminole County Board of County Commission meeting. The County's staff had brought a

document before the Board that was requested by a state Senator. The document requested for each of the Cities planned to have a SunRail station to provide information concerning their preparations and developments. The Senator asked for legislative recommendations.

Mr. Henley noted that at a recently held meeting called by the Senator and attended by about 60 people, he responded to the Senator's request for legislative recommendations on behalf of himself individually not on behalf of LYNX' Board of Directors. Mr. Henley provided his recommendation was for a dedicated funding source which was based on the importance for the future of the region's transportation. He further recommended legislation which would create a taxing district (sales tax not ad valorem tax) similar to legislation for the water management districts. As an alternative option, he recommended the surcharge on rental cars. An additional option he recommended was to amend the legislation that created the Charter County Surtax enabling the local Commissions, by a super majority, to impose up to a one cent sales tax when it became needed and available.

When the County's staff presented the document requested by the Senator to the Board of County Commission, the options Mr. Henley outlined at the Senator's meeting were included. In the presentation, staff stated any option outlined on the document could be eliminated or additions can be made and included in the report to the Senator. The Seminole County Board of County Commission approved the report unanimously. Mr. Henley noted that the options he proposed provided a fall-back position in the event Cities proposed a referendum that was not approved. In that event, legislation would provide the option to keep transportation moving.

MetroPlan has a five year plan and working on their 30 year plan. LYNX will be presenting a 30 year transportation plan to the Board today. These plans include a forecast of transportation's financial future needs. Mr. Henley noted that the region has to plan ahead.

4. Executive Session

Chairman Henley announced that the LYNX Board of Directors will go into Executive Session to discuss collective bargaining negotiations and called on Pat Christiansen, LYNX General Counsel, to read a statement on how the session will be conducted.

Pat Christiansen, LYNX General Counsel, read a prepared statement (noted in the Secretary's file).

The Chairman asked if any members of the LYNX Board or if the public had any questions concerning the Executive Session or the procedure.

Hearing no questions, the Chairman temporarily adjourned the LYNX Board of Directors' meeting at 1:40 p.m.

The Chairman, Commissioner Carlton Henley, reconvened the meeting of the LYNX Board of Directors at 2:10 p.m.

5) Chief Executive Officer's Report

The Chairman recognized John Lewis, Chief Executive Officer.

Mr. Lewis noted an employee that has been with LYNX for some time would be leaving. This will be the last meeting that LYNX' Chief Financial Officer, Bert Francis, will be attending. Mr. Lewis asked that Mr. Francis join him at the podium. Mr. Lewis made a presentation and thanked Mr. Francis for his service to LYNX.

Mr. Lewis reported that LYNX' staff takes the concerns of the paratransit customers seriously. Meetings have been held with MV Transportation and Transportation America. We are working with them as a team to ensure concerns are resolved and improve service. Both vendors are providing performance measurers daily. Mr. Lewis noted that a report will be provided at the next Board meeting.

Mr. Lewis noted that LYNX' Board approved a contract a couple of years ago to establish a dashboard for organizational performance measurers. The dashboard had not been fully utilized; however, it has now been fully populated. The objective is to establish operational performance measures that will drive the management and evaluations of the organizations efficiency and service performance. Some are measures that LYNX reports to the Federal Transit Administration and the National Transit Database. Others are measures that LYNX is required to report to the Florida Transportation Commission and some are operations measures so staff is able to evaluate daily performance. The dashboard will be on www.golynx.com and it is our goal to provide the information not only for LYNX' internal operations but also for LYNX' customers and the public to know how funds are being spent and how LYNX' performance is.

Mr. Lewis noted that LYNX Board approved a contract to evaluate its website and to make adjustments. Last month, LYNX conducted a soft roll-out of the website to gain customer response. At the same time, LYNX went live with Google Transit / trip planner. The site is a much more dynamic and strong trip planning engine for customers to plan the trips quickly. Another highlight is the LYNX Calendar. Visitors will see when Advisory Committees, Board meetings and other important meetings will occur. A newer area for us is social media. Mr. Lewis noted that he now has a Twitter account. After some hesitation, he stated that it has become an incredible way of having conversations with the travelling public about the performance of our system. As we move forward technologically, LYNX has its mobile site. With the prevalence of smart phones and other applications, LYNX' website is fully accessible with the technology.

The Central Florida Region benefitted recently from the Intelligent Transportation Systems World Congress. Mr. Lewis reported that much of the technology was brought to the region was left for the region to continue to use. LYNX worked with partner, Avego, a technology company that approached LYNX about providing real-time information to the customers. LYNX has moved forward internally with a computer-aided dispatch automated vehicle locator system (CAD / AVL) which allows for more efficient system management. The next phase will be to push that information out to the customers. Avego was able to quickly outfit one route with the technology providing the customers with real-time information as to when the next bus will arrive. The feed-back from customers was quick and diverse. LYNX would like to extend

the pilot program to the Knight/LYNX service at the University of Central Florida. This type of technology will be another tool to attract choice riders.

Earlier, we heard from some of LYNX' partners regarding the recent grants that have been awarded. In October, LYNX received a 3.2 million dollar grant which will enable LYNX to move forward with two important projects: the engineering and construction of the Kissimmee Intermodal Center and the Alternatives Analysis for the Colonial Drive / Highway 50 corridor. The Kissimmee Intermodal Center is a project that allows LYNX to leverage federal money which will enable the utilization of local money for other projects. On November 9th, LYNX was advised that a 1 million dollar grant was awarded that will enable LYNX to establish a one-stop mobility solution for veterans, seniors and other customers. LYNX' goal is to become the mobility manager in Central Florida. This grant will assist in obtaining this goal.

At the last Board of Directors' meeting, the members asked about the impact of the LYNX I.D. program. Since April, the use of the student pass, which LYNX' operators reported was the area with the greatest opportunity for fraud, is down 58%. During the same time, a small decrease of 13% in senior pass while adult full fare pass has increased 7%. The day pass is up 16%, weekly passes are up 30% and monthly passes are up 26%. Over the same time period, ridership has increased 9% to 10%.

Mr. Lewis highlighted LYNX' Holiday bus. The bus will be on the road for the 14th consecutive year. The bus is a way that LYNX thanks its customers for another year of loyalty. Santa will drive the Holiday bus during the weekdays Monday through Friday beginning after Thanksgiving through the day before Christmas. For customers, anytime LYNX' Holiday bus is on their route, they will ride free of charge. This year's holiday wrap was designed by Alex Petrenko. Alex has been a member of LYNX' Communications teams since July 2011 as a graphic designer and is a graduate of Full Sail University.

Mr. Lewis noted that a week ago, LYNX received a request from the Make-A-Wish Foundation. LYNX learned that an incredible young lady, Marlie, would be celebrating her 8th birthday. Marlie's wish was to ride a pink LYNX bus. LYNX brought "Marlie's Bus" into her community for her birthday party. Working with our Operators' Union, the bus was brought out; the sign was changed to Happy Birthday Marlie and the bus took Marlie and friends on a tour around the City of Orlando. Everyone was pleased to make Marlie's wish come true.

Mr. Lewis announced that two Blue Sheet items will be added to the Agenda. Staff will be requesting authorization to enter into a Inter-local Agreement with Florida Department of Transportation (FDOT) to purchase Ticket Vending Machines for SunRail. Staff will be seeking ratification of the Contract with Amalgamated Transit Union (ATU) Local 1749, LYNX' supervisors union. ATU 1749 voted to accept the Contract on a vote of 30 to 1.

Mr. Lewis noted that the Board of Directors will be acting on its meeting dates for the 2012 calendar year. The proposed dates are based on the continuation of the bi-monthly meetings. After setting the dates, staff became aware the dates and/or times of the January and September meetings may have to be adjusted to avoid a conflict with the Economic Development Commission board meetings.

Mr. Lewis accepted questions from the Board.

The Board inquired as to when the Avego technology would be available on additional routes. Mr. Lewis noted that the program is a "pilot". Staff will observe the response of the Knight / LYNX route. If the results are positive, staff will come back to the Board for releasing an RFP for the service.

The Board inquired if staff is considering a change to the LYNX logo and shared the concern from a branding perspective. Mr. Lewis noted that in the slide presentation given today there was no concerted effort to make any change to the color or logo. He stated what was displayed was the creative efforts of LYNX staff. The Board responded that the "Pink Paw" logo was a traditional symbol and the importance of consistency in its use. The members noted that LYNX is known by its Pink Paw, colorful buses and blue neon lights on the Central Station building. The Board asked that they be provided an opportunity to vote on any change before it occurs. Mr. Lewis noted that website design presented earlier was a soft roll-out and welcomed the Board's input.

6. Consent Agenda

The Chairman noted that staff is requesting that Item 6.B.i be pulled from the Consent Agenda and taken up as Action Item 7.D.

The Chairman also called the Board members' attention to Item 6.D.iii. The Chairman noted that the item for modification of the Employment Agreement between LYNX and John Lewis is being presented upon request from Mr. Lewis. In discussion with Mr. Lewis, the Chairman provided that the Board was required by the terms of the Employment Agreement to conduct an annual evaluation. The Chairman noted that Mr. Patrick Christiansen, LYNX' General Counsel, was directed to send each Board member an evaluation form which was utilized in previous evaluations. The Chairman asked the members to provide input and return the form to Mr. Christiansen for compilation. He added that for previous evaluations, the Board had directed the Chairman to conduct the evaluation. The Chairman suggested that the request contained in Item 6.D.iii be considered at the time the evaluation is conducted together with consideration for compensation adjustment, if any.

The Chairman noted that should Item 6.D.iii be approved, it does not contain a fiscal / budgetary impact as the request is within the terms of the original allocation. Therefore, Item 6.D.iii is for authorization to negotiate the request together with other matters that may arise at the time the evaluation is conducted.

The Chairman recognized Mr. Christiansen. Mr. Christiansen reported that annual review materials will be forwarded to the Board members during the week of November 14, 2011.

A. Release Requests for Proposal

i. Authorization to Release a Request for Proposal Shelter Design
ii. Authorization to Release a Request for Proposal RFP) for Temporary Staffing Services
iii. Authorization to Release an Invitation for Bid (IFB) Negotiate and Award Contract for Remote Surveillance Systems for LYNX Super Stops Facilities and LYNX/FDOT Park & Ride Facilities

iv. Authorization to Release an Invitation for Bid (IFB) Negotiate and Award Contract for a Wireless Surveillance Network System for the Existing LYMMO Fixed Guideway System

B. Award Contracts

i. Authorization to Award a Contract to Direct Media Inc. for Advertising Sales

C. Extension of Contracts

i. Authorization to Exercise the Second Year Option of Contract #08-C01 with Grosvenor Building Services for Janitorial Services at LYNX Central Station and LYNX Operations Center

D. Miscellaneous

i. Authorization to Execute Amendment #3 of the Medicaid Non-Emergency Transportation Contract with the Florida Commission for the Transportation Disadvantaged
ii. Authorization to Increase Contract #10-C17 with Integrated Claims Solution for Third Party Claims Administration for Workers Compensation, Tort and Public Liability
iii. Authorization to Modify the Employment Contract between LYNX and John M. Lewis, LYNX Chief Executive Officer
iv. Authorization to Implement Fixed Route Schedule Changes for December 4, 2011
v. Authorization to File Grant Applications with the Florida Department of Transportation (FDOT) for FY2013 Section 5311 Federal Transit Administration Non-Urbanized Area Program Funds and FY2013 Section 5310 Federal Transit Administration Transportation Services for Elderly Person and Persons with Disabilities Program Funds
vi. Authorization to Ratify Modification #1 to Contract #12-C02 with MV Transportation, Inc., for Paratransit Services through October 15, 2011

Motion was made and seconded to approve the Consent Agenda Items 6.A.i through 6.D.vi excluding 6.B.i. The motion passed unanimously.

7. Action Agenda

The chairman noted that Consent Agenda Item 6.B.i will be taken up as Agenda Item 7.D. The Chairman also noted that two Blue Sheet Action Items will be added to the Agenda and taken up as Agenda Item 7.E and 7.F.

A. Authorization to Adopt the LYNX Vision 2030 Plan

The Chairman recognized Tony Walter, Director of Planning and Development, to make the presentation.

Mr. Walter stated that in May 2010, LYNX began the development of the Long Range Strategic Master Plan. Staff provided the Board with an update at the January 2011 Board meeting on the status of the study and at the July 2011, a review of the preliminary findings was provided. The July presentation addressed the modal recommendations for the 22

corridors, the underlying transit network that will support the transit concept plan, and the preliminary financial analysis.

In developing the Plan, the corridors were divided into segments with similar demographics, land use and characteristics. The segments were then reviewed for the type of modal transit that would be best suited. The MetroPlan Long Range Transportation Plan was reviewed for compatibility with LYNX Vision 2030.

Mr. Walter presented the final draft of the study with the recommendation of staff and the consultant team for adoption of what is now known as LYNX Vision 2030. The intent of the plan is to establish a framework for future premium transit service within the highest performing corridors in the three county region.

Motion was made and seconded to adopt the LYNX Vision 2030 Plan. The Motion passed unanimously.

B. Authorization to Elect the FY2012 Board of Directors' Officers

The Chairman recognized Pat Christiansen, LYNX' General Counsel, to make the presentation.

On an annual basis, the Board of Directors elects from its membership a Chairman, Vice Chairman and Secretary. These positions shall exercise such powers and duties empowered within each as noted in Section 2.2 of Administrative Rule #2 – Board Governance (bylaws).

Motion was made and seconded to elect Seminole County Commissioner, Carlton Henley, as LYNX' Chairman of the Board of Directors, Osceola County Commissioner, Brandon Arrington, as LYNX' Vice Chairman of the Board of Director and Mayor Buddy Dyer, City of Orlando, as LYNX' Secretary of the Board of Directors. The Motion passed unanimously.

C. Approval of Board of Directors 2012 Meeting Dates

The Chairman recognized Edward Johnson, General Manager, to make the presentation.

Staff is requesting authorization to establish the 2012 Board of Directors' meeting dates as follows:

January	26, 2012
March	22, 2012
May	24, 2012
July	26, 2012
September	27, 2012
November	8, 2012

Motion was made and seconded to approve the Board of Directors 2012 meeting dates. The Motion passed unanimously.

D. Authorization to Negotiate and for the Design, Assistance in Deployment, Study and Evaluation of the Demonstration of the FlexBus concept for the Cities of Altamonte Springs, Casselberry, Longwood and Maitland

The Chairman recognized Tony Walter, Director of Planning and Development, to make the presentation.

The FlexBus project is designed to provide demand-response public transportation within a limited geographic area. Service would be provided within the geographic area or connected to fixed route or rail service for longer distance trips. Automated reservations will allow for the near real-time response to the customer request for the trip.

The final design documents which were completed in 2007 to develop and deploy a demonstration of the FlexBus concept will be utilized, update the documents due to the five (5) year interval from design completion to the present and add service areas to that designed for the City of Altamonte Springs for the Cities of Casselberry, Longwood and Maitland

Federal grant funding for $3,336,711 is included in the FY2011 Capital Budget for the FlexBus demonstration project.

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to negotiate and award a contract for the design, assistance in deployment, and study and evaluation of a demonstration of the FlexBus concept.

Motion was made and seconded to authorize the Chief Executive Officer or designee to negotiate and award a contract for the design, assistance in deployment, and study and evaluation of a demonstration of the FlexBus concept. The Motion passed unanimously.

E. Authorization to Negotiate and Enter into an Interlocal Agreement with the Florida Department of Transportation to Perform a Joint Procurement for Ticket Vending Machines

The Chairman recognized Bert Francis, Chief Financial officer, to make the presentation.

FDOT, LYNX, and VOTRAN staff have been engaged in a series of meetings over the past year to coordinate the seamless process of fare payment methods for SunRail, LYNX, and VOTRAN passengers. In order to facilitate this process, the committee decided to exercise the rights under Florida Statutes, Section 163.01, known as "Florida Interlocal Cooperation Act of 1969", and enter into a cooperative purchasing agreement with all three parties.

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to negotiate and execute an Interlocal Agreement with the Florida Department of Transportation (FDOT) for the cooperative purchase of ticket vending machines.

Motion was made and seconded to authorize the Chief Executive Officer or designee to negotiate and execute an Interlocal Agreement with the Florida Department of Transportation for the cooperative purchase of ticket vending machines. The Motion passed unanimously.

F. Authorization to Approve Contract with Amalgamated Transit Union 1749

The Chairman recognized John Lewis, Chief Executive Officer, to make the presentation.

Earlier this year, Management and Union staff agreed to delay negotiations until LYNX' FY 2012 budget was approved. Following budget approval, a negotiations meeting was held on October 26, 2011 and a tentative agreement was reached.

The Union vote took place on Monday, November 7, 2011. Of the thirty-one (31) members voting, thirty (30) voted in favor of the contract.

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to enter into the Amalgamated Transit Union 1749 Contract for fiscal years 2012 thru 2014 (November 20, 2011 – September 30, 2014).

Motion was made and seconded to authorize the Chief Executive Officer or designee to enter into the Amalgamated Transit Union 1749 Contract for fiscal years 2012 thru 2014 (November 20, 2011 – September 30, 2014). The Motion passed unanimously.

8. Information Items

Information Items are for review purposes only. No action is required.

9. Other Business

The Chairman asked if there was other business to bring before the members. Hearing none, the Chairman moved the Agenda.

10. Monthly Reports

Monthly Reports are for review purposes only. No action is required.

Meeting adjourned at 3:05 p.m.

Consent Agenda Item #6.A. i

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Release Requests for Proposal (RFP)**
Authorization to Release a Request for Proposal (RFP) for LYNX Orlando Trail Project

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to release a Request for Proposal (RFP) for Design/Build services for the LYNX Orlando Trail (a/k/a Gertrude's Walk).

BACKGROUND:

In the fall of 2010, LYNX was awarded a $1.5 million Livability Grant for the construction of the LYNX Orlando Trail (LOT) from South Street to Washington Street. The LOT Project is a start-up segment of a larger Orlando Urban Trail, included as part of the regional vision for Orlando Transportation Enhancements. This segment of the project is a critical need to support commuter rail and the growing transportation needs identified in the Orlando Downtown Transportation Plan.

The scope of the project has changed somewhat since first awarded. The section of the trail from South Street to Washington Street was completed as part of the opening of the Amway Center prior to grant award. The revised scope now includes the design and construction of the LOT from Washington Street to Amelia Street and design from Amelia Street to Colonial Drive. The City completed a Categorical Exclusion Document to comply with the National Environmental Policy Act (NEPA) process and LYNX has gotten approval from Federal Transit Administration (FTA) to move forward with the new scope.

The project is planned to be solicited as design/build for those portions that can be constructed with available funds. The segment from Amelia Street to Colonial Drive is planned for design only at this time. The segment from Amelia Street to Colonial Drive may also be constructed at a later date should funding become available.

PROJECTED SOLICITATION SCHEDULE

Issuance of Request for Proposal	March 2012
Due Date for Proposals	June 2012
Board Approval and Contract Award	July 2012

Note: Dates referenced are for planning purposes only and are subject to change.

RFP EVALUATION

The selection process will consist of a Determination of Responsiveness and a Source Evaluation Committee (SEC) ranking. The SEC will evaluate all responsive proposals received under the solicitation. The SEC will be comprised of the following persons:

- Two LYNX representatives
- One City of Orlando designee

Evaluation Criteria:

Each Proposer will be evaluated based on their project approach, understanding of the project issues, their management plan, Quality Assurance/Quality Control plan, and proposed project schedule as provided in the written proposal document and as provided in their 20-minute presentation. Each proposer will demonstrate of the Team's comprehensive knowledge of the project issues, potential obstacles/constraints, discussion of relevancy to previous similar work, and team interaction. They will also demonstrate the awareness of project issues, management approach, personnel and staffing plan and project schedule:

Category A: Professional Qualifications 25 %
Category B: Past performance / Experience 20 %
Category C: Ability to perform 35 %
Category D: Methodology & Technical Approach 15 %
Category E: Cost 5%

Category A: Professional Qualifications: Weight 25%

- Each responsive Submittal will be evaluated based on the team's qualifications as determined by recent relevant experience and performance on similar projects/programs, qualifications of the firm, individuals, and sub-consultants (ability, capacity, and skill of the firm, individual, and sub-consultants to perform the required services).
- Educational background and training.
- Training and quality control.

Category B: Past performance / Experience Weight 20%

- Experience in similar work (experience of the business and individual members of the team in accomplishing similar services).

- Meeting time and budget constraints.
- Previous contracting experience with governmental entities.
- References (responses of the client reference).

Category C: Ability to perform: Weight 35%

- Evaluate the project approach for special conditions, disclaimers, limitations or proposals that do not reflect the scope or the nature of the LYNX project.
- Benefits of retaining the team.
- Evaluate scope of work.
- Evaluate project specific data and/or conceptual project approach.

Category D: Methodology & Technical Approach: Weight 15%

- Project approach/innovative ideas.
- Management team matrix for clarity of responsibility/communication and balance.
- Innovative workable ideas, time and cost savings, and quality assurance processes.
- Project approach.
- Public involvement strategy
- Ability and Process for managing the project budget

Category D: Cost: Weight 5%

- The Contractor will demonstrate the ability to complete the project within the funding available.
- Provide estimated cost per task

PROPOSED NEW EXPANSION:

The LOT will expand the pedestrian and bicycle accessibility to LYNX Central Station from the core of downtown, starting from the Church Street SunRail station north to Colonial Drive. This expansion feeds into ancillary roads that provide greater pedestrian access to the LYNX system overall – LYMMO, fixed route and express service.

DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX has established a 10% contract participation goal on this contract. Proposers must, in order to be responsible and/or responsive, make a good faith effort to meet the goal. LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms.

FISCAL IMPACT:

LYNX staff has included funding in the amount of $1,553,132 in the FY2012 Adopted Capital Budget for LYNX Orlando Trail project. The total project cost is currently estimated as follows:

LYNX Orlando Trail (a/k/a Gertrude's Walk)

Funding Sources	**Amount**
FTA Livability Grant Funding (80%)	$1,233,132
City of Orlando Matching Funding (20%)	308,283
Total Project Cost	**$1,541,415**

Consent Agenda Item #6.A. ii

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Release Requests for Proposal (RFP)**
Authorization to Release a Request for Proposal (RFP) for Architectural and Engineering Consultant Services

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to release a Request for Proposal for Architectural and Engineering Services for the design and construction oversight of bus shelters and transfer centers. The term of the contract will be a total of three (3) years from date of award. Task Orders will be negotiated and issued for work to be performed.

BACKGROUND:

Currently, LYNX has a contract with AECOM Technical Services for the design and construction management of bus shelters and transfer centers. This contract is set to expire in September of 2012. LYNX will solicit proposals for these services and prepare to execute a contract to the successful proposer prior to the expiration of the AECOM contract. All projects currently under way with the existing AECOM contract will continue to completion. All new projects will be under the new contract.

The new contract will be for the design, permitting and construction oversight of bus shelters, transfer centers and associated amenities. The contract shall not exceed $1,000,000 per contract year without prior Board approval. The associated yearly costs reflect the anticipated capital projects over the next three (3) fiscal years and allow staff to issue additional task orders for transfer center design and associated construction management.

PROJECTED SOLICITATION SCHEDULE

Issuance of Request for Proposal	March 2012
Due Date for Proposals	June 2012

Board Approval and Contract Award July 2012

Note: Dates referenced are for planning purposes only and are subject to change.

RFP EVALUATION

The selection process will consist of a Determination of Responsiveness and a Source Evaluation Committee (SEC) ranking. The SEC will evaluate all responsive proposals received under the solicitation. The SEC will be comprised of the following persons:

- LYNX Capital Planning
- LYNX Strategic Planning
- LYNX Facilities Senior Staff

Evaluation Criteria:

Each proposer will be evaluated based on their project approach, understanding of the project issues, their management plan, Quality Assurance/Quality Control plan, and proposed project schedule as provided in the written proposal document and as provided in their 20-minute presentation. The proposer must demonstrate the Team's comprehensive knowledge of the project issues, potential obstacles/constraints, discussion of relevancy to previous similar work, and team interaction. The proposer will also demonstrate awareness of project issues, management approach, personnel and staffing plan and project schedule:

Category A: Professional Qualifications 25 %
Category B: Past performance / Experience 22 %
Category C: Ability to perform 23 %
Category D: Methodology & Technical Approach 30 %

Category A: Professional Qualifications: Weight 25%

- Each responsive Submittal will be evaluated based on the Firm's qualifications as determined by recent relevant experience and performance on similar programs. Qualifications of the firm, individuals, and sub-consultants (ability, capacity, and skill of the firm, individual, and sub-consultants to perform the required services).
- Educational background and training.
- Training and quality control.

Category B: Past performance / Experience Weight 22%

- Experience in similar work (experience of the business and individual members of the firm in accomplishing similar services).
- Meeting time and budget constraints.
- Previous contracting experience with governmental entities.
- References (responses of the client reference).

Category C: Ability to perform: Weight 23%

- Evaluate project approach for special conditions, disclaimers, limitations or proposals that do not reflect the scope or the lump sum nature of the LYNX project.
- Benefits of retaining the team.
- Evaluate scope of work.
- Evaluate project specific data and/or conceptual project approach.

Category D: Methodology & Technical Approach: Weight 30%

- Project approach/innovative ideas.
- Management team matrix for clarity of responsibility/communication and balance.
- Innovative workable ideas, time and cost savings, and quality assurance processes.
- Project approach.
- Public involvement strategy.

DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX has established a 10% contract participation goal. Proposers must, in order to be responsible and/or responsive, make a good faith effort to meet the goal. LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms.

FISCAL IMPACT:

LYNX staff includes funds in the annual operating and capital budgets to support the architectural and engineering services for the design and construction oversight of bus shelters and transfer centers.

Consent Agenda Item #6.A. iii

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Rich Bannon
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Release Requests for Proposal (RFP)**
Authorization to Release a Request for Proposal (RFP) for Commercial Style Transit Shelters

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to issue a Request for Proposal (RFP) for the manufacture of commercial style shelters. The contract term will be for three years from date of award with adjusted yearly Producer Price Index (PPI) allowances.

BACKGROUND:

The current contract is with Tolar Manufacturing for commercial style shelters and will expire in April 2012. LYNX will solicit bids through the RFP process for the manufacturing of a series of commercial style shelters that meet LYNX design criteria. The shelters include the following:

- City of Orlando (all traffic black shelter) - 6'x 9' advertising, 6'x 9' non-advertising, 6'x 13' advertising, 6'x 13' non-advertising.

- Orange County (all Hapco Green with copper-cote KYNAR or approved functional equivalent roof) - 6'x 9' advertising, 6'x 9' non-advertising, 6'x 13' advertising, 6'x 13' non-advertising.

LYNX will purchase a minimum of 50 shelters under this contract and potentially purchase up to a maximum of 300 shelters over the contract life.

PROJECTED SOLICITATION SCHEDULE

SCHEDULE

Issuance of Request for Proposal	March 2012
Due Date for Proposals	April 2012
Board Approval and Contract Award	May 2012

Note: Dates referenced are for planning purposes only and are subject to change.

RFP EVALUATION

The selection process will consist of a Determination of Responsiveness and a Source Evaluation Committee (SEC) ranking. The SEC will evaluate all responsive proposals received under the solicitation. The SEC will be comprised of the following persons:

- LYNX Capital Planning Staff
- City of Orlando Planning Staff
- Orange County Planning Staff

Evaluation Criteria:

Proposals will be evaluated by the LYNX Source and Evaluation Committee ("SEC") on the information contained in the Proposal and will be ranked and/or reviewed in the following categories in descending order of importance, with the first criteria being the most important:

Category A: Functionality 40%
Category B: Cost 30%
Category C: Experience 20 %
Category D: Delivery 10%

Category A: Functionality Weight 40%
The following areas will be evaluated as to the functionality of the shelter:

- Shelter Design and Size
- Colors as Specified
- Solar Specifications
- Ad Panel Specifications (the one included with the shelter and the freestanding solar)
- Warranty
- Durability of Materials, Paint and Finish
- Assembly Time
- Sample of Engineered Drawing

Category B: Cost Weight 30%

- Based upon the single unit price and excluding delivery

Category C: Experience Weight 20%
The following areas will be evaluated as to the experience of the Manufacturer providing shelters in a similar outdoor environment to Florida to include:

- Wind Load
- Climate

Category D: Delivery Weight 10%

- Number of Days to Manufacture and Delivery after Receipt of a Purchase Order
- Packaging (How the shelters are packaged for shipment, maximum number to be shipped on a single truck)

DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms. LYNX has an overall agency goal of 14%. The DBE officer will work with the project manager to identify subcontracting opportunities for DBE and to determine the appropriate goal for the project to ensure compliance.

FISCAL IMPACT:

LYNX staff has included $1,999,369 in the FY2012 Adopted Capital Budget for shelters funded with ARRA grant proceeds. In addition, it is anticipated that other ARRA savings may be used to fund a portion of these shelters, if needed. Otherwise, LYNX' annual federal allocation will provide the associated funding required.

Consent Agenda Item #6.A. iv

To: **LYNX Board of Directors**

From: **Lisa Darnall**
CHIEF OPERATING OFFICER
Joe Cheney
(Technical Contact)

Phone: **407.841.2279 ext: 6036**

Item Name: **Release Requests for Proposal (RFP)**
Authorization to Release a Request for Proposal (RFP) and Negotiate a Contract for Purchases of Articulated Buses

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to release a Request for Proposal (RFP) for the purchase of articulated buses.

BACKGROUND:

In accordance with the Transit Development Plan, LYNX has a continuous need to acquire new articulated buses to accommodate the fleet requirement. Ongoing alternative analysis of various transit corridors supports this need. LYNX currently has two articulated buses and wishes to increase the number by four additional buses in the coming year. The new buses will be eligible for Florida Department of Transportation (FDOT) awarded Service Development Grants designed to cover up to 50% of operations and maintenance costs for the first two years of service. The contract will include assignable options for outside entities.

The Source Evaluation Committee (SEC) members will follow the RFP Evaluation Policy, PRO-001. The SEC will be comprised of LYNX' staff and representatives from a few transit properties around the state who have an interest in articulated buses. The SEC evaluation criteria and award qualifications follow:

Evaluation Criteria and Award Qualifications

1.19 Evaluation Criteria

Proposals will be evaluated on the following criteria in descending order of importance, with the first criteria being the most important:

I. Product

1. Meets or Exceeds Performance Criteria.
2. Structural Integrity (side impact protection)
3. Safety Features
4. Comfort Features
5. Fuel Efficiency
6. Corrosion Protection.
7. Quality of Training Program.

II. Performance

1. Quality Control/Quality Assurance.
2. Qualifications and Experience.
3. Warranty Service.
4. Delivery History
5. Organization Structure.

III Price

1. Bus.
2. Delivery
3. Training
4. Progress Payments
5. Prompt Payment Terms

1.20 Qualifications for Award

Award of this contract shall be made on a best value basis to the responsive and responsible firm that best meets the requirements of the RFP.

Once the RFP procurement process has been completed staff will present the information and recommendation for award to the Board.

DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

The Disadvantage Business Enterprise (DBE) participation is handled at the Federal level for rolling stock procurement.

FISCALIMPACT:

LYNX staff has included $4,000,000 in the FY2012 Adopted Capital Budget to purchase four (4) articulated buses.

Consent Agenda Item #6.B. i

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Invitation for Bid (IFB)**
Authorization to Issue an Invitation for Bid (IFB) for the Construction of the Poinciana Transfer Center

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to release an Invitation for Bid (IFB) to award a fixed price service contract for the construction of the expanded Poinciana Transfer Center.

BACKGROUND:

Currently, the major transfer point in the community of Poinciana is located within the boundaries of an existing Wal-Mart parking lot. This 1/10 acre transfer center is located on the west side of the Walmart property. Average daily boardings at this location are 355 passengers per day.

The Poinciana Transfer Center was originally built in 2004 as a single bus pull-out bay as a requirement of the Wal-Mart development order. This single bus bay is not sufficient for the growth in transit services experienced in southern Osceola County. In the past 3 years, LYNX has added two flex-route services, two fixed route bus services and a limited frequency (two times per day) express route to Disney. In addition, a third flex-route is in the planning stages. As a result, expansion of the existing transfer center is warranted to support the current and anticipated new bus service. The project includes the ability to stage two fixed route buses and up to three flex route vehicles replacing the current overflow staging area in the adjacent parking lot. The scope of the project includes milling and resurfacing of the facility to ensure it stays in a state of good repair and expansion of the existing bus bay by approximately 150 feet.

DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms. LYNX has an overall agency goal of 14%. The DBE officer will work with the project manager to identify subcontracting opportunities for DBE and to determine the appropriate goal for the project to ensure compliance.

FISCAL IMPACT:

LYNX staff will amend the FY2012 adopted Capital Budget to include this project in the estimated amount of $275,000. It is anticipated that this construction project will be 100% federally funded through associated American Recovery and Reinvestment Act (ARRA) savings.

Consent Agenda Item #6.B. ii

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Invitation for Bid (IFB)**
Authorization to Issue an Invitation for Bid (IFB) for the Construction of the Kissimmee Transfer Center

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to release an Invitation for Bid (IFB) to award a fixed price service contract for the construction of the Kissimmee Intermodal Center.

BACKGROUND:

In accordance with LYNX' Transit Development Plan, staff is coordinating with the City of Kissimmee for the construction of an 8-bay facility associated with the future Kissimmee Intermodal Transportation Center located in Downtown Kissimmee. The facility will serve as a hub for transit service in Osceola County and as a connecting point to the SunRail station.

LYNX has completed the design and engineering for the property. The 8-bay facility will accommodate 6 buses up to 40 feet in length and two articulated buses up to 60 feet in length.

In order to ensure satisfactory maintenance and continuing control, LYNX has verified that the Florida Department of Transportation (FDOT) has secured ownership of the parcel. At the end of the seven year period FDOT operation of the SunRail system, ownership will be transferred to the Central Florida Commuter Rail Commission.

FDOT and LYNX have entered into a Joint Participation Agreement (JPA) to satisfy the Federal requirements for funding the project and to memorialize the relationships and responsibilities of the two parties. The plans will be submitted to the City of Kissimmee Development Review Committee and Planning Advisory Board for final approval. Staff is requesting permission to go out to bid before final plans approval by the City so we can meet time constraints associated with the American Recovery and Reinvestment Act (ARRA) funding of any final engineering resulting from the City's review of the project.

DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms. LYNX has an overall agency goal of 14%. The DBE officer will work with the project manager to identify subcontracting opportunities for DBE and to determine the appropriate goal for the project to ensure compliance.

FISCAL IMPACT:

LYNX staff has included $1,950,000 in the FY2012 Adopted Capital Budget for this project.

Consent Agenda Item #6.B. iii

To: **LYNX Board of Directors**

From: **Lisa Darnall**
CHIEF OPERATING OFFICER
Joe Cheney
(Technical Contact)
Ricky Sonny
(Technical Contact)

Phone: **407.841.2279 ext: 6036**

Item Name: **Invitation for Bid (IFB)**
Authorization to Issue an Invitation for Bid (IFB) for Purchasing and Installing Digital Mobile Radios

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to issue an Invitation for Bid (IFB) for purchasing and installing two hundred three (203) digital mobile radios for use on LYNX revenue and support vehicles including spares.

BACKGROUND:

All two-way radio communications from revenue buses, support vehicles and portable radios are currently contracted through Orange County. Orange County Radio Services is in the process of upgrading their system to increase operating efficiency, coverage, and reliability. One of the processes to achieve this is to move from an analog to a digital system.

LYNX was notified at the end of 2010 that Orange County was moving to a digital system which would require all users to upgrade their radios from analog to digital.

To ensure that LYNX can continue to operate on the Orange County digital system, all radios must be digital-capable. At this time, only eighty-seven (87) out of the fleet mobile radios can be upgraded to the digital system necessitating the replacement of one hundred ninety-three (193) radios that cannot be upgraded and an additional ten (10) spares. The radio replacements will require the removal of the old analog radios and the installation of the new digital radios. Re-programming of the eighty-seven (87) upgradeable radios is also required. Any changes in service requirements over the next several months would change the number of radios needed.

Staff planned for this upgrade during FY2012 and budgeted accordingly. Installation must be completed prior to December 31, 2012, which is the date Orange County will no longer operate an analog service.

DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms. LYNX has an overall agency goal of 14%. The DBE officer will work with the project manager to identify subcontracting opportunities for DBE and to determine the appropriate goal for the project to ensure compliance.

FISCAL IMPACT:

LYNX staff included $786,651 in the FY2012 Adopted Capital Budget for this project.

Consent Agenda Item #6.C. i

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)
Laura Minns
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Award Contracts**
Authorization to Award a Contract to PCL Construction Services, Inc. for the Design and Construction of the East-West Bus Rapid Transit (BRT) LYMMO Expansion Project

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to negotiate and award a contract to PCL Construction Services, Inc. in the amount Not-to-Exceed $1,950,000 for the design phase of the East-West Bus Rapid Transit (BRT) Project.

BACKGROUND:

At the July 28, 2011 LYNX Board of Directors' meeting, staff received authorization to release a Request for Proposal for the Design/Build of the East-West Bus Rapid Transit expansion.

An RFP for Phase I, Statement of Qualifications, was released on October 28, 2011. A pre-proposal meeting was held on November 2, 2011 and proposals were due to LYNX by 2:00 p.m. EST on Friday, November 18, 2011.

Three proposals were received from the following firms:

- Gomez Construction Company
- Harkins Development Corporation
- Hubbard Construction
- Middlesex Corporation
- PCL Construction Services, Inc.

The Source Evaluation Committee (SEC) consisted of the following personnel:

- Edward Johnson, General Manager, LYNX
- J. Marsh, Chief, Government Affairs, LYNX
- Christine Kefauver, City of Orlando
- F. J. Flynn, City of Orlando
- Davon Barbour, City of Orlando

The proposals were evaluated on the following criteria in descending order of importance:

- Professional Qualifications and Experience: Proposer Firm and Sub-Consultants (40%)
- Methodology (35%)
- Professional Qualifications and Experience (25%)

The SEC met on Monday, November 28, 2011 to discuss the five responses. The meeting was publicly noticed and each firm was notified of the date and time of the meeting.

The results of the scoring of the proposals are shown below. The scores were based on a total possible score of 500 points and the ordinal ranking of each firm.

Firm	Score	Ordinal
PCL Construction Services, Inc.	444	1
Hubbard Construction	435	2
Middlesex Corporation	400	3
Gomez Construction Company	387	4
Harkins Development Corporation	326	5

The SEC shortlisted the firms of Hubbard Construction, Middlesex Corporation and PCL Construction Services, Inc.for Phase II.

The RFP for Phase II was released to the shortlisted firms on November 30, 2011. A pre-proposal meeting was held on December 2, 2011 and proposals were due to LYNX by 2:00 p.m. EST on Thursday, December 15, 2011.

Technical presentations from all three firms were presented to the members of the SEC on Wednesday, December 21, 2011. The SEC met in a public meeting at 12:15 on December 21, 2011 to discuss the proposals and the technical presentations.

The proposals were evaluated on the following criteria in descending order of importance:

- Technical Approach (70%)
- Management Approach (20%)
- Personnel and Staffing Plan (10%)

The results of the scoring of the proposals are shown below. The scores were based on a total possible score of 500 points and the ordinal ranking of each firm.

Firm	Score	Ordinal
PCL Construction Services, Inc.	475	1
Hubbard Construction	421	2
Middlesex Corporation	367	3

The members of the SEC unanimously recommended the award be made to PCL Construction Services, Inc. for this project. PCL Construction will be working with the following firms on this project:

- WBQ Design & Engineering, Inc.
- HDR, Inc.
- JCB Consulting, Inc.
- GEC, Inc.
- HHI Design
- PEC Surveying and Mapping, Inc.

At the 60% design stage, LYNX and the Contractor will negotiate and agree to a Guaranteed Maximum Price (GMP) for the construction portion of this project. LYNX staff will then request approval by the Board of Directors to execute a contract for the construction phase.

PROPOSED NEW EXPANSION:

The project will expand existing LYMMO service with 3.71 miles of BRT service in the downtown core and surrounding neighborhoods. The route will require four 35' hybrid electric buses similar to the current LYMMO buses in operation.

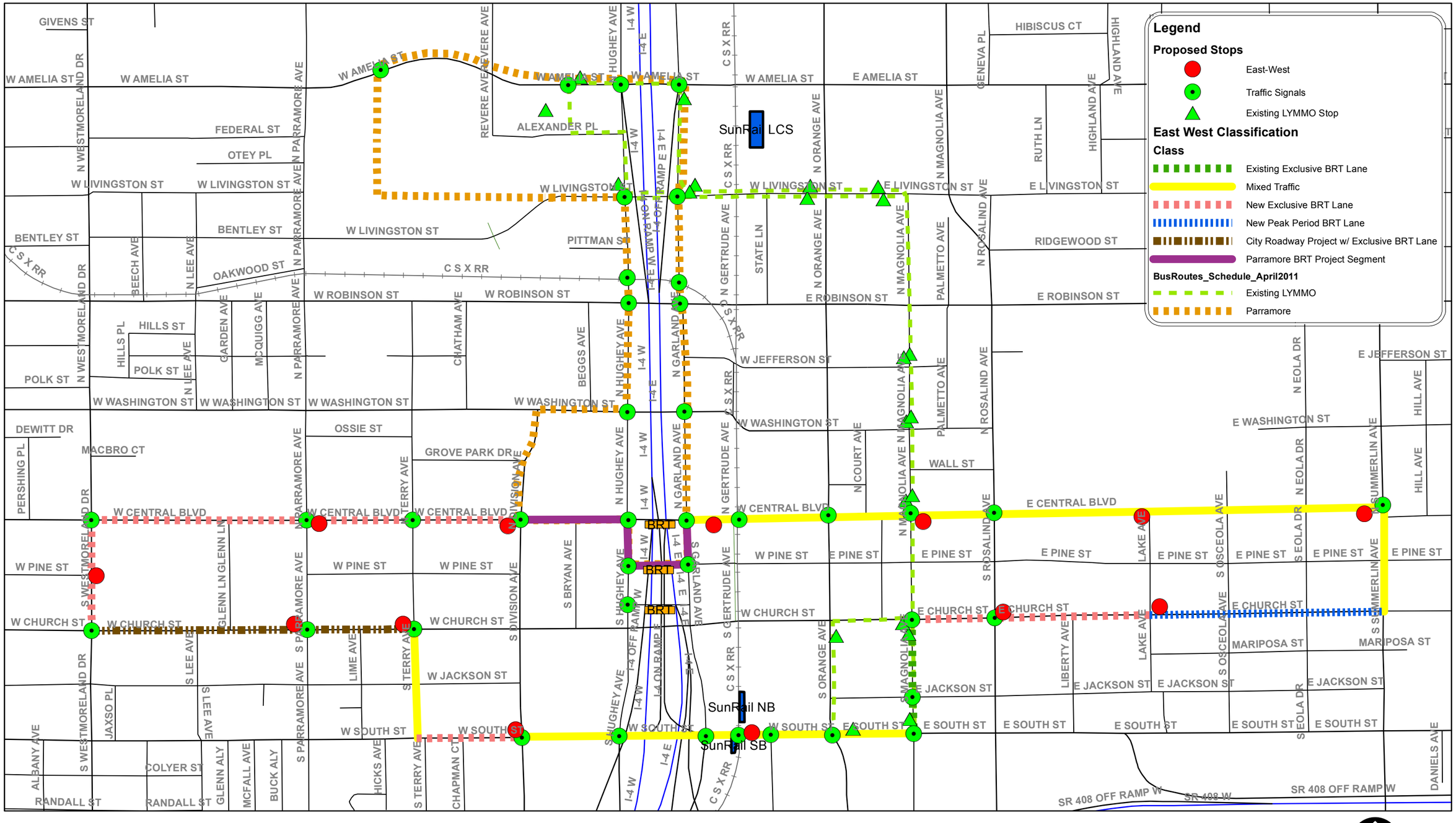
DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX has established a 14% contract participation goal on this contract for the overall project. Proposers must, in order to be responsible and/or responsive, make a good faith effort to meet the goal. LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms.

FISCAL IMPACT:

LYNX staff has included $10,000,000 in the FY2012 Adopted Capital Budget to support this project, of which $8,000,000 was funded with federal funds and $2,000,000 was funded with local funds from the City of Orlando.

LYMMO EXPANSION DESIGN-BUILD PROJECT MAP



Consent Agenda Item #6.C. ii

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Award Contracts**
Authorization to Award a Contract to Vanasse Hangen Brustlin, Inc. for the US192 Corridor Alternative Analysis

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Director's authorization for the Chief Executive Officer (CEO) or designee to award a contract to Vanasse Hangen Brustlin, Inc. for the US192 Corridor Alternatives Analysis (AA) study in an amount not-to-exceed nine-hundred-fifty ($950,000) thousand dollars.

BACKGROUND:

At the September 28, 2011 LYNX Board of Directors' meeting, staff received authorization to release a Request for Proposal (RFP) for the US 192 Corridor Alternative Analysis.

The RFP was released on October 13, 2011. A pre-proposal meeting was held on October 20, 2011 and proposals were due to LYNX by 2:00 p.m. EST on Wednesday, November 9, 2011.

Seven proposals were received from the following firms:

- AECOM Technical Services, Inc.
- HDR Engineering, Inc.
- Kimley-Horn and Associates, Inc.
- Reynolds, Smith and Hills, Inc.
- URS Corporation
- Vanassee Hangen Brustlin, Inc.
- Wilbur Smith Associates, Inc.

The Source Evaluation Committee (SEC) consisted of the following personnel:

Bob Wright, City of Kissimmee Development Services Department
Brenda Young, Florida Department of Transportation, District 5
Doug Jamison, LYNX
Laura Minns, LYNX
Tiffany Homler, Osceola County Transportation Planning

The proposals were evaluated on the following criteria in descending order of importance:

- Methodology (40%)
- Professional Qualifications and Experience: Proposer Firm and Sub-Consultants (33%)
- Professional Qualifications and Experience: Staff (27%)

The SEC met on Friday, November 18, 2011 to discuss the seven responses. The meeting was publicly noticed and each firm was notified of the date and time of the meeting.

The results of the scoring of the proposals are shown below. The scores were based on a total possible score of 500 points and the ordinal ranking of each firm.

Firm	Score	Ordinal
Vanassee Hangen Brustlin, Inc.	423	11
URS Corporation	409	15
Reynolds, Smith and Hills, Inc.	391	18
AECOM Technical Services, Inc.	389	19
Kimley-Horn and Associates, Inc.	408	20
HDR Engineering, Inc.	386	23
Wilbur Smith Associates, Inc.	333	34

The members of the SEC unanimously recommended the award be made to Vanassee Hangen Brustlin, Inc for this project.

DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX has established a 4% contract participation goal on this contract. Vanesse Hangen Brustlin, Inc. has a Disadvantage Business Enterprise (DBE) commitment with the following firms' participation:

GMB Engineers & Planners Inc. 12-15%
Laura Turner Planning Services 3-5%

The Alternative Analysis will provide data, analysis and a final Alternative Analysis document which may result in a project eligible for Federal Transit Administration (FTA) New Starts,

Small Starts or Very Small Starts funding. The Alternative Analysis document is a pre-requisite before FTA will authorize a project to proceed to preliminary engineering.

FISCAL IMPACT:

LYNX staff has included $1,000,000 in the FY2012 Adopted Capital Budget to support this effort. LYNX will provide the required 20% local match of $200,000 and FTA will fund $800,000, or 80% of the project costs.

Consent Agenda Item #6.C. iii

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)
Jerry Bryan
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Award Contracts**
Authorization to Award a Contract to ZMG Construction, Inc. (Parramore Bus Rapid Transit (BRT) Consortium) for the Design and Construction of the Parramore BRT LYMMO Expansion Project

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to negotiate and award a contract to ZMG Construction, Inc. (Parramore BRT Consortium) in the amount Not to Exceed $2,525,000 for the design phase of the Parramore Bus Rapid Transit (BRT) Project.

BACKGROUND:

At the May 26, 2011 LYNX Board of Directors' meeting, staff received authorization to release a Request for Proposal (RFP) for the design and construction of the Parramore BRT expansion.

The RFP for Phase I, Statement of Qualifications, was released on October 28, 2011. A pre-proposal meeting was held on November 3, 2011 and proposals were due to LYNX by 2:00 p.m. EST on Friday, November 18, 2011.

Three proposals were received from the following firms:

- Harkins Development Corporation
- Middlesex Corporation
- ZMG Construction, Inc. (Parramore BRT Consortium)

The Source Evaluation Committee (SEC) consisted of the following personnel:

Edward Johnson, General Manager, LYNX
J. Marsh, Chief, Government Affairs, LYNX
Christine Kefauver, City of Orlando
Kevin Tyjeski, City of Orlando
Doug Taylor, Downtown Development Board

The proposals were evaluated on the following criteria in descending order of importance:

- Professional Qualifications and Experience: Proposer Firm and Sub-Consultants (40%)
- Methodology (35%)
- Professional Qualifications and Experience (25%)

The SEC met on Monday, November 28, 2011 to discuss the three responses. The meeting was publicly noticed and each firm was notified of the date and time of the meeting.

The results of the scoring of the proposals are shown below. The scores were based on a total possible score of 500 points and the ordinal ranking of each firm.

Firm	Score	Ordinal
Harkins Development Corporation	332	3
Middlesex Corporation	402	2
ZMG Construction, Inc. (Parramore BRT Consortium)	447	1

The SEC shortlisted the firms of Middlesex Corporation and ZMG Construction Inc. (Parramore BRT Consortium) for Phase II.

The RFP for Phase II was released to the shortlisted firms on November 30, 2011. A pre-proposal meeting was held on December 2, 2011 and proposals were due to LYNX by 2:00 p.m. EST on Thursday, December 15, 2011.

Technical presentations from both firms were presented to the members of the SEC on Wednesday, December 21, 2011. The SEC met in a public meeting at 4:15 on December 21, 2011 to discuss the proposals and the technical presentations.

The proposals were evaluated on the following criteria in descending order of importance:

- Technical Approach (70%)
- Management Approach (20%)
- Personnel and Staffing Plan (10%)

The results of the scoring of the proposals are shown below. The scores were based on a total possible score of 500 points and the ordinal ranking of each firm.

Firm	Score	Ordinal
Middlesex Corporation	441	2
ZMG Construction, Inc. (Parramore BRT Consortium)	476	1

The members of the SEC unanimously recommended the award be made to ZMG Construction, Inc. for this project. ZMG Construction, Inc. will oversee the project and has partnered with the following firms:

- Balfour Beatty Construction, LLC will be the design-build lead general contractor.
- Cardno TBE will manage the civil engineering and design team.
- WBQ will provide civil engineering and BRT design support.
- Vanasse Hagen Brustlin will program BRT station planning.
- GEC, Inc. will provide geotechnical services.
- Baker Barrios Architects will coordinate the BRT planning.

At the 60% design stage, LYNX and the Contractor will negotiate and agree to a Guaranteed Maximum Price (GMP) for the construction portion of this project. LYNX staff will then request approval by the Board of Directors to execute a contract for the construction phase.

PROPOSED NEW EXPANSION:

The Parramore BRT project will add an additional 2.1 miles of expanded LYMMO service. The BRT will operate in exclusive lanes as well as mixed traffic (see attached alignment map). The new service will require three (3) additional 35' hybrid electric buses similar to the existing LYMMO buses operating on the fixed guideway route. It should be noted that the buses for this project will be procured separately from this grant.

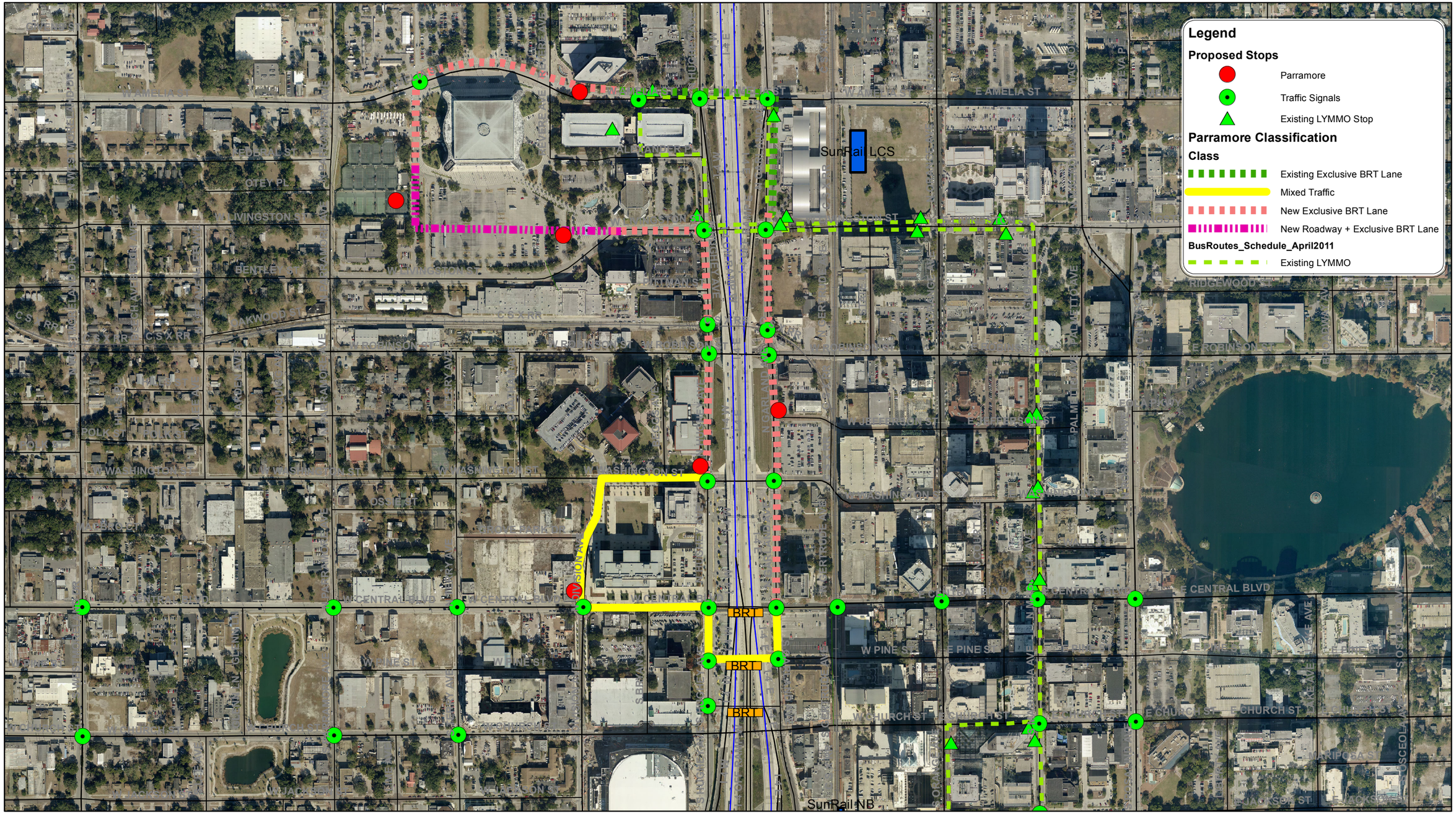
DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX has established a 14% contract participation goal on this contract for the overall project. Proposers must, in order to be responsible and/or responsive, make a good faith effort to meet the goal. LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms.

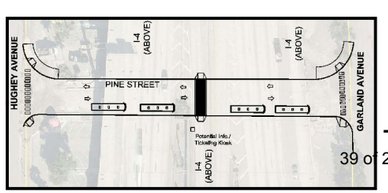
FISCAL IMPACT:

LYNX staff has included $12,450,000 in the FY2012 Adopted Capital Budget to support this project, of which $9,960,000 was funded with federal funds and $2,490,000 was funded with the City of Orlando (in-kind and cash) funds.

LYMMO EXPANSION DESIGN-BUILD PROJECT MAP
BASE MAP EXHIBIT - PARRAMORE BRT PROJECT



PROTOTYPICAL
6x13 FT SHELTER



PREFERRED
PINE STREET
TRANSFER STATION

FLAG STOP

NOT TO SCALE

0 100 200 400 600 800 Feet

Consent Agenda Item #6.C. iv

To: **LYNX Board of Directors**

From: **Bernard Guida**
DIRECTOR OF PROCUREMENT
Bernard Guida
(Technical Contact)
Rudolph Walter
(Technical Contact)

Phone: **407.841.2279 ext: 6057**

Item Name: **Award Contracts**
Authorization to Award a Contract to Waste Management, Inc. of Florida for Solar Powered Trash Compactors

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to award a supplier contract to Waste Management, Inc. of Florida for the purchase of solar powered trash compactors. The term of the Contract will be for three years from the date of award with adjusted yearly Producer Price Index (PPI) allowances.

BACKGROUND:

LYNX initiated a pilot project with the installation of 4 solar powered compactors at the Osceola Square Mall Transfer Center. Osceola Square Mall was identified due to the need for daily trash pickup. Since the installation, trash pickup has decreased to 1 time per week. The reduction of periodic cleaning of the facility has been realized with the elimination of open trash cans that allow overflow onto the grounds. Complaints about trash from the property owner and surrounding businesses were eliminated. LYNX saved approximately $4,500.00 in the past year at the Osceola Square Mall Transfer Center.

At the September 28, 2011 Board of Directors' meeting, staff received authorization to issue a Request for Proposals (RFP). The RFP was released on November 23, 2011 and proposals were due to LYNX by 2:00 p.m. EST on Monday December 5, 2011.

Two proposers were received from the following firms:

- BigBelly Solar, Inc.
- Waste Management, Inc. of Florida

The Source Evaluation Committee (SEC) consisted of the following personnel:

Jeff Reine, Capital Strategic Planner
Alan Cullum, Buildings and Grounds
Ron Riccard, Facilities Maintenance

The proposals were evaluated on the following criteria in descending order of importance:

- Company Experience (40)
- Product Functionality (35)
- Cost (20)

The SEC met on Wednesday, January 18, 2012 to discuss the proposals.

The results of the scoring of the proposals are shown below. The scores were based on a total possible score of 300 points and the ordinal ranking of each firm.

Firm	Score	Ordinal
Waste Management Inc. of Florida	287	1
BigBelly Solar, Inc.	233	2

LYNX invited other transit agencies within the state to participate and were required to submit a forecast for the three year period. The participating agencies and their estimated quantities are:

LYNX (500)
Gainesville Regional Transit Systems (80)
Miami-Dade (6)
Pinellas Suncoast Transit Authority (70)
Sarasota County Area Transit (30)

The minimum number to be order under the term of this contract is (50) fifty and the maximum number to be ordered is (686) six hundred eighty six. These quantities include purchases anticipated from other agencies that would participate in the contract.

DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of the work for materials, supplies and services to Disadvantaged Enterprise (DBE) Firms. LYNX has an overall agency goal of 14%. The DBE Officer will work with the project manager in the development of the appropriate goal for this project.

FISCAL IMPACT:

LYNX staff has included $574,000 in the FY2012 Adopted Capital Budget to purchase a quantity of eighty-two (82) solar powered trash compactors. LYNX staff plans to include an additional 100 units per fiscal year throughout the life of the contract.

Consent Agenda Item #6.C. v

To: **LYNX Board of Directors**

From: **Bernard Guida**
DIRECTOR OF PROCUREMENT
Rudolph Walter
(Technical Contact)

Phone: **407.841.2279 ext: 6057**

Item Name: **Award Contracts**
Authorization to Award a Contract to Spencer Fabrication for LYNX Style Shelters

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to award a Contract to Spencer Fabrication for the fabrication of the LYNX style bus shelters. The term of the Contract will be February 1, 2012 through September 30, 2013.

BACKGROUND:

At the May 26, 2011 Board of Directors meeting, staff received authorization to issue an Invitation for Bid (IFB). The bid was released on November 4, 2011 with a due date of December 8, 2011. LYNX received two bids. The bid specified the minimum number of twenty-five (25) shelters and a maximum number of one hundred and fifty (150) to be purchased under the contract. The shelter manufacture will include LYNX standard shelters (6' x 9', 10' x 10' and 15' x 15') as well as a newly designed 6' x 13' shelter. Spencer Fabrication has provided this shelter to LYNX under a previous Contract and has the capability to manufacture this type of shelter.

The bid tabulation is as follows:

CLIN	Description	Spencer Fabrications	Kemco Industries
1000	Shelter 10' x 10' with Ring Seat	6,800	8,835
1001	Shelter 15' x 15' with Ring Seat	15,160	19,500
1002	Shelter 6' x 9' with Leaning Rail	4,600	5,250
1003	Shelter 6' x 13' with Scroll Work	6,200	5,650
1004	Leaning Rail	795	350
1005	Solar Light Kit with Flex Solar Panel	1,965	2,600
1006	Solar Light Kit with Rigid Solar Panel	1,690	2,300
	TOTAL	$37,210	$44,485

DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:

LYNX has established a 1% contract participation goal on this contract. LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) Firms.

FISCAL IMPACT:

LYNX staff has included $348,000 in the FY2012 Adopted Capital Budget to support the purchase of shelters to be installed throughout the service area.

Consent Agenda Item #6.D. i

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)
Rich Bannon
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Miscellaneous**
Authorization to Enter into an Interlocal Agreement with the City of Orlando for Design and Construction Management Services for the Creative Village Moving Parramore Forward Bus Rapid Transit (BRT) Project

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to enter into an Interlocal Agreement with the City of Orlando for the Design and Construction Management Services for the Creative Village Moving Parramore Forward Bus Rapid Transit (BRT) Project in the amount not-to-exceed $498,108.

BACKGROUND:

In August 2010, the City of Orlando and LYNX submitted a TIGER II application to the U.S.Department of Transportation for the Creative Village project which includes the Parramore Bus Rapid Transit, and expansion of the existing LYMMO BRT west of I-4. On October 20, 2010, the U.S. Department of Transportation announced the selection of 75 TIGER II awards, including the award of $ 10 million for the Orlando Parramore Bus Rapid Transit.

The proposed Parramore Fixed Guideway BRT expansion project represents a 2.1-mile extension of the current Orlando LYMMO BRT system through the historic Parramore and Callahan neighborhoods and the proposed Creative Village redevelopment site. The Parramore BRT will also connect key destinations and attractions west of I-4 with the existing Urban Core and to the Central Florida region as a whole via LYNX Central Station and future SunRail commuter rail service.

Staff negotiated an agreement and cost proposal in the amount of $498,108 with the City of Orlando for the City's construction engineering and inspection staff to perform design and

construction management services for the construction and engineering inspections for the Creative Village Moving Parramore Forward BRT project.

FISCAL IMPACT:

LYNX staff has included $12,450,000 in the FY2012 Adopted Capital Budget to support this project, of which $9,960,000 was funded with federal funds and $2,490,000 was funded with the City of Orlando (in-kind and cash) funds. In addition, LYNX will amend the FY2012 Adopted Capital Budget to include the project administrative fee funding in the amount of $500,000 from the City of Orlando.

INTERLOCAL AGREEMENT

(Pursuant to the Florida Interlocal Cooperation Act of 1969, Part I, Chapter 163, Florida Statutes)

By and between

City of Orlando, Florida,

and

Central Florida Regional Transportation Authority (d/b/a LYNX)

Relating to

Design and Construction Management Services, including Construction and Engineering Inspection (CEI) Services for Construction of the Creative Village Moving Parramore Forward (BRT) Project.

_____, 2012

Orlando City Council

Regular Meeting of _____, _____, 2012

Central Florida Regional Transportation Authority Governing Board

Regular Meeting of_____, _____, 2012

THIS DOCUMENT PREPARED BY:

Roy Payne, Esq.
Fla. Bar No.773311
Chief Assistant City Attorney
City of Orlando
Orlando City Hall
400 S. Orange Ave.
Orlando, Florida 32801
(407) 246-2295

Patrick T. Christiansen, Esq.
Fla. Bar No. 0146230
General Counsel
Akerman Senterfitt
CNL Tower II, Suite 1200
420 S. Orange Ave.
Orlando, Florida 32801
(407) 419-8545

THIS INTERLOCAL AGREEMENT ("**Agreement**"), made in the City of Orlando, County of Orange, State of Florida, this _____ day of _____, 20_____, is made and entered into by and between the **CITY OF ORLANDO, FLORIDA**, a Florida municipal corporation duly created, organized, and existing under, and by virtue of, the laws of the State of Florida, and having its principal place of business at Orlando City Hall, 400 S. Orange Ave., Orlando, Florida 32801 (the "**City**"), and the **CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY, d/b/a LYNX**, a Florida body politic and corporate, duly created, organized, and existing under, and by virtue of, Part II, Chapter 343, Florida Statutes, and having its principal place of business at Lynx Central Station, 455 N. Garland Ave., Orlando, Florida 32801 (the "**Authority**").

WITNESSETH

WHEREAS, as provided by Article VIII, section 2(b) of the Constitution of the State of Florida, and section 166.021(1), Florida Statutes, the City, a Florida municipal corporation, enjoys all governmental, corporate, and proprietary powers necessary to conduct municipal government, perform municipal functions, and render municipal services, and may exercise any power for municipal purposes, except as expressly prohibited by law; and

WHEREAS, the Authority was created and established by Part II, Chapter 343, Florida Statutes, for the purpose of governing and operating a public transportation system and public transportation facilities in Seminole, Orange, and Osceola Counties, and may exercise all powers necessary, appurtenant, convenient, or incidental to the carrying out of said purpose; and

WHEREAS, this Agreement is made and entered into by the City and the Authority pursuant to the Florida Interlocal Cooperation Act of 1969, Part I, Chapter 163, Florida Statutes, the purpose of which is "to permit local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage and thereby to provide services and facilities in a manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities"; and

WHEREAS, the City has created a Downtown Orlando Transportation Plan to evaluate existing facilities, projects, future demand and identify future transportation enhancements, and which makes specific recommendations based on the analysis of streets, transit, parking, Intelligent Transportation Systems (ITS), traffic signalization, transportation demand management, freight, land use, and the bicycle and pedestrian network; and

WHEREAS, pursuant to the Downtown Orlando Transportation Plan, the expansion of the LYMMO network is a key component of the future multi-modal transportation system to mitigate congestion in Downtown Orlando; and

WHEREAS, pursuant to that certain Interlocal Agreement, dated June 8, 2009 (the "Original Interlocal Agreement"), the Authority contracted for the performance of a LYMMO expansion alternatives analysis study (the "AA Study"), the purpose of which is to provide data and analysis related to existing and future travel demand, trip patterns, modal preferences, and

transportation needs within the Downtown Orlando, Florida area in order to improve the LYMMO network; and

WHEREAS, pursuant to that certain Amended and Restated Interlocal Agreement, dated August 15, 2011 (the "Amended Interlocal Agreement"), the Authority has contracted for the performance of the Parramore BRT Project, as defined below, the purpose of which is to accomplish the design, engineering and construction of a bus rapid transit (BRT) extension of the LYMMO system to serve the Parramore community west of I-4 and the Creative Village; and

WHEREAS, the parties desire that the Authority contract with a Qualified Private Supplier or Qualified Private Suppliers to perform all of the services necessary to complete the Parramore BRT Project; and

WHEREAS, the parties further desire that the Authority pay the City to perform design and construction management services, including construction and engineering inspection (CEI) services, hereinafter defined, and collectively referred to, as **"CEI Services,"** related to construction of the Parramore BRT Project; and

WHEREAS, the City Council of the City of Orlando, Florida, hereby finds and declares that this Agreement promotes a valid and important public purpose and is in the best interest of the public health, safety, and welfare of the citizens of the City of Orlando.

NOW, THEREFORE, in consideration of the promises and covenants contained herein, and other good and valuable consideration, each to the other provided, the receipt and sufficiency of which is hereby acknowledged, the City and the Authority agree as follows:

1. **Recitals.** The foregoing recitals are true and correct and are hereby incorporated into and made a part of this Agreement as if fully set forth hereinafter.

2. **Definitions**. For the purposes of this Agreement the following terms, phrases, words and their derivations shall have the meaning contained hereinafter, except where the context clearly requires otherwise.

2.1 "**Agreement**" has the meaning set forth in the Caption for such term.

2.2 "**Authority**" has the meaning set forth in the Caption for such term.

2.3 **"CEI Expenses"** has the meaning set forth in Section 5(a) of this Agreement.

2.4 **"CEI Services"** has the meaning set forth in the Recitals.

2.5 "**City**" has the meaning set forth in the Caption for such term.

2.6 "**Contract**" means a contract that the Authority enters into with a Qualified Private Supplier for goods and/or services related to any Project.

2.7 **"FTA"** has the meaning given that term as set forth in the Recitals.

2.8 **"LYMMO"** means the Downtown Orlando bus rapid transit circulator operating under the name of "LYMMO."

2.9 **"New Downtown Venues"** means the Dr. Phillips Orlando Performing Arts Center, the Events Center, and the Florida Citrus Bowl.

2.10 **"Parramore BRT Project"** has the meaning set forth in the Recitals for such term.

2.11 **"Project"** means the Parramore BRT Project.

2.12 **"Qualified Private Supplier(s)"** means any person or firm (or persons or firms) retained by the Authority to provide goods and services related to the Projects.

2.13 **"Parramore BRT Project"** The Parramore BRT Project will consist of the design, engineering and construction of a bus rapid transit extension of the LYMMO system to serve the Parramore community west of I-4 and the Creative Village future development.

3. **Parramore BRT Project**. The Parramore BRT Project will consist of the design, engineering and construction of a bus rapid transit extension of the LYMMO system to serve the Parramore community west of I-4 and the Creative Village future development.

4. **Payment.** The Authority will pay all invoices received from the City for CEI Services related to the Project in an amount not to exceed the amount referenced in Paragraph 5(b), below. If at any time the Authority or the City believes that the City's cost to perform CEI Services related to the Project will exceed said amount, then the Authority or the City shall notify the other party of such belief and the City and the Authority shall discuss whether or not and to what extent, if any, (i) the Authority will provide additional monies to fund the performance of the City's CEI Services and/or (ii) to what extent the scope of the City's CEI Services should be reduced. Should the Authority and the City fail to reach an agreement, then either party may terminate this Agreement with respect to the Project by delivering to the other party written notice of its desire to terminate this Agreement. In such an event, this Agreement shall be terminated on the date which is 30 days following the receipt of the notice of termination (or such later date as specified in such notice). All costs incurred by City under this Agreement prior to the date of termination shall be paid by Authority as provided in Paragraph 5, below.

5. **Project CEI Expenses.**

(a) The Authority shall be responsible to reimburse City for the cost of all Design and Construction Management services, including Construction and Engineering Inspection (CEI) services **"CEI Expenses"**, for the Project, within the scopes and at the rates described in **Exhibit "A,"** attached hereto and made a part hereof by reference.

(b) The Authority will reimburse City for CEI Expenses in a total amount not to exceed **Four Hundred Ninety Eight Thousand, One Hundred and Eight Dollars and 0/100 Cents, ($498,108.00).** Reimbursement shall occur within thirty (30) days of the Authority's receipt of an invoice, along with all necessary supporting documentation.

Authority may request additional supporting documentation, in which case, payment of the invoice shall occur within thirty (30) days of receipt of said additional documentation. City shall not invoice the Authority more than once during any one month period. If the Authority objects to the payment of any portion of the invoice, Authority shall notify City in writing and the parties shall cooperate in good faith to resolve the Authority's concerns.

6. **Right to Audit**. The City shall maintain and keep books and records as are reasonably necessary to audit, track, and verify all City's Project CEI Expenses. The City shall retain and maintain such books and records for at least five (5) years after the termination of this Agreement or until all then outstanding audits are closed, whichever is later. For the duration of this Agreement, and for five (5) years after the termination of this Agreement, the Authority and any third party auditor designated by either of them shall have the right to independently examine, audit, inspect, and transcribe the books and records of the City. The Authority agrees that any auditor that it designates to act pursuant to this section shall be knowledgeable in auditing such books and records. The reasonable costs and expenses incurred by each party under this section shall be borne by each respective party. The rights granted to the Authority under this section shall be in addition to and not in limitation of any other inspection or audit rights that the Authority may have under law.

7. **Indemnification by Third Parties**. As provided in the Amended Interlocal Agreement, the Authority shall require all third party vendors (including without limitation a Qualified Private Supplier) providing any goods or services related to the Project to defend, indemnify, and hold harmless both the City and the Authority, and each of their respective officers, directors, agents, and employees, whether elected, appointed, or otherwise (collectively referred to as the "**Indemnitees**" and individually as the "**Indemnitee**") from and against any and all liabilities, losses, damages, costs, expenses, claims, obligations, penalties, and causes of action (including without limitation, reasonable fees and expenses for attorneys, paralegals, expert witnesses, and other consultants, at their respective prevailing market rates for such services) (collectively, "**Damages**") whether based upon negligence, strict liability, absolute liability, product liability, misrepresentation, contract, implied or express warranty, or any other principle or theory of law or equity, that are imposed upon, incurred by, or asserted against an Indemnitee or the Indemnitees or which an Indemnitee or the Indemnitees may suffer or be required to pay and which arise out of or relate in any manner from the respective third party's performance of any work (or failure to perform any obligation or duty associated with such work) associated with the Projects, and which is caused in whole or in part by the respective third party, or any of its agents, employees, officers, directors, contractors, subcontractors, affiliates, or anyone directly or indirectly employed by any of them, or anyone for whose acts or omissions any of them may be liable. Nothing contained in this section shall constitute or be construed to mean or result in any indemnification of any matter by the City or the Authority to any other party, nor shall it constitute a waiver by the City or the Authority of its grants and privileges under the principles of sovereign immunity, including the limitations on liability contained therein. Nothing in this Agreement shall inure to the benefit of any third party for the purpose of allowing a claim otherwise barred by sovereign immunity or other operation of law.

8. **Third Party Insurance**. As provided in the Amended Interlocal Agreement, the Authority shall require all Qualified Private Suppliers providing any goods or services related in

any way to the Project to provide and maintain insurance in accordance with the insurance coverage policies of the City and the Authority for such third party goods and services providers. The respective policy or policies must name the City and the Authority as an additional insured. Nothing in this Agreement, including the requirement to list the City and the Authority as "additional insureds" on any insurance policy shall constitute a waiver by the City or the Authority of its grants and privileges under the principles of sovereign immunity, including the limitations of liability contained therein.

9. **No Personal Liability**. No provision of this Agreement is intended, nor shall any be construed, as a covenant, promise, or obligation of any official, officer, director, agent, or employee, whether elected, appointed, or otherwise, of the City or the Authority in their respective individual or private capacity and neither shall any such persons or entities be subject to personal or private liability by reason of any covenant, promise, or obligation of the City or the Authority hereunder.

10. **Delivery of Notices**. Any notice, demand, or other communication which any party may desire or may be required to give to any other party shall be in writing delivered by any one or more of the following methods, (i) hand delivery, (ii) a nationally recognized overnight courier, (iii) facsimile, or (iv) United States Postal Service mail, first class, postage prepaid, or by United States Postal Service certified or registered mail with return receipt requested, to the following addresses, or to such other address as the party to receive such communication may have designated to all other parties by notice in accordance herewith:

If to the City:
City of Orlando
Orlando City Hall
400 S. Orange Avenue
Orlando, Florida 32801
Attn: Transportation Director
Telephone: (407) 246-3978
Facsimile: (407) 246-3392

with a copy to:
City Attorney's Office
Orlando City Hall
400 S. Orange Avenue
Orlando, Florida 32801
Telephone: (407) 246-2295
Facsimile: (407) 246-2854

If to Authority:
Central Florida Regional Transportation Authority
455 N. Garland Avenue
Orlando, Florida 32801
Attn: Procurement Manager
Telephone: (407) 841-2279
Facsimile: (407) 254-6292

with a copy to: Central Florida Regional Transportation Authority
455 N. Garland Avenue
Orlando, Florida 32801
Attn: General Manager
Telephone: (407) 841-2279
Facsimile: (407) 254-6320

with copy to: Akerman Senterfitt
420 S. Orange Avenue, Suite 1200
Orlando, Florida 32801
Attn: Patrick T. Christiansen, Esquire
Telephone: (407) 423-4000
Facsimile: (407) 843-6610

Any such notice, demand, or communication shall be deemed delivered and effective upon the earlier to occur of actual delivery or, if delivered by facsimile, the same day as confirmed by facsimile transmission.

11. **Assignment**. Neither party may assign this Agreement, or any portion thereof, without the prior, written consent of the other party.

12. **Third Parties**. Except as explicitly provided for herein, there shall be no third party beneficiaries with respect to this Agreement, and no right, nor any cause of action, shall accrue to or for the benefit of any third party.

13. **Compliance**. Except as explicitly provided for herein, any provision that permits or requires a party to take action shall be deemed to permit or require, as the case may be, the party to cause the action to be taken.

14. **Remedies**. Nothing in this Agreement shall be construed to limit either party's remedies in equity or law.

15. **Governing Law and Venue**. This Agreement shall be governed by and in accordance with the laws of the State of Florida. Any action or proceeding relating to the validity, performance, and enforcement of this Agreement, whether in law or equity, shall be brought and heard in Orange County, Florida. The City and the Authority hereby submit to the jurisdiction of the courts within Orange County, Florida, whether federal or state, for the purposes of any suit, action, or other proceeding, arising out of or relating to this Agreement, and hereby agree not to assert by way of motion as a defense or otherwise that such action is brought in an inconvenient forum or that the venue of such action is improper.

16. **Interpretation**. In the event any provision of this Agreement is capable of more than one reasonable interpretation, one which render the provision invalid and one that would render the provision valid, the provision shall be interpreted so as to render it valid.

17. **Further Assurances**. The City and the Authority shall cooperate and work together in good faith to the extent reasonably necessary to accomplish the mutual intent of the parties as expressed and anticipated herein.

18. **Entire Agreement**. This Agreement constitutes the entire, full, and complete agreement between the City and the Authority, with respect to the subject matter hereof, and supersedes and controls in its entirety over any and all prior agreements, understandings, representations, and statements, whether written or oral by either of the parties hereto.

19. **Captions, Headings, and Table of Contents**. The captions, headings, and the table of contents of this Agreement are for convenience of reference only and in no way define, limit, or otherwise describe the scope or intent of this Agreement nor shall in any way affect this Agreement or the interpretation or construction thereof.

20. **No Joint Venture or Agency**. Nothing contained in this Agreement or any other document executed in connection herewith is intended or shall be construed to establish the City as a joint adventurer or partner, team member, contractor, agent or assign of the Authority. The City represents and warrants that it cannot create any obligation or responsibility on behalf of the Authority, nor bind the Authority in any manner. The Authority represents and warrants that it cannot create any obligation or responsibility on behalf of the City, nor bind the City in any manner. Each party hereto is acting on its own behalf, and have made its own independent decision to enter into this Agreement, and have likewise determined that the same is appropriate, proper, and in its own self-interest based upon its own judgment and the advice from such advisers as it may deem necessary and proper. Additionally, the City and the Authority, along with their respective agents, contractors, and subcontractors, shall perform all activities that are required and anticipated by this Agreement as separate and independent entities and not as agents of the other party hereto.

21. **Severability**. If any sentence, phrase, section, provision, portion, or part of this Agreement is for any reason held illegal or invalid by a court of competent jurisdiction, and which part shall not appear to have been a controlling or material inducement to the making hereof, such part shall be deemed of no effect and shall be deemed stricken from this Agreement without affecting the full force and binding affect of the remainder, but only to the extent that the remainder does not become unreasonable, absurd, or otherwise contrary to the purpose and intent of this Agreement.

22. **Default Notice**. The City and the Authority will immediately notify each other in the event of any known, discovered, or anticipated default hereunder.

23. **Non-action or Failure to Observe Provisions**. The failure of either the City or the Authority to promptly insist upon strict performance of any term, covenant, condition, or provision of this Agreement, or any other agreement, understanding, license, or arrangement contemplated hereby, shall not be deemed a waiver of any right or remedy that either the City or the Authority may have, and shall not be deemed a waiver of a subsequent default or nonperformance of such term, covenant, condition, or provision.

24. **Modification**. Modification of this Agreement may only be made by written agreement of the parties hereto.

25. **Effective Date**. This Agreement shall be effective as of the date first set forth above.

26. **Termination of Agreement For Cause**. In the event that either party (the "**Breaching Party**") fails to fulfill any material obligation established hereunder, or violates any material covenant, term, or condition of this Agreement, the non-Breaching Party shall give the Breaching Party written notice of such breach, failure, or violation. If such breach, failure, or violation is not cured to the reasonable satisfaction of the non-Breaching Party within 30 days from the date of the notice, the non-Breaching Party may terminate this Agreement effective upon such additional notice to such effect or upon such other date as specified in such notice. Authority shall pay the City's CEI Expenses incurred prior to the termination of this Agreement.

27. **Termination of Agreement For Convenience**. Each party shall have the option, in each such party's sole discretion, to terminate this Agreement at any time for convenience and without cause. Either party may exercise this option by giving the other party a written notice of termination specifying the date that termination will become effective, such date being not less than 30 days from the date of the notice of termination. Authority shall pay the City's CEI Expenses incurred prior to the termination of this Agreement.

28. **Authority to Execute and Comply**. The City and the Authority each represent and warrant that their respective signatories hereunder have been duly and lawfully authorized by the appropriate body or official(s) to execute this Agreement. Additionally, the City and the Authority each represent and warrant that they have respectively complied with all applicable requirements and preconditions of law necessary to enter into and be bound by this Agreement, and that they have full power and authority to comply with the terms and provisions of this Agreement.

29. **Binding Nature of this Agreement**. This Agreement shall be binding upon and shall inure only to the benefit of the parties hereto.

30. **Computation of Time**. In computing any period of time prescribed or allowed under this Agreement, the day of the act, event, or default from which the designated period of time begins to run shall not be included. The last day of the period so computed shall be included unless it is a Saturday, Sunday, or legal holiday, in which case the period shall run until the end of the next day which is neither a Saturday, Sunday, or legal holiday. When the period of time prescribed or allowed is less than seven (7) days, intermediate Saturdays, Sundays, and legal holidays shall be excluded in the computation.

31. **Counterparts; Copies**. This Agreement may be executed in two (2) or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same agreement. True and accurate photocopies, facsimiles, or other mechanical reproductions shall have the same force and effect as the validly executed original, and, in lieu of the validly executed original, any party hereto may use such reproduction of this Agreement in any action or proceeding brought to enforce or interpret any of the provisions contained herein.

32. **Sovereign Immunity**. Each party hereto is a governmental agency or unit entitled to the benefit of the principles of sovereign immunity under the laws of the State of Florida. Nothing contained in this Agreement shall constitute a waiver by either party of such principles or the limits of liability contained therein, and each party retains its rights and grants under sovereign immunity.

IN WITNESS WHEREOF, the City and the Authority have duly and lawfully approved this Agreement and have authorized its execution and delivery by their respective officers, who have set their hands and had their seals affixed below, all as of the date first written hereinabove.

[Remainder of this page intentionally left blank. Signature pages to follow.]

SIGNATURE PAGE BY CITY

FOR THE CITY OF ORLANDO, FLORIDA, a Florida municipal corporation:

_____
Mayor / Mayor Pro Tempore

ATTEST, BY THE CLERK OF THE
CITY COUNCIL OF THE CITY OF
ORLANDO, FLORIDA:

_____
City Clerk

APPROVED AS TO FORM AND LEGALITY
FOR THE USE AND RELIANCE OF THE
CITY OF ORLANDO, FLORIDA:

_____
Chief Assistant City Attorney

SIGNATURE PAGE BY AUTHORITY

FOR THE CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY, a Florida statutory agency:

By:_____
John M. Lewis, Jr., Chief Executive Officer

ATTEST:

By:_____

Name: _____

Title: _____

This Agreement is approved as to form only for execution by the Authority, and this approval is not to be relied upon by any other person or for any other purpose.

AKERMAN SENTERFITT

_____
Name: Patrick T. Christiansen
Title: Shareholder

Consent Agenda Item #6.D. ii

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Miscellaneous**
Authorization to Ratify the American Recovery and Reinvestment Act (ARRA) Internal Budget Revisions 1-4; Approve LYNX Internal Budget Revision 5; and Amend the FY 2012 Adopted Capital Budget Accordingly

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting Board of Directors' ratification for LYNX' American Recovery and Reinvestment Act (ARRA) internal budget revisions numbers one (1) to four (4) in the total amount of $828,580, approval of LYNX' internal budget revision number five (5) estimated in the amount of $373,683, and to amend the FY2012 Adopted Capital Budget, accordingly.

BACKGROUND:

On Friday, July 10, 2009, LYNX received an American Recovery and Reinvestment Act Grant (ARRA FL-96-X003). LYNX has completed the following ARRA projects under budget and desires to transfer the savings from these projects to other ARRA project budgets.

1. LYMMO Hybrid Electric Buses at a cost savings of $409,563 after procuring eight (8) of these buses through the ARRA grant (ALI 11.12.02) and one (1) from Section 5309 Fixed Guideway Modernization funds.
2. Brake Dynamometer at a cost savings of $82,255 (ALI 11.42.06).

Based on these savings, LYNX' Chief Executive Officer has approved four internal budget revisions to the ARRA grant, and staff has submitted these revisions and supporting documentation to Federal Transit Administration (FTA) for formal approval. FTA Budget Revision #1 (which includes LYNX Internal Budget Revisions 1-3) was approved by the FTA on September 12, 2011. FTA Budget Revision #2 (which includes LYNX Internal Budget Revision 4) was approved by the FTA on November 30, 2011. These revisions are described below:

LYNX Internal Budget Revision #1: January 2011

Authorized transfer of **$121,592** of the $409,563 in savings from ALI 11.12.02 to the following projects:

- ALI 11.12.04 Buy replacement <30-ft Buses (Paratransit Vehicles): $65,750
- ALI 11.13.04 Buy <30-ft Buses (Circulator/Pick-Up Line Vehicles): $55,842

Reason for the transfers: Both the Paratransit Vehicle and Circulator/Pick-Up Line Vehicle line items required additional funding to complete the purchases. Note: LYNX Internal Budget Revision #3 further increases the budget for ALI 11.12.04 and #4 further increases the budget for ALI 11.13.04.

LYNX Internal Budget Revision #2: April 2011

Authorized transfer of **$115,050** of the $409,563 savings from ALI 11.12.02 to the following project:

- ALI 11.41.03 Eng/Design Maintenance Facility

Reason for the transfer: Additional design and engineering work was required as a result of changes requested by the City of Orlando during inspections. The additional funds also covered construction engineering and inspection (CEI) services.

LYNX Internal Budget Revision #3: May 2011

Authorized transfer of **$172,921** from ALI 11.12.02 and **$50,081** from ALI 11.42.06 to the following project:

- ALI 11.31.10 Eng/Design Bus Passenger Shelters: $223,002

Also, authorized transfer of **$458** from ALI 11.42.06 to the following project:

- ALI 11.12.04 Buy replacement <30-ft Buses (Paratransit Vehicles)

Reason for the transfers: Additional design and engineering work was required as a result of inspections. The additional funds also covered CEI services.

In addition to the above named projects, in January 2012 LYNX anticipateed substantially completing ALI 11.32.10, the acquisition and installation of 300 shelters, at a cost savings of approximately $2,100,000.

LYNX Internal Budget Revision #4: November 2011

Authorized transfer of **$368,478** from ALI 11.32.10 to the following project:

- ALI 11.13.04 Buy <30-ft Buses (Circulator/Pick-Up Line Vehicles)

Reason for the transfer: The cost per vehicle is greater than that anticipated at the time of the grant application. In the time that has passed since application, types and prices of vehicles on the market have changed. LYNX' staff is of the opinion that the ARBOC 23' Low Floor Bus will best meet the needs of LYNX' customers. To accommodate this increased cost, the budget for this ALI must be increased from $507,450 to $875,928.

The transferred funds come from the projected savings of ALI 11.32.10. These projected savings will become realized savings in January 2012, when this line item is substantially

completed. Typically, the FTA allows budget transfers only after the project associated with the transferring line item has been substantially completed; however, exceptions can be made when the transfer amount is less than 20% of that line item's budget. The budget for ALI 11.32.10 is $6,625,755. The transfer amount of $368,478 is well below the 20% threshold.

LYNX Internal Budget Revision #5: Proposed January 2012

Authorization will be requested to amend the description of ALI 11.34.02 to substitute Colonial Plaza Transfer Center for Rosemont Transfer Center due to the potential relocation of the Rosemont Transfer Center.

Authorization will also be requested to transfer an estimated **$373,683** from ALI 11.32.10 to the following project:

- ALI 11.34.02 Renovate transfer facilities

Reason for transfer: LYNX will realize approximately $1.7 million in savings upon closeout of ALI 11.32.10 (shelters). Rehabilitation of existing transfer facilities is one priority LYNX has identified for the use of these funds. Staff proposes to renovate Washington Shores and Poinciana Transfer Centers with a portion of these savings. West Oaks and Sanford Transfer Centers were renovated under the original scope of the grant. As indicated above, the Colonial Plaza Transfer Center will be renovated instead of the Rosemont Transfer Center.

Transfer Facility Renovations Budget

• West Oaks	$ 48,965
• Sanford	$ 100,724
• Colonial Plaza	$ 459,000
• Washington Shores	$ 130,000
• Poinciana	$ 304,000
TOTAL	*$1,042,689*

ALI 11.34.02 current budget:	$ 669,006
Budget addition:	$ 373,683
Total proposed budget:	*$1,042,689*

FISCAL IMPACT:

LYNX staff will amend the FY2012 Adopted Capital Budget to include the above internal budget revisions for the related projects in the total amount of **$1,202,263**. As indicated above, it is anticipated that these projects will be 100% federally funded through associated ARRA savings.

LYNX ARRA GRANT: FL-96-X003 **Date: January 3, 2012**

SUMMARY OF BUDGET REVISIONS

			CURRENT FINANCIAL DATA					BUDGET REVISIONS						
			A	B	C	D	E	F	G				H	I
Scope	Activity	Description	FTA Approved Budget	Expenses thru 11/30/2011	Obligations thru 11/30/2011	Unobligated Balance thru 11/30/2011	Unexpended Balance as of 11/30/2011	Savings from Completed Projects	LYNX Rev #1 Approved FTA Budget Revision #1	LYNX Rev #2 Approved FTA Budget Revision #1	LYNX Rev #3 Approved FTA Budget Revision #1	LYNX Rev #4 Proposed FTA Budget Revision #2	Variance to FTA Approved Budget	Remaining Savings/Future Budget Revision
111-00	11.12.02	Buy Replacement 35-Ft Bus (Note 1)	$ 4,590,437.00	$ 4,590,437.00	$ 4,590,437.00	$ -	$ -	$ -	$ 4,878,408.00	$ 4,763,357.63	$ 4,590,437.00	$ 4,590,437.00	$ -	$ -
	11.12.04	Buy Replacement < 30 Ft Bus	$ 3,286,208.00	$ 3,286,208.00	$ 3,286,208.00	$ -	$ -	$ -	$ 3,285,750.00	$ 3,285,750.00	$ 3,286,208.00	$ 3,286,208.00	$ -	$ -
	11.13.04	Buy < 30 Ft Bus Expansion	$ 507,450.00	$ -	$ -	$ 507,450.00	$ 507,450.00	$ -	$ 507,450.00	$ 507,450.00	$ 507,450.00	$ 875,928.00	$ 368,478.00	$ -
113-00	11.31.02	Eng/Des Bus Station	$ 200,000.00	$ -	$ -	$ 200,000.00	$ 200,000.00	$ -	$ 200,000.00	$ 200,000.00	$ 200,000.00	$ 200,000.00	$ -	$ -
	11.31.10	Eng/Des Bus Passenger Shelters	$ 1,191,290.00	$ 1,125,909.00	$ 1,191,290.00	$ -	$ 65,381.00	$ -	$ 968,288.00	$ 968,288.00	$ 1,191,290.00	$ 1,191,290.00	$ -	$ -
	11.32.07	Acquire Surv/Security Equipment	$ 775,544.00	$ 27,657.00	$ 79,542.00	$ 696,002.00	$ 747,887.00	$ -	$ 775,544.00	$ 775,544.00	$ 775,544.00	$ 775,544.00	$ -	$ -
	11.32.10	Acquire Bus Passenger Shelters	$ 6,625,755.00	$ 4,425,257.00	$ 4,489,101.00	$ 2,136,654.00	$ 2,200,498.00	$ -	$ 6,625,755.00	$ 6,625,755.00	$ 6,625,755.00	$ 6,257,277.00	$ (368,478.00)	$ -
	11.34.02	Rehab/Renovate Bus Station	$ 669,006.00	$ 92,450.00	$ 203,337.00	$ 465,669.00	$ 576,556.00	$ -	$ 669,006.00	$ 669,006.00	$ 669,006.00	$ 669,006.00	$ -	$ -
114-00	11.41.03	Eng/Des Admin/Maintenance Facility	$ 352,744.00	$ 347,617.00	$ 352,744.37	$ (0.37)	$ 5,127.00	$ -	$ 237,694.00	$ 352,744.37	$ 352,744.37	$ 352,744.37	$ 0.37	$ -
	11.42.06	Acquire Shop Equipment	$ 124,461.00	$ 92,745.00	$ 92,745.00	$ 31,716.00	$ 31,716.00	$ 31,716.00	$ 175,000.00	$ 175,000.00	$ 124,460.63	$ 124,460.63	$ (0.37)	$ 31,715.63
	11.42.09	Acquire Mobile Surv/Sec Equipment	$ 1,545,340.00	$ 1,246,083.00	$ 1,246,083.00	$ 299,257.00	$ 299,257.00	$ -	$ 1,545,340.00	$ 1,545,340.00	$ 1,545,340.00	$ 1,545,340.00	$ -	$ -
	11.42.10	Acquire Mobile Fare Coll Equipment	$ 1,190,410.00	$ -	$ -	$ 1,190,410.00	$ 1,190,410.00	$ -	$ 1,190,410.00	$ 1,190,410.00	$ 1,190,410.00	$ 1,190,410.00	$ -	$ -
	11.42.20	Acquire Misc Support Equipment	$ 125,000.00	$ 124,238.14	$ 124,238.14	$ 761.86	$ 761.86	$ 761.83	$ 125,000.00	$ 125,000.00	$ 125,000.00	$ 125,000.00	$ -	$ 761.83
	11.43.03	Construct Admin/Maint Facility	$ 1,520,363.00	$ 1,028,435.00	$ 1,051,902.64	$ 468,460.36	$ 491,928.00	$ -	$ 1,520,363.00	$ 1,520,363.00	$ 1,520,363.00	$ 1,520,363.00	$ -	$ -
	11.44.03	Rehab/Renovate Admin/Maint Facility	$ 317,000.00	$ 209,383.00	$ 211,236.00	$ 105,764.00	$ 107,617.00	$ -	$ 317,000.00	$ 317,000.00	$ 317,000.00	$ 317,000.00	$ -	$ -
117-00	11.7A.00	Preventative Maintenance	$ 4,890,000.00	$ 4,890,000.00	$ 4,890,000.00	$ -	$ -	$ -	$ 4,890,000.00	$ 4,890,000.00	$ 4,890,000.00	$ 4,890,000.00	$ -	$ -
	11.71.12	Capital Cost of 3rd Party Contracting	$ 1,000,000.00	$ 1,000,000.00	$ 1,000,000.00	$ -	$ -	$ -	$ 1,000,000.00	$ 1,000,000.00	$ 1,000,000.00	$ 1,000,000.00	$ -	$ -
	11.79.00	Project Administration	$ 400,000.00	$ 276,046.00	$ 277,418.00	$ 122,582.00	$ 123,954.00	$ -	$ 400,000.00	$ 400,000.00	$ 400,000.00	$ 400,000.00	$ -	$ -
119-00	11.92.02	Purchase Bus Shelters	$ 263,607.00	$ 263,607.00	$ 263,607.00	$ -	$ -	$ -	$ 263,607.00	$ 263,607.00	$ 263,607.00	$ 263,607.00	$ -	$ -
		TOTAL	$ 29,574,615.00	$ 23,026,072.14	$ 23,349,889.15	$ 6,224,725.85	$ 6,548,542.86	$ 32,477.83	$ 29,574,615.00	$ 29,574,615.00	$ 29,574,615.00	$ 29,574,615.00	$ -	$ 32,477.46

Notes: 1. Budget revision preliminarily sent to FTA on 9/10/2010 includes reducing ALI 11.12.02 Bus Replacement 35' from 9 to 8 buses (LYMMO hybrid buses).

2. Internal Budget Revision #1 & #2 proposes utilizing $236,642.37 of the $386,083 project savings be transferred to ALI's 11.12.04 and 11.13.04 only.

3. Internal Budget Revision #3 proposes utilizing the remaining $172,920.63 in savings from ALI 11.12.02 and $50,081.37 in savings from ALI 11.42.06 to be transferred to ALI 11.31.10; and $458.00 from ALI 11.42.06 savings transferred to ALI 11.12.04

4. A future Budget Revision is expected for the $31,715.63 of savings remaining in ALI 11.42.06 and $761.83 of savings in ALI 11.42.20

5. Proposed FTA Budget Revision #1 (comprised of Lynx internal budget revisions 1, 2 and 3) was entered into TEAM and formally approved by the FTA on Septeember 12, 2011

6. Internal budget revision #4 proposes transferring $368,478 from ALI 11.32.10 to ALI 11.13.04. This amount is less than the 20% threshold that would require ALI 11.32.10 to be closed out prior to transferring savings.

Consent Agenda Item #6.D. iii

To: **LYNX Board of Directors**

From: **Lisa Darnall**
CHIEF OPERATING OFFICER
Joe Cheney
(Technical Contact)

Phone: **407.841.2279 ext: 6036**

Item Name: **Miscellaneous**
Authorization to Purchase Four Hybrid Electric Buses Under LYNX Contract #09-C05 with Gillig, LLC for the East-West LYMMO Expansion

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to purchase four (4) hybrid electric buses for the LYMMO East-West expansion at a not-to-exceed price of $2,673,940 from Gillig, LLC Contract #09-C05. The purchase will be scheduled to be delivered beginning in April 2013.

BACKGROUND:

At the December 2008 Board meeting, LYNX awarded a five (5) year supplier contract for heavy-duty buses for the State of Florida to Gillig, LLC. Participating agencies must pay a transaction fee of $500 per bus, not to exceed $10,000 per contract year. As lead agency, LYNX is exempt from paying the transaction fee.

The four (4) hybrid electric buses are required for the expansion of LYMMO services as part of the 3.73 mile Downtown Orlando East-West Circulator BRT Project. The breakdown cost is as follows:

ITEM	Unit Cost	Extended Cost
35 FT LF BRT BAE HYBRID Diesel Transit Buses	$659,081	$2,636,324
Spare Parts, Tools and Training		$30,000
Plant Inspection	$404	$1,616
Pre-Production Cost	$1,500	$6,000
Total (final cost is determined following pre-production meeting)		$2,673,940

*Expansion buses require additional equipment such as the farebox and camera system.

FISCAL IMPACT:

LYNX staff has included $10,000,000 in the FY2012 Adopted Capital Budget to support the Downtown Orlando East-West Circulator BRT Project. The funds to purchase the four (4) hybrid electric expansion buses are included in the total project funds.

Consent Agenda Item #6.D. iv

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Miscellaneous**
Authorization to Enter into an Interlocal Agreement with the City of Orlando for the Design and Construction Management Services for the East/West New Starts Bus Rapid Transit (BRT) Project

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to enter into an Interlocal Agreement for the Design and Construction Management Services for the East/West Circulator New Starts East/West Bus Rapid Transit (BRT) Project in the amount not to exceed $395,368.

BACKGROUND:

In 2008, a Federal earmark was created in the U.S. Congress for $7.92 million in 5309 New Starts funds to develop an east/west premium transit circulator service through downtown Orlando, with the specific project to be determined based on further study. In 2010, the City of Orlando and LYNX partnered to complete the LYMMO Expansion Alternatives Analysis (AA) study to evaluate the expansion of the existing 2.5 mile LYMMO BRT system that opened in 1997. The purpose of the LYMMO Expansion AA was to evaluate four corridors – 1) East/West, 2) Courthouse/Amway Center (now referred to as the Parramore BRT), 3) North and 4) South.

In order to access the existing earmark for the east/west circulator it is the intent of the City of Orlando and LYNX to submit the completed East/West LYMMO Corridor segment of the AA report and utilize the New Starts earmark funds for the recommended corridor. Due to the constrained time frame to secure the earmark and the limited magnitude of the project, LYNX and Orlando propose this be done as an "Exempt Project" (less than $ 25.0 million, unrated) for design and construction of a 3.73 mile Downtown Orlando East/West Circulator BRT Project (the Project). The total construction cost of the Project as reported below is $ 9.92 million. The Project provides key east/west movement through the downtown core, linking neighborhoods as

well as activity centers and providing complimentary service to the existing 2.5 mile LYMMO BRT system and the planned 2.2 mile planned Parramore BRT project.

Staff negotiated an agreement and cost proposal in the amount of $395,368 with the City of Orlando for the City's construction engineering and inspection staff to perform design and construction management services for the construction and engineering inspections for the Downtown Orlando East West Bus Rapid Transit Circulator BRT project.

FISCAL IMPACT:

LYNX staff has included $10,000,000 in the FY2012 Adopted Capital Budget to support this project, of which $8,000,000 was funded with federal funds and $2,000,000 was funded with local funds from the City of Orlando. In addition, LYNX will amend the FY2012 Adopted Capital Budget to include the project administrative fee funding in the amount of $396,000 from the City of Orlando.

INTERLOCAL AGREEMENT
(Pursuant to the Florida Interlocal Cooperation Act of 1969, Part I, Chapter 163, Florida Statutes)

By and between

City of Orlando, Florida,

and

Central Florida Regional Transportation Authority (d/b/a LYNX)

Relating to

Design and Construction Management Services, including Construction and Engineering Inspection (CEI) Services for the Downtown Orlando East/West Circulator New Starts East/West (BRT) Project

_____, 2012

Orlando City Council
Regular Meeting of _____, _____, 2012

Central Florida Regional Transportation Authority Governing Board
Regular Meeting of_____, _____, 2012

THIS DOCUMENT PREPARED BY:

Roy Payne, Esq.
Fla. Bar No.773311
Chief Assistant City Attorney
City of Orlando
Orlando City Hall
400 S. Orange Ave.
Orlando, Florida 32801
(407) 246-2295

Patrick T. Christiansen, Esq.
Fla. Bar No. 0146230
General Counsel
Akerman Senterfitt
CNL Tower II, Suite 1200
420 S. Orange Ave.
Orlando, Florida 32801
(407) 419-8545

THIS INTERLOCAL AGREEMENT ("**Agreement**"), made in the City of Orlando, County of Orange, State of Florida, this _____ day of _____, 20_____, is made and entered into by and between the **CITY OF ORLANDO, FLORIDA**, a Florida municipal corporation duly created, organized, and existing under, and by virtue of, the laws of the State of Florida, and having its principal place of business at Orlando City Hall, 400 S. Orange Ave., Orlando, Florida 32801 (the "**City**"), and the **CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY, d/b/a LYNX**, a Florida body politic and corporate, duly created, organized, and existing under, and by virtue of, Part II, Chapter 343, Florida Statutes, and having its principal place of business at Lynx Central Station, 455 N. Garland Ave., Orlando, Florida 32801 (the "**Authority**").

WITNESSETH

WHEREAS, as provided by Article VIII, section 2(b) of the Constitution of the State of Florida, and section 166.021(1), Florida Statutes, the City, a Florida municipal corporation, enjoys all governmental, corporate, and proprietary powers necessary to conduct municipal government, perform municipal functions, and render municipal services, and may exercise any power for municipal purposes, except as expressly prohibited by law; and

WHEREAS, the Authority was created and established by Part II, Chapter 343, Florida Statutes, for the purpose of governing and operating a public transportation system and public transportation facilities in Seminole, Orange, and Osceola Counties, and may exercise all powers necessary, appurtenant, convenient, or incidental to the carrying out of said purpose; and

WHEREAS, this Agreement is made and entered into by the City and the Authority pursuant to the Florida Interlocal Cooperation Act of 1969, Part I, Chapter 163, Florida Statutes, the purpose of which is "to permit local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage and thereby to provide services and facilities in a manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities"; and

WHEREAS, the City has created a Downtown Orlando Transportation Plan to evaluate existing facilities, projects, future demand and identify future transportation enhancements, and which makes specific recommendations based on the analysis of streets, transit, parking, Intelligent Transportation Systems (ITS), traffic signalization, transportation demand management, freight, land use, and the bicycle and pedestrian network; and

WHEREAS, pursuant to the Downtown Orlando Transportation Plan, the expansion of the LYMMO network is a key component of the future multi-modal transportation system to mitigate congestion in Downtown Orlando; and

WHEREAS, pursuant to that certain Interlocal Agreement, dated June 8, 2009 (the "Original Interlocal Agreement"), the Authority contracted for the performance of a LYMMO expansion alternatives analysis study (the "AA Study"), the purpose of which is to provide data and analysis related to existing and future travel demand, trip patterns, modal preferences, and

transportation needs within the Downtown Orlando, Florida area in order to improve the LYMMO network; and

WHEREAS, pursuant to that certain Amended and Restated Interlocal Agreement, dated August 15, 2011 (the "Amended Interlocal Agreement"), the Authority has contracted for the performance of the East/West New Starts Project, as defined below, the purpose of which is to accomplish the design, engineering and construction of a bus rapid transit (BRT) extension of the LYMMO system to serve the downtown area east and west of I-4 along a corridor bounded by Westmoreland Dr. on the west, Summerland Ave. on the east, Central Blvd. on the north and Church and South St. on the south; and

WHEREAS, the parties desire that the Authority contract with a Qualified Private Supplier or Qualified Private Suppliers to perform all of the services necessary to complete the East/West New Starts Project; and

WHEREAS, the parties further desire that the Authority pay the City to perform design and construction management services, including construction and engineering inspection (CEI) services, hereinafter defined, and collectively referred to, as **"CEI Services,"** related to construction of the East/West New Starts Project; and

WHEREAS, the City Council of the City of Orlando, Florida, hereby finds and declares that this Agreement promotes a valid and important public purpose and is in the best interest of the public health, safety, and welfare of the citizens of the City of Orlando.

NOW, THEREFORE, in consideration of the promises and covenants contained herein, and other good and valuable consideration, each to the other provided, the receipt and sufficiency of which is hereby acknowledged, the City and the Authority agree as follows:

1. **Recitals.** The foregoing recitals are true and correct and are hereby incorporated into and made a part of this Agreement as if fully set forth hereinafter.

2. **Definitions**. For the purposes of this Agreement the following terms, phrases, words and their derivations shall have the meaning contained hereinafter, except where the context clearly requires otherwise.

2.1 "**Agreement**" has the meaning set forth in the Caption for such term.

2.2 "**Authority**" has the meaning set forth in the Caption for such term.

2.3 "**CEI Expenses"** has the meaning set forth in Section 5(a) of this Agreement.

2.4 **"CEI Services"** has the meaning set forth in the Recitals.

2.5 "**City**" has the meaning set forth in the Caption for such term.

2.6 "**Contract**" means a contract that the Authority enters into with a Qualified Private Supplier for goods and/or services related to any Project.

2.7 **"East/West New Starts Project"** has the meaning set forth in the Recitals for such term. Also, see "New Starts Project."

2.8 **"FTA"** has the meaning given that term as set forth in the Recitals.

2.9 **"LYMMO"** means the Downtown Orlando bus rapid transit circulator operating under the name of "LYMMO."

2.10 **"New Downtown Venues"** means the Dr. Phillips Orlando Performing Arts Center, the Events Center, and the Florida Citrus Bowl.

2.11 **"New Starts Project"** means a transit fixed "guideway" project, as described in Section 3.0, herein, for which FTA agrees to provide New Starts Funding and which results from the AA Study.

2.12 **"Project"** means the East/West New Starts Project.

2.13 **"Qualified Private Supplier(s)"** means any person or firm (or persons or firms) retained by the Authority to provide goods and services related to the Projects.

3. **East/West New Starts Project (New Starts Project).** The East/West New Starts Project will consist of the design, engineering and construction of a bus rapid transit extension of the LYMMO system to serve the downtown area east and west of I-4 along a corridor bounded by Westmoreland Dr. on the west, Summerland Ave. on the east, Central Blvd. on the north and Church and South St. on the south. The East/West New Starts Project will serve the Parramore and Thornton Park neighborhoods as well as SunRail, the New Amway Center and the planned Dr. Phillips Performing Arts Center. Additionally, the project also includes the purchase of 4 hybrid electric buses using FTA New Starts Funding for the Downtown Orlando East/West Circulator Federal Earmark.

4. **Payment.** The Authority will pay all invoices received from the City for CEI Services related to the Project in an amount not to exceed the amount referenced in Paragraph 5(b), below. If at any time the Authority or the City believes that the City's cost to perform CEI Services related to the Project will exceed said amount, then the Authority or the City shall notify the other party of such belief and the City and the Authority shall discuss whether or not and to what extent, if any, (i) the Authority will provide additional monies to fund the performance of the City's CEI Services and/or (ii) to what extent the scope of the City's CEI Services should be reduced. Should the Authority and the City fail to reach an agreement, then either party may terminate this Agreement by delivering to the other party written notice of its desire to terminate this Agreement. In such an event, this Agreement shall be terminated on the date which is 30 days following the receipt of the notice of termination (or such later date as specified in such notice). All costs incurred by City under this Agreement prior to the date of termination shall be paid by Authority as provided in Section 5, below.

5. **Project CEI Expenses/Scope.**

(a) The Authority shall be responsible to reimburse City for the cost of all Design and Construction Management services, including Construction and Engineering Inspection (CEI) services "**CEI Expenses**", for the Project, within the scopes and at the rates described in **Exhibit "A**," attached hereto and made a part hereof by reference.

(b) The Authority will reimburse City for CEI Expenses in a total amount not to exceed **Three Hundred Ninety Five Thousand, Three Hundred and Sixty Eight Dollars and 0/100 Cents, ($395,368.00).** Reimbursement shall occur within thirty (30) days of the Authority's receipt of an invoice, along with all necessary supporting documentation. Authority may request additional supporting documentation, in which case, payment of the invoice shall occur within thirty (30) days of receipt of said additional documentation. City shall not invoice the Authority more than once during any one month period. If the Authority objects to the payment of any portion of the invoice, Authority shall notify City in writing and the parties shall cooperate in good faith to resolve the Authority's concerns.

6. **Right to Audit**. The City shall maintain and keep books and records as are reasonably necessary to audit, track, and verify all City's Project CEI Expenses. The City shall retain and maintain such books and records for at least five (5) years after the termination of this Agreement or until all then outstanding audits are closed, whichever is later. For the duration of this Agreement, and for five (5) years after the termination of this Agreement, the Authority and any third party auditor designated by either of them shall have the right to independently examine, audit, inspect, and transcribe the books and records of the City. The Authority agrees that any auditor that it designates to act pursuant to this section shall be knowledgeable in auditing such books and records. The reasonable costs and expenses incurred by each party under this section shall be borne by each respective party. The rights granted to the Authority under this section shall be in addition to and not in limitation of any other inspection or audit rights that the Authority may have under law.

7. **Indemnification by Third Parties**. As provided in the Amended Interlocal Agreement, the Authority shall require all third party vendors (including without limitation a Qualified Private Supplier) providing any goods or services related to the Project to defend, indemnify, and hold harmless both the City and the Authority, and each of their respective officers, directors, agents, and employees, whether elected, appointed, or otherwise (collectively referred to as the "**Indemnitees**" and individually as the "**Indemnitee**") from and against any and all liabilities, losses, damages, costs, expenses, claims, obligations, penalties, and causes of action (including without limitation, reasonable fees and expenses for attorneys, paralegals, expert witnesses, and other consultants, at their respective prevailing market rates for such services) (collectively, "**Damages**") whether based upon negligence, strict liability, absolute liability, product liability, misrepresentation, contract, implied or express warranty, or any other principle or theory of law or equity, that are imposed upon, incurred by, or asserted against an Indemnitee or the Indemnitees or which an Indemnitee or the Indemnitees may suffer or be required to pay and which arise out of or relate in any manner from the respective third party's performance of any work (or failure to perform any obligation or duty associated with such work) associated with the Project, and which is caused in whole or in part by the respective third party, or any of its agents,

employees, officers, directors, contractors, subcontractors, affiliates, or anyone directly or indirectly employed by any of them, or anyone for whose acts or omissions any of them may be liable. Nothing contained in this section shall constitute or be construed to mean or result in any indemnification of any matter by the City or the Authority to any other party, nor shall it constitute a waiver by the City or the Authority of its grants and privileges under the principles of sovereign immunity, including the limitations on liability contained therein. Nothing in this Agreement shall inure to the benefit of any third party for the purpose of allowing a claim otherwise barred by sovereign immunity or other operation of law.

8. **Third Party Insurance**. As provided in the Amended Interlocal Agreement, the Authority shall require all Qualified Private Suppliers providing any goods or services related in any way to the Project to provide and maintain insurance in accordance with the insurance coverage policies of the City and the Authority for such third party goods and services providers. The respective policy or policies must name the City and the Authority as an additional insured. Nothing in this Agreement, including the requirement to list the City and the Authority as "additional insureds" on any insurance policy shall constitute a waiver by the City or the Authority of its grants and privileges under the principles of sovereign immunity, including the limitations of liability contained therein.

9. **No Personal Liability**. No provision of this Agreement is intended, nor shall any be construed, as a covenant, promise, or obligation of any official, officer, director, agent, or employee, whether elected, appointed, or otherwise, of the City or the Authority in their respective individual or private capacity and neither shall any such persons or entities be subject to personal or private liability by reason of any covenant, promise, or obligation of the City or the Authority hereunder.

10. **Delivery of Notices**. Any notice, demand, or other communication which any party may desire or may be required to give to any other party shall be in writing delivered by any one or more of the following methods, (i) hand delivery, (ii) a nationally recognized overnight courier, (iii) facsimile, or (iv) United States Postal Service mail, first class, postage prepaid, or by United States Postal Service certified or registered mail with return receipt requested, to the following addresses, or to such other address as the party to receive such communication may have designated to all other parties by notice in accordance herewith:

If to the City:
City of Orlando
Orlando City Hall
400 S. Orange Avenue
Orlando, Florida 32801
Attn: Transportation Director
Telephone: (407) 246-3978
Facsimile: (407) 246-3392

with a copy to:
City Attorney's Office
Orlando City Hall
400 S. Orange Avenue
Orlando, Florida 32801
Telephone: (407) 246-2295

Facsimile: (407) 246-2854

If to Authority: Central Florida Regional Transportation Authority
455 N. Garland Avenue
Orlando, Florida 32801
Attn: Procurement Manager
Telephone: (407) 841-2279
Facsimile: (407) 254-6292

with a copy to: Central Florida Regional Transportation Authority
455 N. Garland Avenue
Orlando, Florida 32801
Attn: General Manager
Telephone: (407) 841-2279
Facsimile: (407) 254-6320

with copy to: Akerman Senterfitt
420 S. Orange Avenue, Suite 1200
Orlando, Florida 32801
Attn: Patrick T. Christiansen, Esquire
Telephone: (407) 423-4000
Facsimile: (407) 843-6610

Any such notice, demand, or communication shall be deemed delivered and effective upon the earlier to occur of actual delivery or, if delivered by facsimile, the same day as confirmed by facsimile transmission.

11. **Assignment**. Neither party may assign this Agreement, or any portion thereof, without the prior, written consent of the other party.

12. **Third Parties**. Except as explicitly provided for herein, there shall be no third party beneficiaries with respect to this Agreement, and no right, nor any cause of action, shall accrue to or for the benefit of any third party.

13. **Compliance**. Except as explicitly provided for herein, any provision that permits or requires a party to take action shall be deemed to permit or require, as the case may be, the party to cause the action to be taken.

14. **Remedies**. Nothing in this Agreement shall be construed to limit either party's remedies in equity or law.

15. **Governing Law and Venue**. This Agreement shall be governed by and in accordance with the laws of the State of Florida. Any action or proceeding relating to the validity, performance, and enforcement of this Agreement, whether in law or equity, shall be brought and heard in Orange County, Florida. The City and the Authority hereby submit to the jurisdiction of the courts within Orange County, Florida, whether federal or state, for the purposes of any suit, action, or other proceeding, arising out of or relating to this Agreement, and hereby agree not to

assert by way of motion as a defense or otherwise that such action is brought in an inconvenient forum or that the venue of such action is improper.

16. **Interpretation**. In the event any provision of this Agreement is capable of more than one reasonable interpretation, one which render the provision invalid and one that would render the provision valid, the provision shall be interpreted so as to render it valid.

17. **Further Assurances**. The City and the Authority shall cooperate and work together in good faith to the extent reasonably necessary to accomplish the mutual intent of the parties as expressed and anticipated herein.

18. **Entire Agreement**. This Agreement constitutes the entire, full, and complete agreement between the City and the Authority, with respect to the subject matter hereof, and supersedes and controls in its entirety over any and all prior agreements, understandings, representations, and statements, whether written or oral by either of the parties hereto.

19. **Captions, Headings, and Table of Contents**. The captions, headings, and the table of contents of this Agreement are for convenience of reference only and in no way define, limit, or otherwise describe the scope or intent of this Agreement nor shall in any way affect this Agreement or the interpretation or construction thereof.

20. **No Joint Venture or Agency**. Nothing contained in this Agreement or any other document executed in connection herewith is intended or shall be construed to establish the City as a joint adventurer or partner, team member, contractor, agent or assign of the Authority. The City represents and warrants that it cannot create any obligation or responsibility on behalf of the Authority, nor bind the Authority in any manner. The Authority represents and warrants that it cannot create any obligation or responsibility on behalf of the City, nor bind the City in any manner. Each party hereto is acting on its own behalf, and have made its own independent decision to enter into this Agreement, and have likewise determined that the same is appropriate, proper, and in its own self-interest based upon its own judgment and the advice from such advisers as it may deem necessary and proper. Additionally, the City and the Authority, along with their respective agents, contractors, and subcontractors, shall perform all activities that are required and anticipated by this Agreement as separate and independent entities and not as agents of the other party hereto.

21. **Severability**. If any sentence, phrase, section, provision, portion, or part of this Agreement is for any reason held illegal or invalid by a court of competent jurisdiction, and which part shall not appear to have been a controlling or material inducement to the making hereof, such part shall be deemed of no effect and shall be deemed stricken from this Agreement without affecting the full force and binding affect of the remainder, but only to the extent that the remainder does not become unreasonable, absurd, or otherwise contrary to the purpose and intent of this Agreement.

22. **Default Notice**. The City and the Authority will immediately notify each other in the event of any known, discovered, or anticipated default hereunder.

23. **Non-action or Failure to Observe Provisions**. The failure of either the City or the Authority to promptly insist upon strict performance of any term, covenant, condition, or provision of this Agreement, or any other agreement, understanding, license, or arrangement contemplated hereby, shall not be deemed a waiver of any right or remedy that either the City or the Authority may have, and shall not be deemed a waiver of a subsequent default or nonperformance of such term, covenant, condition, or provision.

24. **Modification**. Modification of this Agreement may only be made by written agreement of the parties hereto.

25. **Effective Date**. This Agreement shall be effective as of the date first set forth above.

26. **Termination of Agreement For Cause**. In the event that either party (the "**Breaching Party**") fails to fulfill any material obligation established hereunder, or violates any material covenant, term, or condition of this Agreement, the non-Breaching Party shall give the Breaching Party written notice of such breach, failure, or violation. If such breach, failure, or violation is not cured to the reasonable satisfaction of the non-Breaching Party within 30 days from the date of the notice, the non-Breaching Party may terminate this Agreement effective upon such additional notice to such effect or upon such other date as specified in such notice. Authority shall pay the City's CEI Expenses incurred prior to the termination of this Agreement.

27. **Termination of Agreement For Convenience**. Each party shall have the option, in each such party's sole discretion, to terminate this Agreement at any time for convenience and without cause. Either party may exercise this option by giving the other party a written notice of termination specifying the date that termination will become effective, such date being not less than 30 days from the date of the notice of termination. Authority shall pay the City's CEI Expenses incurred prior to the termination of this Agreement.

28. **Authority to Execute and Comply**. The City and the Authority each represent and warrant that their respective signatories hereunder have been duly and lawfully authorized by the appropriate body or official(s) to execute this Agreement. Additionally, the City and the Authority each represent and warrant that they have respectively complied with all applicable requirements and preconditions of law necessary to enter into and be bound by this Agreement, and that they have full power and authority to comply with the terms and provisions of this Agreement.

29. **Binding Nature of this Agreement**. This Agreement shall be binding upon and shall inure only to the benefit of the parties hereto.

30. **Computation of Time**. In computing any period of time prescribed or allowed under this Agreement, the day of the act, event, or default from which the designated period of time begins to run shall not be included. The last day of the period so computed shall be included unless it is a Saturday, Sunday, or legal holiday, in which case the period shall run until the end of the next day which is neither a Saturday, Sunday, or legal holiday. When the period of time prescribed or allowed is less than seven (7) days, intermediate Saturdays, Sundays, and legal holidays shall be excluded in the computation.

31. **Counterparts; Copies**. This Agreement may be executed in two (2) or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same agreement. True and accurate photocopies, facsimiles, or other mechanical reproductions shall have the same force and effect as the validly executed original, and, in lieu of the validly executed original, any party hereto may use such reproduction of this Agreement in any action or proceeding brought to enforce or interpret any of the provisions contained herein.

32. **Sovereign Immunity**. Each party hereto is a governmental agency or unit entitled to the benefit of the principles of sovereign immunity under the laws of the State of Florida. Nothing contained in this Agreement shall constitute a waiver by either party of such principles or the limits of liability contained therein, and each party retains its rights and grants under sovereign immunity.

IN WITNESS WHEREOF, the City and the Authority have duly and lawfully approved this Agreement and have authorized its execution and delivery by their respective officers, who have set their hands and had their seals affixed below, all as of the date first written hereinabove.

[Remainder of this page intentionally left blank. Signature pages to follow.]

SIGNATURE PAGE BY CITY

FOR THE CITY OF ORLANDO, FLORIDA, a Florida municipal corporation:

_____
Mayor / Mayor Pro Tempore

ATTEST, BY THE CLERK OF THE
CITY COUNCIL OF THE CITY OF
ORLANDO, FLORIDA:

_____
City Clerk

APPROVED AS TO FORM AND LEGALITY
FOR THE USE AND RELIANCE OF THE
CITY OF ORLANDO, FLORIDA:

_____
Chief Assistant City Attorney

SIGNATURE PAGE BY AUTHORITY

FOR THE CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY, a Florida statutory agency:

By:_____
John M. Lewis, Jr., Chief Executive Officer

ATTEST:

By:_____

Name: _____

Title: _____

This Agreement is approved as to form only for execution by the Authority, and this approval is not to be relied upon by any other person or for any other purpose.

AKERMAN SENTERFITT

_____
Name: Patrick T. Christiansen
Title: Shareholder

Consent Agenda Item #6.D. v

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Jerry Bryan
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Miscellaneous**
Authorization to Initiate the Public Participation Process for the April 2012 Service Changes

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to initiate the public participation process for consideration of proposed service efficiency changes. Authorization is requested for this process to begin immediately for the April 22, 2012 service changes.

BACKGROUND:

In an effort to streamline the fixed route bus service for efficiency, route restructuring proposals are being developed which may impact some Links. Staff is seeking public input as to how proposed changes will affect the community. LYNX' Public Participation Program requires that these proposals be presented to the public in the form of workshops and/or public hearings. Staff will compile comments from the workshops and incorporate them into final restructuring proposals. At this time staff does not anticipate any service reductions that would mandate public hearings, but prefers to seek public participation to further provide input on the proposed changes.

LYNX' Public Participation Program mandates public hearings to take place should a route or routes be reduced by 25% or more of the total route's hours, as recommended by the Federal Transportation Administration (FTA). If warranted, staff will then take the proposals to the public in the form of public hearings if a proposed change could affect 25% or more of the total route's hours.
To date, staff has identified the following proposed service efficiencies under review for the April 24, 2011 service changes:

- Link 3: Minor scheduling adjustments to improve on-time performance, as follows:
    1. Lake Margaret Dr/Conway to Dixie Belle/Gatlin: 3 minutes removed

2. Dixie Belle/Gatlin to Curry Ford/Chickasaw Trail: 3 minutes added

- Links 13: Re-route from Woodcock Rd & Lawton Rd. to Maguire Boulevard
- Link 37: Add a 4:30am trip from Florida Mall, remove 10:00pm trip from Florida Mall
- Link 45: New routing on Rinehart Road to serve trip attractors
- Link 55: Running time will be added to each trip. Will operate at 40 minute frequency from 5:30am to 11:30am, 30 minute frequency from 11:30am to 6:30pm, and 40 minute frequency from 6:30pm to 10:00pm
- Link 56: Running time will be added to each trip. Will operate at 40 minute frequency from 5:30am to 11:30am, 30 minute frequency from 11:30am to 6:30pm, and 40 minute frequency from 6:30pm to 11:30pm
- Link 125: Minor routing adjustments at Florida Hospital due to construction being completed
- PUL 621: Terminate the route at SR 50 and Alafaya Trail (presently goes to UCF)

A series of public workshops have been scheduled, as follows:

LYNX Central Station (Terminal Lobby) 455 N Garland Ave, Orlando, FL. 32801
Monday, January 30, 2:00 PM – 6:00 PM
Wednesday, February 1, 5:00 AM – 9:00 AM
Saturday, February 4, 11:00 AM – 2:00 PM

Seminole Centre SuperStop, 3653 S. Orlando Dr, Sanford, FL 32773
Tuesday, January 31, 2:00 PM – 6:00 PM
Thursday, February 2, 5:00 AM – 9:00 AM

Osceola Square Mall SuperStop, Armstrong Blvd. and W. Columbia Ave., Kissimmee, FL 34741
Tuesday, January 31, 5:00 AM– 9:00 AM
Thursday, February 2, 2:00 PM – 6:00 PM

Staff will bring the workshop results back to the Board and seek their approval of the final proposed service changes for April 22, 2012 at the March 2012 Board meeting.

FISCAL IMPACT:

All proposed changes will be absorbed within the existing FY2012 Operating Budget.

Consent Agenda Item #6.D. vi

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Rudolph Walter
(Technical Contact)
Catherine Porter
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Miscellaneous**
Authorization to Adopt the LYNX Safety and Security Certification Plan (SSCP) and the LYNX Safety and Security Management Plan (SSMP)

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' adoption of the *LYNX Safety and Security Management Plan* and the *LYNX Safety and Security Certification Plan.*

BACKGROUND:

As part of the East-West and Parramore LYMMO Expansion Projects, LYNX was required by Federal Transit Administration (FTA) to provide a Project Management Plan (PMP). As part of its review of the PMP, the FTA determined that a Safety and Security Management Plan (SSMP) as well as a Safety and Security Certification Plan (SSCP) needed to be added to the existing LYNX Safety and Security Program. LYNX' safety and security consulting firm, K&J Safety and Security Consulting Services, was provided a task order under their continuing contract to develop the required plans. The final drafts of the SSMP and SSCP plans are attached. These plans compliment LYNX' existing safety and security plans, with the result being a complete safety and security program.

Staff has reviewed the plans and sent them to FTA for their review and comment. Any significant comments and changes will be provided to the Board.

FISCAL IMPACT:

Any fiscal impacts that result from implementation of the plan as it relates to the East-West and Parramore LYMMO Expansion projects will be funded from the respective project funding. The East-West and Parramore LYMMO Expansions projects are included in the FY2012 Capital Budget in the amount of $10,000,000 and $12,450,000, respectively.

SAFETY and SECURITY CERTIFICATION PLAN (SSCP)

for
Project A, E2009-NWST-034/FL East/West Circulator System and Project B, FL-79-0001 Parramore Bus Rapid Transit (BRT)

FINAL

December 2011

Central Florida Regional Transportation Authority d/b/a LYNX
445 North Garland Ave. Suite 800
Orlando, FL 32801

Safety and Security Certification Plan (SSCP)

DOCUMENT REVISION RECORD	
CHANGES	**EFFECTIVE DATE**
VERSION 0	December 2011

This plan is issued in support of the Project Management Plan (PMP) and Safety and Security Management Plan (SSMP) for both BRT Projects. The LYNX Director of Safety, Security, and Risk Management determines the distribution for this document. Anyone referring to a copy of this document that doesn't have a control number should verify they are using the latest revision. Document holders are required to keep their manuals up-to-date by discarding obsolete documents and replacing them with updated documents as explained in the instructions that will accompany all updates to the plan

APPROVALS

_____ _____

TBD **Date**
Director of Safety, Security and Risk Management

_____ _____

TBD **Date**
East/West Circular System Senior Project Manager

_____ _____

TBD **Date**
Parramore BRT Senior Project Manager

_____ _____

John M. Lewis, JR. **Date**
Chief Executive Officer

TABLE OF CONTENTS

LIST OF FIGURES AND TABLES

REFERENCES

Federal Transit Administration (FTA), Office of Safety and Security. (Final Report November 2002). *Handbook for Transit Safety and Security Certification.* U.S. Department of Transportation.

Federal Transit Administration (FTA), Office of Safety and Security. (Final Report January 2000). *Hazard Analysis Guidelines for Transit Projects.* U.S. Department of Transportation.

Federal Transit Administration (FTA), Office of Safety and Security. (2000). *Keeping Safety on Track – Building New Partnerships in Safety.* U.S. Department of Transportation (DOT).

Federal Transit Administration (FTA), Office of Safety and Security. (Final Report January 2003). *The Public Transportation System Security and Emergency Preparedness Planning Guide.* U.S. Department of Transportation.

Federal Transit Administration (FTA), Office of Safety and Security. (August 2002). *Standard Protocols for Managing Security Incidents Involving Surface Transit Vehicles.* U.S. Department of Transportation.

Mineta Transportation Institute. (September 2001). *Protecting Public Surface Transportation Against Terrorism and Serious Crime.* Continuing Research on Best Security Practices. Report 01-07.

The General Accounting Office (GAO). (June 1988). *Domestic Terrorism, Prevention Efforts in Selected Courts and Transit Systems.* Report # PEMD-88-22.

The General Accounting Office (GAO). (September 2002). *Mass Transit, Challenges in Securing Transit Systems.* Report # GAO-02-1075T.

FTA Circular 5800.1, *Safety & Security Management Guidance for Major Capital Projects*

LYNX System Safety Program Plan (SSPP)

LYNX System Security Plan (SSP)

Project Management Plan (PMP)

Project Safety and Security Management Plan (SSMP)

ACRONYMS

APTA	American Public Transportation Association
BRT	Bus Rapid Transit
CEO	Chief Executive Officer
CCTV	Closed Circuit Television
CIL	Certifiable Items List
CMC	Construction Management Consultant
CPTED	Crime Prevention through Environmental Design
FBI	U.S. Federal Bureau of Investigation
FLSSC	Fire/Life Safety and Security Committee
FMEA	Failure Modes and Effects Analysis
FTA	Federal Transit Administration
LYNX	Central Florida Regional Transportation Authority
MIL STD	Military Standards
OHA	Operational Hazard Analysis
OSHA	Occupational Safety and Health Administration
PHA	Preliminary Hazard Analysis
RE	Resident Engineer
SCIL	Safety Critical Items List
SOP	Standard Operating Procedures
SSC	Safety and Security Certification
SSCP	Safety and Security Certification Plan
SSCRC	Safety and Security Certification Review Committee
SSMP	Safety and Security Management Plan
SSPP	System Safety Program Plan
SSP	System Security Plan
STIP	State Transit Improvement Plan
TVA	Threat and Vulnerability Assessment
VE	Value Engineering
WMD	Weapons of Mass Destruction

EXECUTIVE POLICY STATEMENT

The Central Florida Regional Transportation Authority d/b/a LYNX, Orlando, Florida is committed to providing high quality, cost effective, safe, and secure transit service. System safety and security are primary concerns that affect all aspects of planning, design, construction, and subsequent operation of the new two (2) Bus Rapid Transit (BRT) bus alignments. Therefore, all of LYNX staff, contractors, and consultants are charged with the responsibility of ensuring the safety and security of passengers, employees, and the general public who come in contact with the system.

Toward fulfilling this responsibility, the LYNX Director of Safety, Security, and Risk Management in cooperation with the BRT Project Managers has developed this Safety and Security Certification Plan (SSCP) for the 2 BRT Projects. The Project Management Plan (PMP), Safety and Security Management Plan (SSMP), and this SSCP address activities that take place to assure an acceptable level of safety and security for the design, acquisition, construction, installation, testing, and operation of the new BRT alignments. In addition, the SSCP is in accordance with the Federal Transit Administration's (FTA) guidance on Safety and Security Certification process.

Responsibility for the implementation of this plan is assigned to the LYNX Director of Safety, Security, and Risk Management in cooperation with the BRT Project Managers. All LYNX employees and project consultants are directed to comply with the provisions of the SSCP, as well as fully cooperate during planning, engineering, construction, and integration testing in achieving the goals for a safe and secure BRT systems.

Approval:

_____ _____

John M. Lewis, JR. **Date**
Chief Executive Officer (CEO)
LYNX, Central Florida Regional Transportation Authority

SECTION 1 INTRODUCTION

Transit projects eligible for FTA Section 5309 funding or other forms of federal assistance require implementation of a Safety and Security Certification Program. This Safety and Security Certification Plan (SSCP) was prepared in accordance with FTA guidelines and the project Safety and Security Management Plan (SSMP).

This plan meets all requirements by presenting a process to verify that the following Bus Rapid Transit (BRT) Projects are, to the greatest extent possible, operationally safe and secure for passengers, employees, emergency responders, and the general public:

- Project A, E2009-NWST-034/FL East-West Circulator System BRT
- Project B, FL-79-0001 Paramore BRT

LYNX as a provider of a vital community service with the potential for accidents and incidents that can result in harm, will self-certify that the 2 BRT Projects and subsequent operations of the system are as safe and secure as possible, within available resources, for use by passengers, employees, contractors, emergency responders, and the general public.

1.1 Purpose

The SSCP's purpose is to ensure that any design or operating hazards/threats are identified, monitored, and properly controlled or mitigated, prior to the commencement of revenue service. The SSCP addresses all BRT systems and equipment which may reasonably be expected to pose hazards/threats to LYNX customers, employees, and emergency personnel. The plan identifies the technical and managerial tasks required during the design, construction, and commissioning of the 2 BRT projects into revenue service.

1.2 Goals and Objectives

The SSCP's overall goal is to document the verification and validation process that demonstrates:

- Compliance with Federal, State and LYNX safety and security requirements
- Compliance with the LYNX safety and security design criteria and specification requirements
- Implementation of all hazard controls or security countermeasures identified in the hazard analysis, safety assessment process, and the threat and vulnerability assessment process

Specific program goals include:

- Verify that appropriate safety and security codes, standards, and guidelines have been incorporated into the specifications
- Ensure that a thorough and complete system safety and security process is followed throughout the project life cycle process
- Ensure that all identified hazards/threats have been eliminated or controlled
- Ensure that normal and emergency hazard resolution methodologies have been implemented
- Verify that all training required for the safe/secure operation of the new bus system and new busses is complete

Specific program objectives that support the above goals include:

- Identify specific safety and security requirements to assure the most comprehensive specification possible to avoid inadvertent hazards/threats
- Verify that all documentation identified as safety critical has been reviewed to ensure compliance with safety criteria
- Verify that testing associated with elimination or control of hazards has been completed
- Ensure that operations and maintenance manuals reflect appropriate procedures for control of hazards and include appropriate warnings, hazards, and cautions required for safety critical operations
- Verify that maintenance and operational personnel are properly trained regarding potentially hazardous operations
- Create a verification-tracking log to track all safety related closures that are not complete at the time of revenue operations
- Identify and resolve hazards and security threats to LYNX employees, property, customers, and the general public
- Document and certify the safety and security of the BRT Projects
- Analyze the severity, probability, and risk of the identified hazards/threats
- Ensure that appropriate tests and inspections are performed

1.3 Scope

The SSCP's scope includes the activities necessary to verify certifiable levels of safety and security for the BRT Projects prior to placing the new bus alignments and system into revenue service. The SSCP encompasses three overlapping functional areas:

- System Safety Engineering
- Fire/Life Safety and Security
- Occupational Safety.

The SSCP's scope includes certifying each BRT Project as a whole, certification of individual construction packages, and interim operational permits/certificates, if needed, for any planned operable segments that may include a number of the construction packages. Project components/scope to be certified includes the following:

- **Project A, E2009-NWST-034/FL East-West Circulator System BRT**
    - Service to an estimated 4,759 riders per day
    - Exclusive bus lanes during peak hours for a minimum of 50% of the length of the project (1.9 miles).
    - Service to and from LYNX Central Station via LYMMO and Parramore BRT
    - System branding and station/stop area design (similar to existing LYMMO)
    - 10 minute peak/15 minute off-peak headways (consistent with LYMMO)
    - Advanced traffic controls for Transit Signal Priority (TSP) for 22 signalized intersections

- Onboard next stop announcement system
- Next bus arrival station monitors
- 3.73 miles BRT route – 0.5 miles of exclusive bus lanes, 1.9 miles striped exclusive bus lanes during peak hours
- 16 Stations/stops, including security equipment

- **Project B, FL-79-0001 Paramore BRT**
  - Exclusive fixed bus guideway lanes
  - Service to and from LYNX Central Station
  - System branding and station area design (similar or identical to existing LYMMO)
  - Inclusion of five (5) designated LYMMO stations and two (2) designated Multi-Modal stations with ADA accessibility
  - 10 minute peak/15minute off-peak headways (consistent with LYMMO operation)
  - Advanced traffic controls for TSP and exclusive transit movements through signalized intersections
  - Onboard next stop announcement
  - Next bus arrival station monitors
  - Offboard fare collection (if applicable per project finance plan)

1.4 Certification Methodology

The certification methodology as outlined in this document is defined as self-certification with internal and external assistance and oversight from LYNX Safety, Security, and Risk Management Division, the BRT Project Managers, Florida State Safety Oversight, and FTA's Project Management Oversight Consultant (PMOC) if the PMO program is activated.

A safety and security consultant is providing technical service and assistance to assist LYNX with self-certification efforts. This self-certification effort provides the agency ownership of the process and is highly recommended and supported by FTA and the Florida Department of Transportation (DOT) State Safety Oversight Program. In addition, the external assistance for self certification is funded through the LYNX BRT Projects budget.

The SSCP is structured around FTA's Handbook for Transit Safety and Security Certification which consists of a 10-step certification process with related certification tasks and activities. Each step and its application to these projects is explained in detail in Section 4 of this document.

1.5 Revisions

The SSCP will be reviewed at significant milestones as the Projects' PMP and SSMP are updated.

SECTION 2 PROGRAM MANAGEMENT, ORGANIZATION, AND RESPONSIBILITIES

The SSCP will be implemented by a consolidated effort within the LYNX Project Team. The Safety and Security Certification Review Committee (SSCRC) will ensure the execution of the SSCP and all certification-related activities and tasks. Staff participation includes the Safety, Security, and Risk Management Division, Bus Operations, Maintenance, Development Division, BRT Project Managers, Quality Assurance, Manager of Construction, Designer of Record, Construction Managers, the safety and security certification consultant and various other agency staff. Figure 1 below outlines the organizational structure relationship between external influences, Executive Management, and LYNX Staff and Consultants.

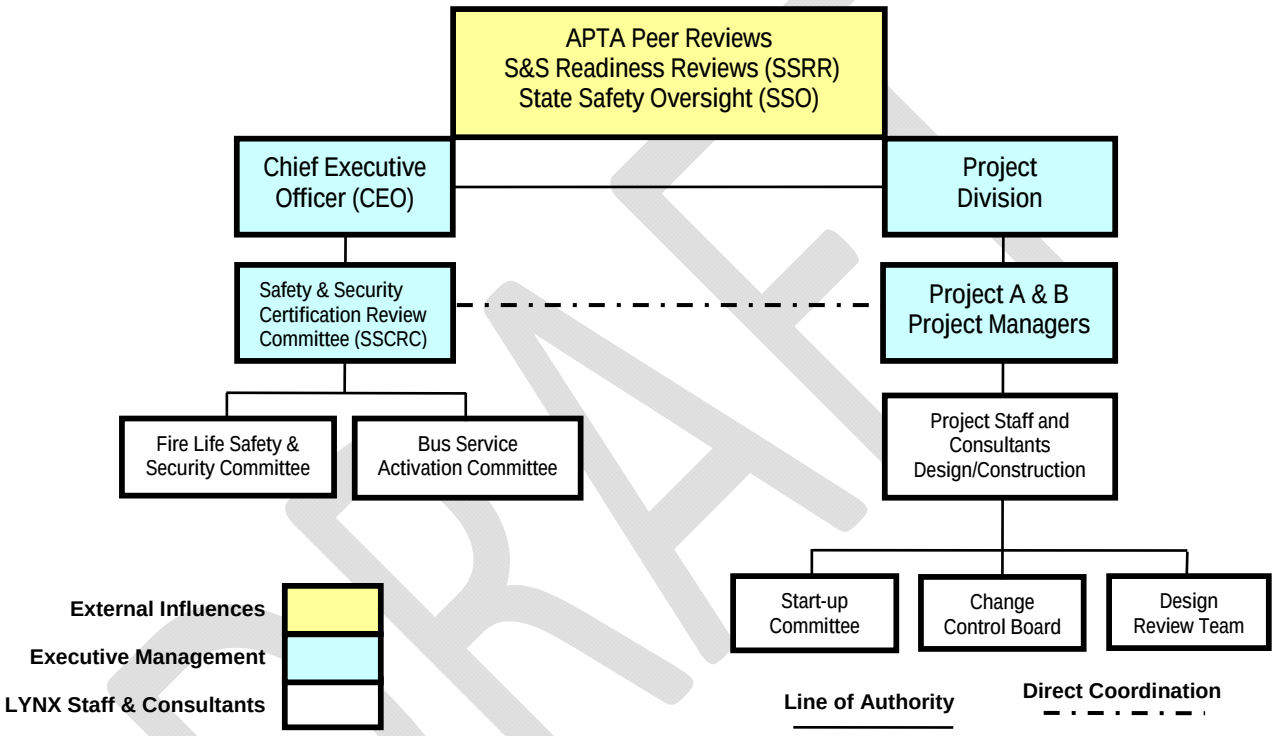


Figure 1. Safety and Security Certification Organizational Chart

2.1 Organizational Responsibilities

The BRT Project Teams are responsible for system safety and security. System safety and security tasks include review of all designs for safety components and elements, safety hazard analysis, safety and security certification, Threat and Vulnerability Assessments (TVAs), and special studies related to specific safety/security issues.

Table 1 outlines the safety and security certification responsibility matrix for the BRT project teams, designer of record consultant, construction contractors, the SSCRC and safety and security consultant, and Bus Operations. These responsibilities are broken down by the 10 steps of the certification process.

2.1.1 The Safety, Security, and Risk Management Division

The Safety, Security, and Risk Management Division is responsible for managing the SSCP and coordinating certification tasks that address safety critical elements. Safety critical elements are defined as system elements that must be certified to ensure that all identified hazards, related to placing the BRT alignments in service that could result in death, severe injury, or major system or public property damage, have been eliminated or controlled. Other responsibilities include:

- Director of Safety, Security, and Risk Management chairs the SSCRC and Fire Life Safety and Security Committee (FLSSC) and integrates all BRT certification requirements as outlined in this SSCP and the SSMP
- Manage the preparation, update, and the approval process of the SSCP
- In cooperation with the BRT Project Managers, oversee safety and security activities as defined in the construction safety/security procedures. However, contractors are ultimately responsible for accident prevention, job site safety/security, and threat prevention. While contractors are required to provide safety/security for their contract, assistance from the Safety, Security, and Risk Management Division may be requested for major and/or specific safety/security issues
- Participate in the safety and security design criteria development process, design reviews, contract modifications review and approval process, and or/construction submittal review process
- Monitor the design and construction change order process for potential safety and security issues. Conduct safety and security design reviews on all construction change orders/modifications. Track all issues throughout the construction phase until resolutions are reached to the satisfaction of the SSCRC and/or LYNX senior management
- Assist with the development of the draft and final Preliminary Hazard Analysis (PHAs) for both projects. This includes the conversion of any PHAs that still have undesirable hazard ratings at the end of the design phase to Operational Hazard Analysis (OHAs) during the construction phase with the safety and security consultant assistance
- Support the SSCRC in identification and approval of Safety Certifiable Elements
- Report to management on the progress of the Hazard Resolution and the Safety and Security Certification effort
- Report management and technical concerns to the SSCRC
- Review Quality Assurance/Quality Control inspection reports on new equipment for safety issues and include results in the Safety and Security Certification documentation
- Ensure that all operational Certifiable Items List (CILs) that require safety and security training, policies and/or procedures are developed, executed, and approved by the agency for certification purposes prior to the revenue service date
- Provide management with final individual and overall Safety and Certification reports
- Provide the overall Project Safety and Security Verification Report
- Submits required updates to State Safety Oversight as needed.
- Evaluate and monitor sub-contractor's construction Safety and Security Plans

2.1.2 Safety and Security Certification Consultant

The safety and security consultant is responsible for assisting the LYNX Safety, Security, and Risk Management Division with implementing the BRT SSCP. Specific responsibilities include:

- Prepare the draft BRT SSCP and present it to the SSCRC for review and approval
- Develop draft PHAs and present design related resolutions relating to hazards for the development of the BRT safety and security design criteria. Convert all unresolved PHAs to OHAs during the construction phase, and identify required policy, rules and procedures to mitigate all unresolved hazards
- Conduct a BRT TVA and present the results to the Director of Safety, Security, and Risk Management and the BRT project management teams for consideration to be integrated into the project safety and security design criteria. Update the TVA as needed throughout the project life cycle
- Review and provide input to the BRT design criteria manual development process
- Develop and present BRT Project certifiable elements and sub-elements, CILs, and Safety Critical Items List (SCILs) to the SSCRC for review and approval
- Develop Safety and Security Design Criteria Conformance Checklists from the BRT design criteria manual and conduct joint verification efforts with the Designer of Record during the 100% design, construction, and pre-revenue service phases
- Develop CILs from the 100% project specifications and conduct verification during construction, testing, and pre-revenue service phases
- Develop operational CILs and conduct verification during testing and pre-revenue service phases
- Monitor the design and construction change order process for potential safety and security issues. Conduct safety and security design reviews on all construction change orders/modifications and track all issues throughout the construction phase until resolution to the satisfaction of the SSCRC and/or LYNX senior management
- Coordinate with the BRT Construction Managers and Resident Engineers to finalize submittal processes for verification purposes of certifiable elements, CILs, and SCILs
- Provide consulting support to the Director of Safety, Security, and Risk Management and the SSCRC on safety and security issues, peer reviews, and FTA Safety and Security Readiness Reviews (SSRR)
- Prepare reports on the progress of the Hazard Resolution effort to the Director of Safety, Security, and Risk Management and the BRT Project Managers
- Provide status reports to the SSCRC on overall status of the Safety and Security Certification Program, revisions to the SCILs, and new and outstanding safety and security issues
- Upon completion of site visits (reviewing construction and testing submittals), provide the Resident Engineers with a status of the submittal reviews
- Provide analysis of proposed engineering, system safety/security, and fire protection resolutions to identified hazards/threats by means of preparing Non-compliance Reports

- Develop interim operational permits with supporting documentation outlining all the safety and security critical items as needed from all construction packages that are affected
- Conduct pre-revenue safety and security operational inspections of the stations, systems, and bus alignments
- Utilize the Safety and Security Investigation Report format for all significant safety and/or security issues identified throughout the project life cycle. See Appendix B for report format
- Provide monthly certification status updates for the BRT Master Schedules.
- Participate on the SSCRC and FLSSC
- Provide final BRT safety and security certification documentation through the SSCRC as per LYNX project configuration management requirements

2.1.3 LYNX Planning Division

The Planning Division is responsible for project execution and construction management. Additional responsibilities include:

- Participate as active members of the SSCRC and FLSSC
- Review and consider all design-related recommendations from PHAs and TVA results/recommendations during the BRT design criteria development process. This includes consideration of all safety and security design review comments during the PE and final design phases.
- Ensure that the LYNX BRT management organization (internal and consultants) incorporates safety and security requirements into the project specifications
- Ensure that the Construction Management Consultant (CMC) develops an adequate submittal filing system to facilitate the certification process. This should include a submittal tracking log which should be coordinated with the safety and security consultant
- Ensure that the CMC develops construction safety and security programs as outlined in the specifications
- Ensure that the CMC meets all specification requirements
- Ensure that the CMC performs detailed activities related to system safety and security, including documentation and record keeping
- Ensure successful completion of test program activities identified in the specifications that are safety and security certifiable as outlined in the CILs
- Provide assistance with contractor hazard resolution activities
- Ensure timely delivery of system safety and security deliverables

2.1.4 Designer of Record Consultants

- Participate as active member of the SSCRC and FLSSC

- Throughout the design process coordinate with the safety and security consultant to review approved certifiable elements and CILs and determine which line items are no longer valid
- Review the PHAs and assist the safety and security consultant with the identification of where in the design specification and/or drawings the mitigations can be found that addresses the hazards identified in the PHAs for verification
- Review the design criteria conformance checklists and assist the safety and security consultant with the identification of where in the design specifications and/or drawings the line items on the checklists can be found for verification
- Provide drawings and specifications to the safety and security consultant for purposes of safety and security design review during the PE and final design phases
- Provide design change order logs to the safety and security consultant upon request and make change order documentation files available for review during coordinated visits

2.1.5 Construction Management Consultant (CMC) – Systems and Civil

- Participate as active members of the SSCRC and FLSSC
- Ensure all contractor testing requirements are identified and an Integrated Test Plan is developed (systems) and staffed among the project team members for comments
- Ensure that Resident Engineers (Res):
    - Develop an adequate construction submittal system and tracking log to facilitate the safety and security certification process and validation. This should include a tracking system for all construction change orders/ modifications
    - Provide construction and modification submittal logs to the safety and security consultant upon request and have submittal files available for review during coordinated visits
    - Perform detailed activities related to system safety and security, including documentation and record keeping
    - Complete and document test program activities identified in the specifications, specifically the test programs and reports listed in the construction packages safety and security CILs
    - Identify, manage, and track hazard resolution activities
    - Ensure timely delivery of system safety and security deliverables

2.1.6 Bus Operations

- Participate as an active member of the SSCRC and FLSSC
- Provide technical support for all bus operational aspects of the BRT projects
- Participate in the safety and security design review process
- Review and provide comments of the operational and pre-revenue testing CILs for the BRT projects

- Ensure all required operational training, policies and/or procedures are developed, updated, executed, and in compliance with approved operational CILs for certification purposes
- Ensure that a pre-revenue operations test plan is developed, staffed for comments, and executed with documented results

2.2 Safety and Security Certification Review Committee (SSCRC)

The purpose of the SSCRC is to assist the Project Managers in completion of all activities related to safety and security certification as required by project specifications. This includes advising the Project Managers on safety and security certification matters as a means to ensure the overall safety of the project. This committee will meet no less than once a quarter. The members of this committee are listed below:

- Chair: Director of Safety, Security, and Risk Management
- Director of Finance
- BRT Project Managers
- Designer of Record Consultants
- Construction Manager, Civil & Facilities
- Construction Manager, Systems
- Manager of Para-Transit
- Deputy Chief of Operations Transportation
- Deputy Chief of Operations Maintenance
- Manager of Customer Information
- Manager of Organizational Development and Training
- Manager of IT
- Director of Planning
- Safety and Security Plan Specialist
- Safety and Security Officers
- Safety and security certification consultants

The SSCRC's activities include but not limited to the following:

- Review and approve all revisions to the SSCP
- Review and approve the hazard resolution documentation process and the threat and vulnerability assessment process outlined in the SSCP
- Help identify and approve safety and security certifiable elements, sub-elements, CILs, SCILs, and design criteria conformance checklists of the following major categories:
    - Facilities and equipment
    - Systems
    - Integrated Testing

  - Operational requirements
- Establish a risk acceptance process
- Evaluate contractor deliverables and hazard resolution methodologies
- Evaluate sub-contractor deliverables such as test integration plan, rules and procedures, test plans, activation plans, etc
- Recommend the best technical approach regarding resolution of identified system safety and security design issues and PHAs/OHAs
- Establish a SSCRC action item log that tracks status of all committee actions, safety and security issues resulting from construction change orders/modifications, PHAs/OHAs, SCILs and the "Open Items" List until resolution. See Appendix B for an example of an "Action Items" Log and "Open Items" List
- Review and evaluate the hazard severity, probability, and hazard risk index of identified hazards that the safety and security consultant presents to the committee
- Evaluate proposed hazard/threat resolution methodologies and evidence of compliance to safety/security requirements
- Evaluate project compliance with safety and security certification requirements
- Provide oversight responsibility for the Fire Life Safety and Security Committee
- Assist the safety and security certification consultant in the development of final Safety and Security Certification documents

2.3 Fire Life Safety and Security Committee (FLSSC)

The FLSSC serves as a liaison between LYNX, police, fire, and emergency response jurisdictions. The FLSSC is comprised of local fire jurisdictions, local emergency response agencies, Bus Operations, LYNX Safety and Security, BRT project team representatives, Quality Assurance, and key LYNX management staff. This committee is chaired by the Director of Safety, Security, and Risk Management and either meets jointly with the SSCRC or separately, as needed. The FLSSC activities include but are not limited to the following:

- Review industry standards, safety-related designs, and tests to verify fire-life safety code and regulation compliance
- Review and provide comments to the SSCRC on all related operational CILs for verification purposes
- Address unique emergency response requirements
- Address preparedness issues and reviews variances
- Coordinate and schedule emergency response readiness drills for both tabletop and full-scale exercises. This includes the evaluation of all emergency exercises After Action Reports (AARs) and taking corrective action prior to revenue service
- Identify, coordinate, and schedule specific training requirements for the emergency responders that relate to the new vehicles, and hazards along the new bus alignments and stations.

Safety & Security Certification Steps	Design Review Phase					Construction/Test Phase					Pre-Revenue and Start-up Phase				
	BRT	SSD	DOR	SAF	BO	BRT	CTR	SSD	SAF	BO	BRT	CTR	SSD	SAF	BO
1. Identify Certifiable Items	S	S	S	**P**	S	S	(-)	S	**P**	N/A	N/A	N/A	N/A	N/A	N/A
2. Develop Safety & Security Design Criteria (Audit)	S	S	S	**P**	RC	S	(-)	S	**P**	N/A	N/A	N/A	N/A	N/A	N/A
3. Develop & Complete Design Criteria Conformance Checklist (Audit)	S	S	**P**	**P**	RC	S	(-)	S	**P**	RC	N/A	N/A	N/A	N/A	N/A
4. Perform Construction Specification Conformance Checklist	S	S	(-)	**P**	(-)	S	S	S	**P**	(-)	S	S	**P**	**P**	(-)
5. Identify Additional Safety & Security Test Requirements	**P**	S	(-)	S	S	**P**	S	S	S	S	**P**	S	S	S	S
6. Perform Testing & Validation in Support-SSC Program	N/A	N/A	N/A	N/A	N/A	S	**P**	(-)	S	S	S	**P**	S	S	S
7. Manage Integrated Tests for the SSC Program	N/A	N/A	N/A	N/A	N/A	**P**	S	(-)	S	S	**P**	S	S	S	S
8. Manage "Open Items" in the SSC Program *	S	S	S	**P**	S	S	S	RC	**P**	RC	S	S	RC	**P**	RC
9. Verify Operational Readiness	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	S	S	S	S	**P/S**
10. Conduct Final Determination of Project Readiness * & Issue Safety & Security Certification Readiness & Issue Safety & Security Certification	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	S	S	RC	**P**	S

P = PRIME RESPONSIBILITY
S =SUPPORT RESPONSIBILITY
(-) = NO RESPONSIBILITY
N/A = NOT APPLICABLE
RC = REVIEW & COMMENT
* = CONTINUES INTO REVENUE PHASE

BRT = B US RAPIT TRANSIT PROJECT TEAM
CTR = CONSTRUCTION CONTRACTORS
SSD = SAFETY, SECURITY RISK MANAGEMENT DIVISION
DOR = DESIGNER OF RECORD
SAF = SSCRC & SAFETY AND SECURITY CONNSULTANT
BO = BUS OPERATIONS

Table 1. Safety and Security Certification Responsibilities Matrix

SECTION 3 PROJECT DESCRIPTION

3.1 Project A, E2009-NWST-034/FL East-West BRT Circulator System

The project known as the Downtown Orlando East-West Circulator is located in downtown Orlando, Florida and consists of a 3.73 mile Bus Rapid Transit (BRT) circulator providing an East-West connection through the downtown Orlando core. This project will connect to the existing LYMMO BRT which provides north/south BRT service through the downtown Orlando Central Business District (CBD). BRT service will operate primarily in mixed traffic on local city of Orlando streets with the exception of 0.5 miles in proposed exclusive bus lanes (no state or US roadways are impacted for the entire length). During peak hours, the project will operate within an additional 14 miles of BRT striped exclusive bus lanes. Combined with the full time .5 miles of exclusive lanes, the Downtown Orlando East-West Circulator will provide a total of 1.9 miles of exclusive bus lanes or 50% of the 3.73 miles of planned BRT. The proposed corridor will operate consistent with the existing LYMMO and Parramore BRT corridors with 16 hours of service on weekdays, 14 hours on Saturday and 12 hours on Sundays and holidays.

Other project features include the purchase of four (4) branded low floor 35' hybrid diesel passenger vehicles, real time passenger information systems at stations, security systems, and potential for future off-board fare collection. The existing LYMMO service does not charge a fare to passengers; however this may change in the future as the system is expanded. The project alignment and 16 stations/stops are shown in figure 2,

The project includes the installation of transit signal priority (TSP) capability at all 22 intersections along the corridor. The City of Orlando has already acquired the Opticom GPS TSP technology, which would be applied at the identified locations. LYNX's Automatic Vehicle Location (AVL) system would be upgraded to allow for conditional TSP application. Funding for the upgrade is included as part of the project budget.

A total of 16 substantially branded stations are proposed, including two off-street stations - one on City property at the southwest corner of South Division (currently vacant), and the other under I-4 (preferably at Bob Snow Lane) where there is an existing pedestrian plaza developed on land the City leases from FDOT. The proposed use is consistent with the City's lease. The off-street location under I-4 would provide connectivity to the Parramore BRT funded through TIGER II funding via a southern extension to Pine Street or Bob Lane.

Preliminary Stations:

Station Name	Far-side or Nearside	Physical Layout Passenger Amenities
NB Westmoreland at Pine Parramore	Far-side	Pullout Medium/Layover
EB Central at Parramore Terry	Far-side	Back of Curb Medium
EB Central at Division U.S. Courthouse	Nearside	Curb Extension Medium
Under I-4 at Bob Snow Lane	LYNX South	Off-Street Medium
EB Central at Railroad Gertrude's Walk	Nearside	Extension Medium
EB Central at Magnolia Library	Far-side	Back of Curb Low
EB Central at Lake Eola	Nearside	Curb Extension Medium
EB Central at Summerlin Thornton Park	Nearside	Parkway Low

WB Church at Lake	Nearside	Back of Curb Medium
WB Church at Rosalind County Courthouse	Far/Nearside	Back of Curb Medium
SB Magnolia at Church Magnolia	Far-side	Back of Curb Medium
SB Magnolia, Performing Arts Center	Nearside	Back of Curb High
WB South at Railroad City Hall/Sun Rail	Far/nearside	Back of Curb Medium
SW Corner - South/Division Amway Center	Off-Street	High/Layover
WB Church at Terry	Far-side	Back of Curb Medium
WB Church at Parramore S.	Far-side	Back of Curb Medium

The project is summarized as follows:

- Roadway improvements: bus lane sign/striping, intersection curb return modifications, asphalt overlay on brick streets, overhead signage
- BRT branded stations/ stops, maintenance of traffic, concrete work, site prep and other construction necessary to install shelters/ amenities
- Install /relocate utilities needed to support BRT stations, stops and guideway elements. utilities will serve the
- Stations/stops and allow for capabilities for ITS, real time bus information, Transit Signal Priority
- Bicycle and pedestrian facilities including landscaping treatments along the route and around the stations/stops
- Traffic signals and other traffic control devices to provide TSP throughout 22 intersections

3.2 Project B, FL-79-0001 Paramore BRT

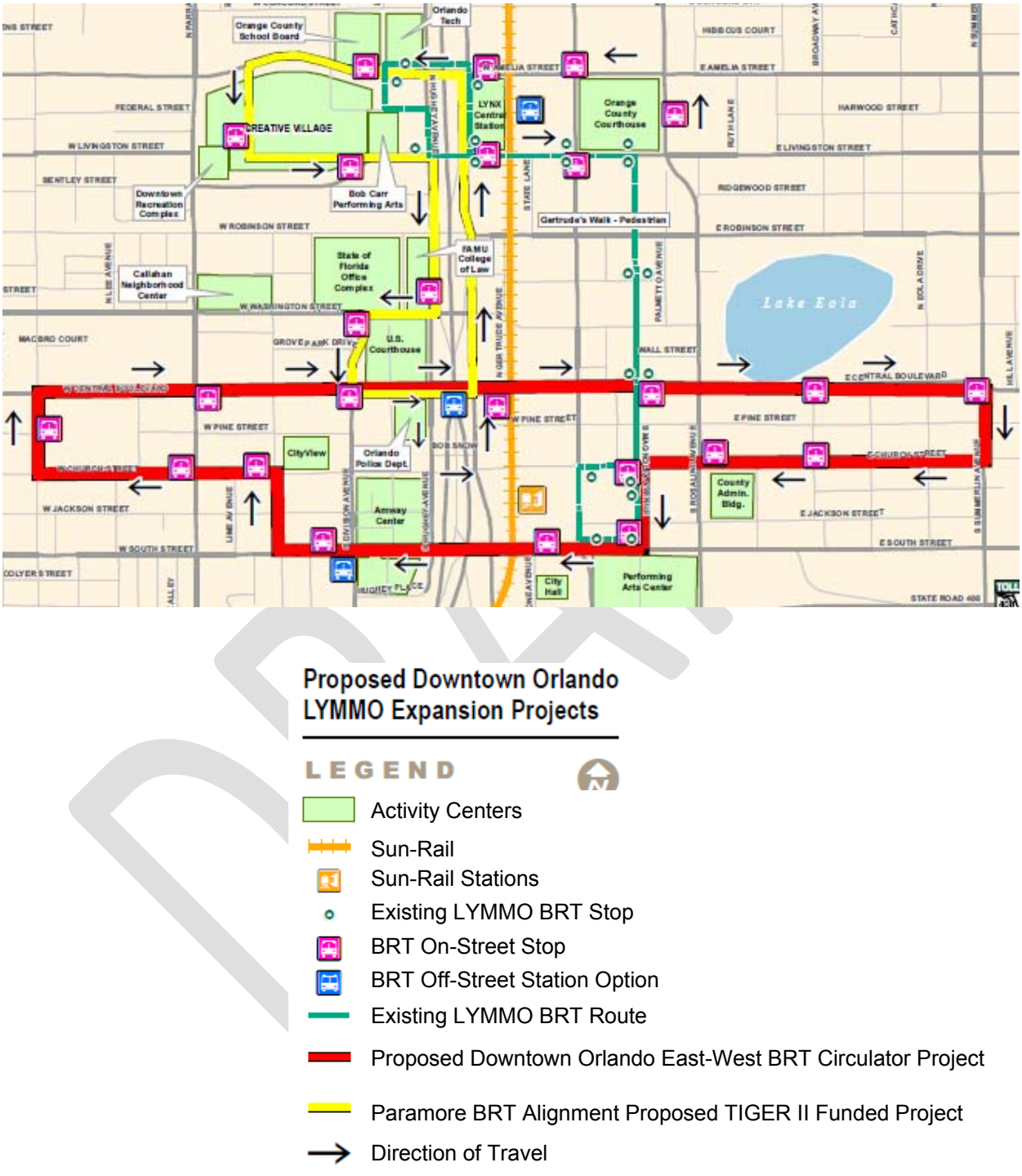
The proposed Parramore Fixed Guideway BRT expansion project represents a 2.1-mile extension of the current Orlando LYMMO BRT system through the Parramore and Callahan neighborhoods and the proposed Creative Village redevelopment site. Parramore BRT will also connect key destinations west of I-4 with the existing Urban Core and to the Central Florida region as a whole via the LYNX Central Station and future SunRail service. This fixed guideway BRT expansion project reconfigures the current 0.20 mile northwest loop out and back from LYNX Central Station (LCS) that routes through the Centroplex parking garage to Livingston Street via Hughey Avenue.

The proposed expansion of transportation services will link Orlando's Title VI neighborhoods and various educational facilities (University of Central Florida Center for Emerging Media, Florida Agricultural and Mechanical University College of Law, Nap Ford Community School, Orlando Tech), public amenities and job centers (State of Florida Office Complex, Orange County School Board, the Federal Courthouse, Orlando Police Department) and recreation and entertainment venues (Gertrude's Walk, Orlando Downtown Recreation Center, Bob Carr Performing Arts Center, the new Amway Center, historic Church Street) to the LYNX Central Station, home to bus, BRT and future SunRail service and Orlando's proposed Creative Village Project located within the Parramore and Callahan communities.
The described BRT expansion provides the preferred operation for proposed 2.1 mile Parramore BRT Expansion project. BRT service will be branded with unique vehicles,

shelters/stations and amenities. Specific transit exclusive provisions and existing signal modifications may be refined during project development and engineering phases. Further, the City of Orlando will donate key portions of rights of way and make major intersection and utility improvements with local funds to provide approx. $ 2.5 million in local match funds.

The project is summarized as follows:

- Construction of New Roadways, including fixed-guideway and travel lanes along 2.1 miles
- Intersection improvements including transit signal prioritization, reconstruction and improvements to allow for bus turning movements
- Pavement, signage, markings throughout 2.1 mile corridor to establish exclusive bus lanes and roadway operations
- Storm water improvements , including urban treatment areas
- Utilities replacement and installations. Utilities will serve stations/stops and allow for ITS capabilities. Irrigation lines to be provided as part of BRT streetscape
- Hardscaping: walkways/plazas, street furniture, way-finding and primary stations
- Landscaping and irrigation system, including street trees and grates
- Lighting/Technology features
- ITS features will be purchased including signalization improvements, station monitors, way-finding and other ITS elements

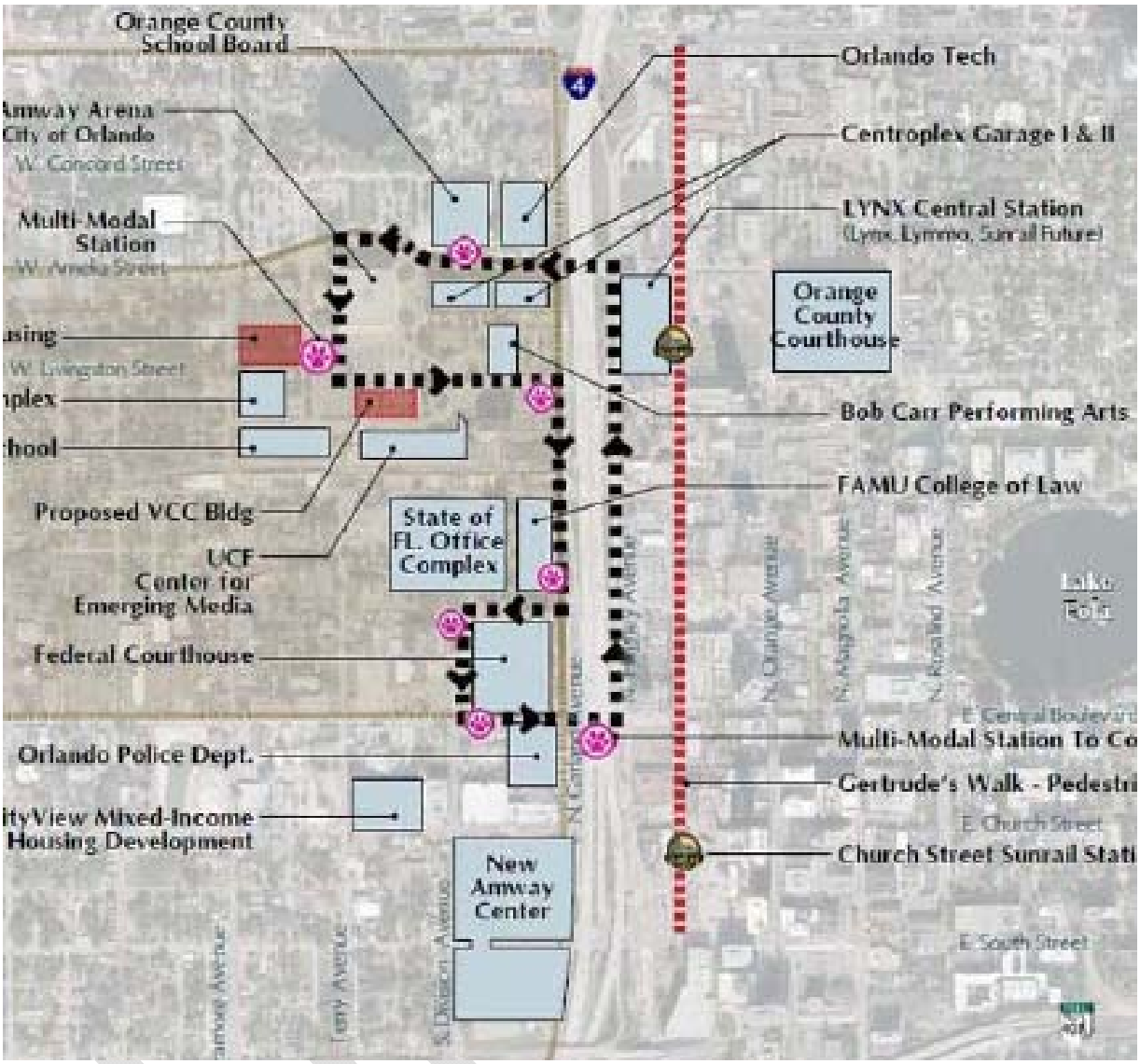


Proposed Downtown Orlando LYMMO Expansion Projects

LEGEND

- Activity Centers
- Sun-Rail
- Sun-Rail Stations
- Existing LYMMO BRT Stop
- BRT On-Street Stop
- BRT Off-Street Station Option
- Existing LYMMO BRT Route
- Proposed Downtown Orlando East-West BRT Circulator Project
- Paramore BRT Alignment Proposed TIGER II Funded Project
- Direction of Travel

Figure 2. LYNX BRT Projects Alignment



Paramore BRT Detailed Site Map

Figure 2. (Continued) LYNX BRT Projects Alignment

SECTION 4 SAFETY AND SECURITY CERTIFICATION PROCESS

The safety certification process consists of the following 10 major steps that begin during preliminary engineering and continue through construction, testing, activation start-up and revenue service. These steps are in accordance with FTA's "*Handbook for Transit Safety and Security Certification"* (Final Report November 2002) U.S. Department of Transportation.

- Step 1 - Identify safety and security certifiable elements and prepare CILs
- Step 2 - Develop safety and security design criteria
- Step 3 - Develop and verify design criteria conformance checklists
- Step 4 - Perform construction specification conformances
- Step 5 - Identify additional safety and security test requirements
- Step 6 - Monitor and verify systems tests (normally as part of contractual requirements)
- Step 7 - Monitor and verify systems integration tests
- Step 8 - Manage "Open Items" from the SCIL
- Step 9 - Verify operational readiness
- Step 10 - Issue Project Safety and Security Certificate. Issue safety and security verification report. Follow-up and final project close-out.

Figure 3 outlines how the 10 certification steps and related certification tasks and activities fit into a typical project life cycle. The implementation of the BRT certification program is reflected on this project timeline.

4.1 Step 1 - Identify Safety and Security Certifiable Elements and Prepare CILs

The certifiable elements for the BRT Projects are defined by reviewing the project design criteria manual, Project Management Plan (PMP), and like projects. The elements are broken down into four major categories; facilities/equipment, systems, integrated test requirements, and operational requirements as shown in Figure 4. Within each element the safety and security requirements are listed, which are known as the Certifiable Items Lists (CILs). From the CILs, a SCIL is developed, which are critical to the safety of LYNX customers, employees, contract employees and the general public. These SCILs are identified and listed as "S-1" items in the CILs.

Many of the certifiable elements on the SCIL are composed of numerous sub-elements (equipment and subsystems) that also require certification to complete the certification of a major certifiable element.

There may also be multiple certifiable elements such as for each boarding station and dedicated bus lanes. Each of these certifiable elements may be divided into sub-elements equivalent to the line section.

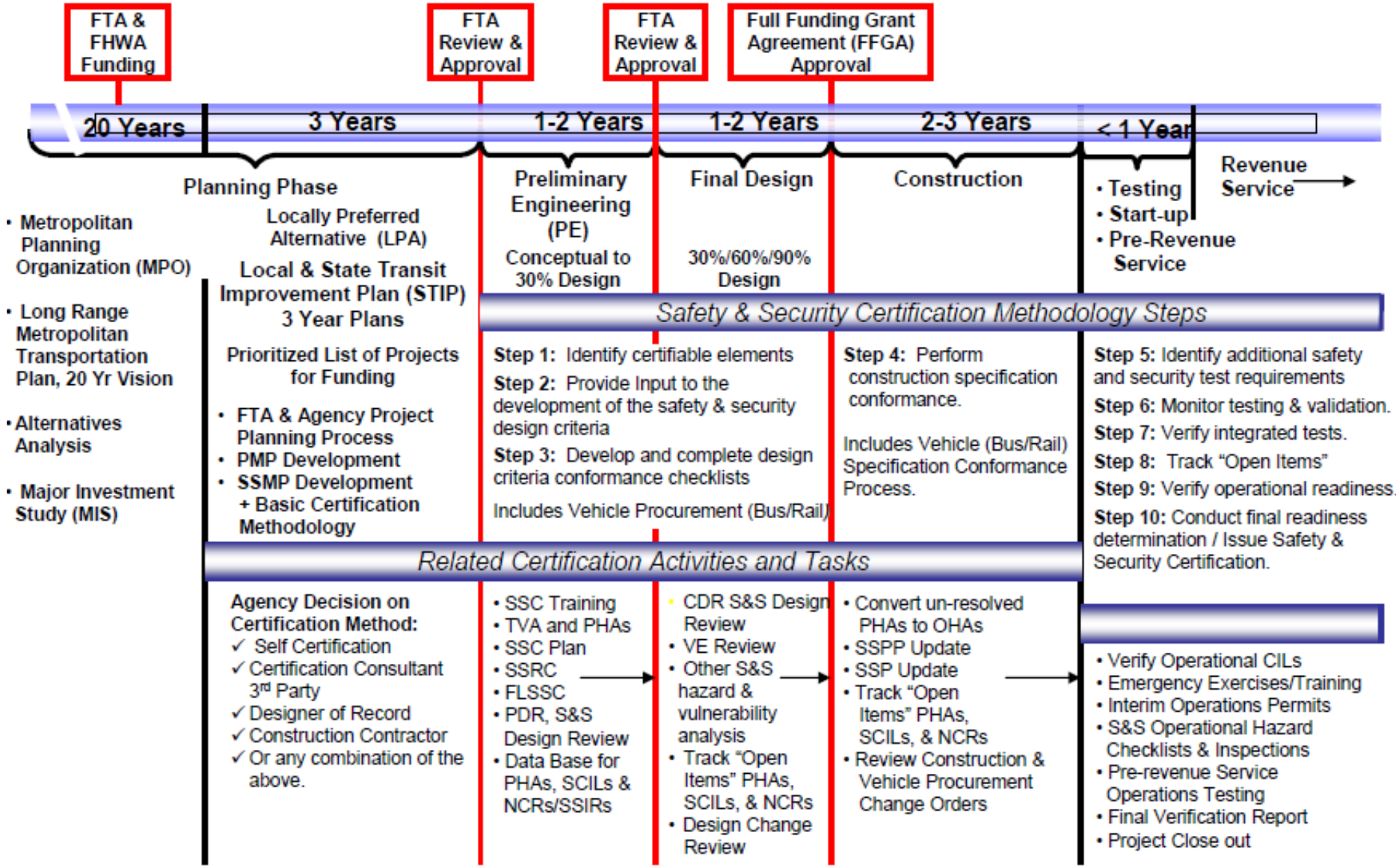


Figure 3. Safety and Security Certification Steps and Related Activities and Tasks

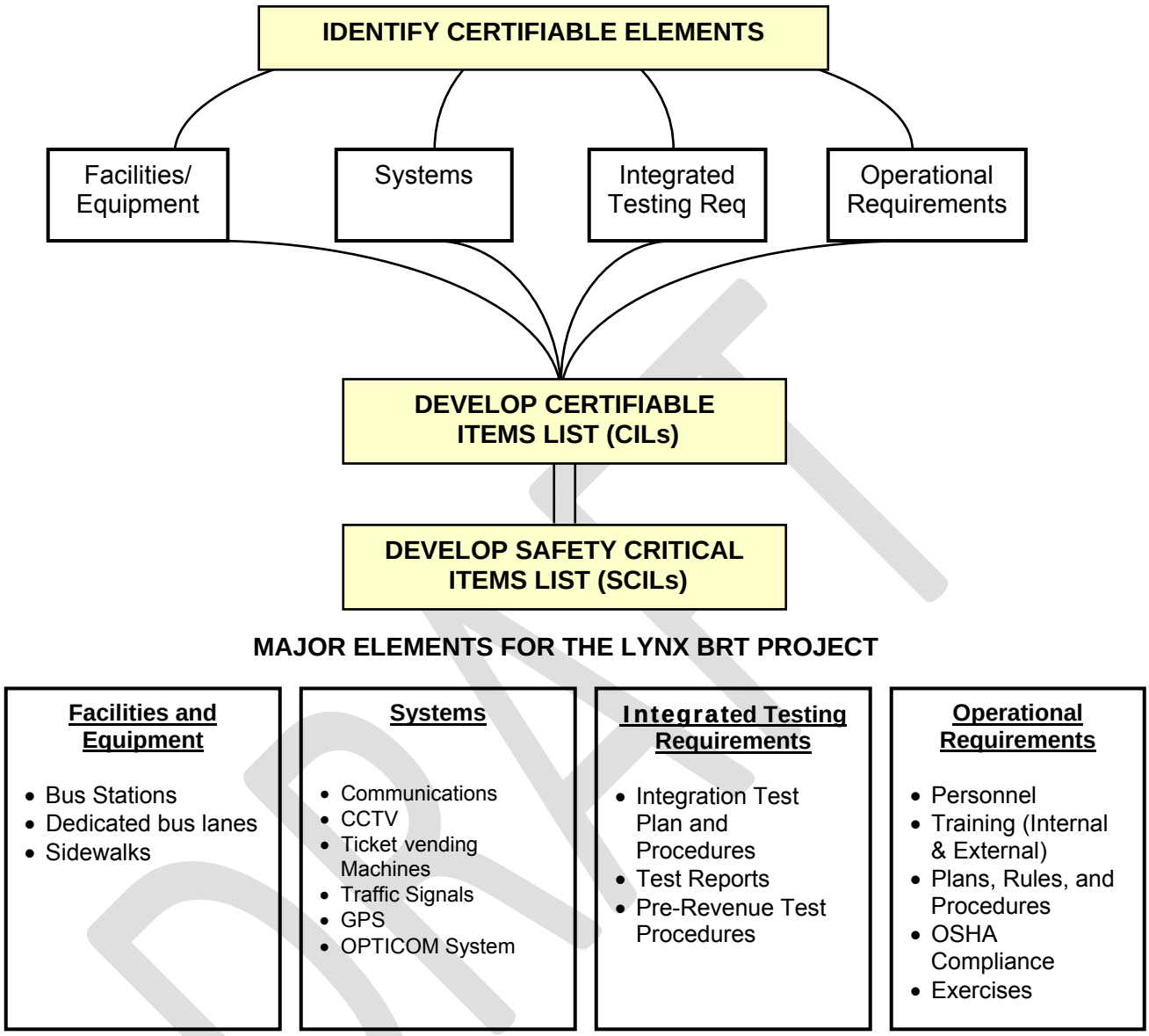


Figure 4. Development of Certifiable Items Lists

The SCIL can be modified as necessary by the SSCRC during the Safety and Security Certification process to meet the requirements of the project. The following section outlines the four major categories as shown in Figure 4. Further break-down of these sub-elements can be found in each SSCRC approved CIL for the anticipated construction packages.

4.1.1 Facilities and Equipment Element and Sub-elements:

- Bus Stops/Stations
  - o Platforms/Structure
  - o Signage

- Lighting
- CCTV
- Amenities
- Bollards
- Information Kiosks
- Pedestrian Canalizations
- ADA

- Systems
  - Traffic Signaling System
  - Transit Signal Priority (TSP) System
  - OPTICOM System
  - Global Positioning System (GPS)
  - CCTV
  - Ticket Vending Machine
  - Station Information Monitor Systems
- Dedicated Bus Lane, Traffic Interface
  - Structure
  - Bike Lanes

4.1.2 Integration Testing Requirements, Elements

- Integration Test Procedures
- Integration Test Reports
- Pre-Revenue Test Procedures
  - Normal Operations.
  - Abnormal Operations
  - Emergency Response Scenarios
  - Pre-Revenue Operations Test Reports

4.1.3 Operational Requirements, Elements

- **Personnel Training Elements**
  - Operations Personnel Training
  - Maintenance Personnel Training

- Emergency Response Personnel Training
- Security Personnel Training
- OSHA Training
- Operator Training

- **Safety and Security Related Plans & Procedures Elements**
  - Hazard Identification and Resolution Procedure
  - System Safety Program Plan
  - System Security Program Plan
  - Emergency Preparedness Plan
  - Emergency Response Rules and Procedures
  - Security Operating Procedures
  - Operating Rules & Procedures
  - Operators Rule Book
  - Accident/Incident Investigation & Reporting

4.2 Step 2 – Develop Safety and Security Design Criteria

Safety and security requirements are addressed during the preliminary engineering phase design process through identification of safety and security design criteria for each certifiable element, sub-element, and CIL. Safety and security design criteria are intended to provide guidance to the design team to support the definition of systems, sub-systems and components, the development of performance requirements, and the final specification of the engineered system (Figure 7).

Whenever possible, reference to safety and security design criteria should be included in the procurement package for design services. Safety and security design criteria are generated from:

- Technical specifications from similar projects contracts
- Existing agency bus design and performance criteria
- Transit agency “lessons learned” from previous projects and operating experience
- PHA results
- TVA results
- Transit industry safety and security best practices and reports
- Applicable safety and security codes, standards, and regulations defined by Federal, State, and local agencies and standards boards and organizations

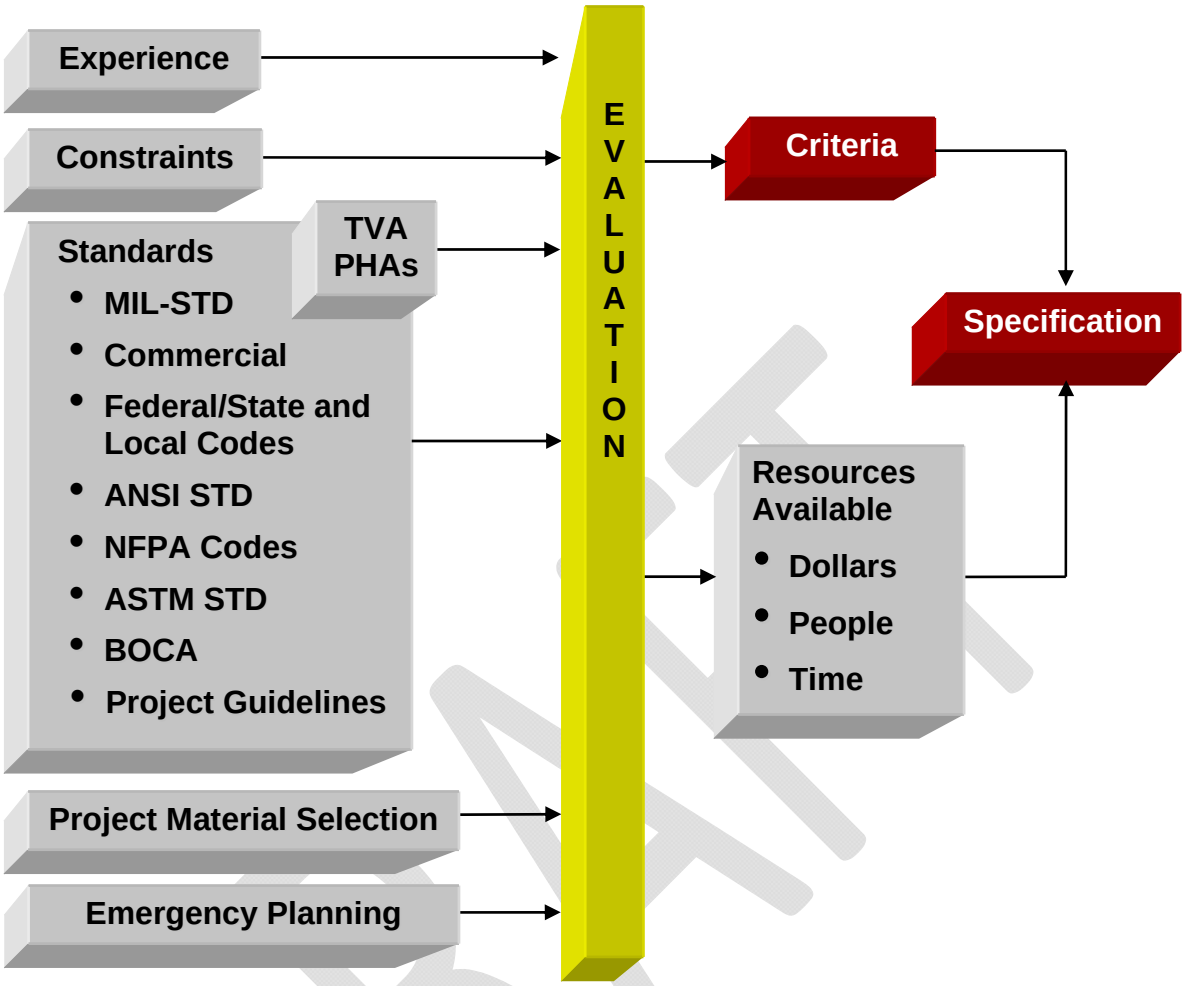


Figure 5. Safety and Security Design Criteria Development Process

These guidelines define how the safety and security certifiable items will be addressed in the design process and integrated into the final design drawings and specifications. For the LYNX BRT projects, the safety and security criteria shall be incorporated into the BRT Design Criteria Manual.

4.3 Step 3 - Develop and Verify Design Criteria Conformance Checklists

During preliminary engineering, the safety and security criteria requirements for certifiable elements, sub-elements and items are developed. This process involves the creation of a checklist for each certifiable element to record requirements generated from safety and security design criteria. These checklists, referred to as Design Criteria Conformance Checklists, provide a format to verify compliance with identified safety and security requirements. These checklists are formatted to eliminate duplication and to consolidate the verification effort throughout the project life cycle.

Contract specifications, design criteria, applicable codes, and industry standards may constitute verification of some project elements. For example, some of the requirements in contract

specifications may be used as verification, such as maintenance manuals, subsystem hazard analysis, and factory test reports. Other requirements may not take the form of specific deliverable documents, but require verification. Compliance with these types of safety and security-related requirements are subject to verification during design reviews, audits, inspections, and tests.

The format of the Design Criteria Conformance Checklist is provided in Appendix A. During development of these checklists, it is necessary to reference safety and security requirements for use in design reviews and during inspections or tests. Identification of these activities provides an opportunity to assess the status of the SSC program through the following activities:

- Briefings on major safety and security program milestones including hazard identification and analysis, vulnerability assessments, required test, inspections and procedures, and special issues not yet resolved
- Identification of subsystem, component, and software safety activities as well as integrated system level activities (i.e., design analyses, tests, and demonstrations) applicable to the SSC program but specified as tasks for which other transit agency or contractor personnel or functions are responsible
- Delivery of reports and analyses documenting the consequences of specific project decisions for safety and security levels, including recommendations
- Identification or presentation of evaluation results relating to requests for deviation from approved baseline designs, procedures, or practices
- Scheduling coordination for safety activities to be addressed in the next project phase
- Status of compliance with identified regulations

Changes to the design criteria will occur during the preliminary and final design review processes. The safety and security design review processes are shown in Figure 6.

During this phase of the safety certification process it is important to identify the process to be used for the management and tracking of “open items.” The term “open items” refers to items that have not been verified for conformance with design requirements, as well as unresolved safety or security issues. As the project proceeds through design to construction to start-up, reviews are often performed to verify that change proposals and deviations from the approved baseline design do not degrade the level of safety and security of the system to unacceptable levels. “Open items” are often addressed during these reviews.

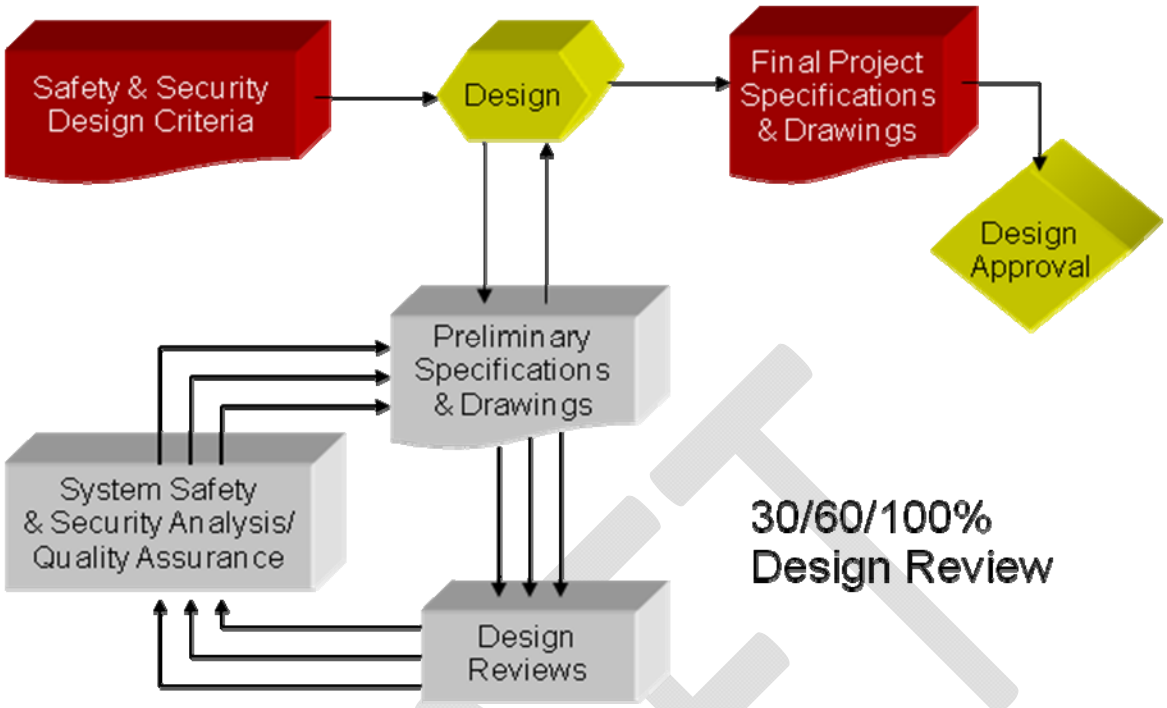


Figure 6. Safety and Security Design Review Process

4.4 Step 4 - Perform Specification Conformance

Specification conformance is performed to establish a formal process to verify that all safety and security-related specification and contract document requirements are satisfied in design, construction, installation, and testing.

Many of the safety and security requirements in the specifications take the form of specific deliverables such as manuals, hazard analyses, reports, approved contract submittals, factory test procedures and results, and inspection reports. Other safety requirements may not take the form of specific contractor or in-house deliverable documents, but still require verification. Compliance with these types of safety and security-related requirements are subject to verification during design reviews, audits, inspections and tests. The methodology utilized by this process is three-fold:

- Verify the design phase
- Verify the installation and test phase
- Verify the documentation is complete and filed

4.4.1 Verify the Design Phase

Sign-off by the responsible design managers certifies that:

- Design conforms to the referenced, pre-established codes, standards, criteria and these have been properly incorporated into the stated sections of the specifications
- Changes to the established design configuration meet codes and regulations

- Identified safety and security issues are resolved or are being tracked as open items

4.4.2 Verify the Installation and Test Phase

Ensure that the installation is properly documented by verifying with design. Some installations, such as fire rated openings, can only be verified by a visual inspection. The SCIL will note the need for visual inspection and will be used to verify safety and security requirements which cannot be otherwise verified.

Test procedures are to be approved prior to testing; then, testing will be verified as meeting the requirements per the procedures. The mitigation/control of hazards listed in the SCIL will be verified during the test phase.

4.4.3 Final Verification Phase

The safety and security staff and consultant review the documentation to ensure accuracy and completeness. If test results indicate the need for further testing, a test plan and procedures will be developed and followed.

The safety and security staff and consultant will also review the construction package CILs, which are formatted as the specification conformance checklist to accomplish this requirement. See example format in Appendix A.

4.5 Step 5 – Identify Additional Safety and Security Test Requirements

Contractor testing and integrated testing requirements should be reviewed for safety and security considerations. Contractor testing, as required by the contract specifications, verifies the functionality of the involved system or equipment. Integrated testing verifies the functional interface between different equipment and systems. Both contractor and integrated testing are subject to certification. Certification of contractor testing may be verified in the Specification Conformance Checklist, combined with integrated testing in a program certification, or by other acceptable means.

The need for additional tests may arise for various reasons throughout the project. To request and record the performance of additional tests, the project team may prepare a formal Test Description Sheet and submit it to the appropriate organizational unit managing the Test Program Plan.

4.6 Step 6 - Monitor and Verify System Tests

Once the project moves into its construction phase, the certification process moves into testing and verification mode. This step is focused on verification that the project's safety and security criteria and safety and security related requirements are satisfactorily incorporated into the finished project.

The conformance checklists track the testing and verification activities that support/validate conformance. Typical contractor tests, called for in the contract specifications, include qualification, manufacturing, performance and acceptance tests.

Visual inspection reports are used to verify safety requirements that are not verified with specific tests or other documentation. The completed form indicates the Certifiable Element/Sub-item, contract number, safety requirement, associated number on the checklist, and any comment

necessary to indicate conformance. The individual performing the inspection will sign and date the form.

As the checklist is being completed, the Resident Engineer (RE) prepares a binder that is used to organize the needed verification documentation. The RE collects the necessary documentation, including the submittal approvals, mill certifications, inspector reports, job photos, and visual inspection reports, to verify each item on the checklist.

As certification activities advance on each contract, the RE also tracks any open items lagging in certification documentation or experiencing problems achieving certification. These open items are periodically forwarded to the SSCRC for guidance or resolution.

During construction, the need for tests in addition to those specified in contracts may arise. In these cases, LYNX staff will agree to the need and perform any such additional tests. The added tests shall be included in the Specification Conformance Checklist and their results documented. The SSCRC chairperson will monitor the progress on the various checklists on a periodic basis. Quality Assurance staff may be asked to review the checklists and their documentation from time to time and report the findings to the project manager and the SSCRC. This step will ensure that the documentation effort is keeping pace with the test program and the necessary validation materials are timely.

4.7 Step 7 - Monitor and Verify Systems Integration Tests

During the construction and start-up phases, many contractual and integrated tests are conducted for the purpose of validating proper operation of equipment being furnished and constructed for the LYNX BRT projects. The safety and security staff and consultant may observe testing whenever safety-related activities are an integral part of the testing programs including installation verification and acceptance, pre-operational demonstration, system integration, and start-up tests. Safety and security staff and consultants may also elect to participate in system integration and pre-revenue testing activities. The safety and security staff and consultant assists in or, at a minimum reviews, the development of integrated test plans and procedures for system verification and demonstration. The assistance and/or review is for both acceptance and system-level tests for safety and security features such as alarms, public address system, station information systems, Signalization systems, and Closed Circuit Television (CCTV).

Tests identified as being required for safety-related elements and walk-through inspections will be part of the safety certification process. Prior to testing, safety-related test procedures will be reviewed by the safety and security staff and consultant. Other designated safety representatives may witness safety related tests as needed. The results of all safety-related tests will be reviewed by the safety and security staff and consultant to determine satisfactory performance based on pre-established pass/fail criteria, safety features, and adherence to the approved test procedures.

4.7.1 Inspections

The safety and security staff and consultant participate in all major contractor and manufacturer audits, inspections, and tests where the safety and security of customers, employees, equipment, or facilities could be affected by the improper or incorrect construction or manufacture of system elements. These audits, inspections, and tests cover both facilities and system elements. Included are First Article Inspections, Mock-Up

Reviews, Qualification Tests, Performance Tests, and Acceptance Tests.

4.7.2 Integrated Testing and Pre-Operational Testing

LYNX specified tests might include integrated and pre-operational demonstration tests. The majority of these tests is typically incorporated in the contract documents and is contained in the SCIL. If there is an extensive list of non-contract specific integrated tests to be performed, they may be entered on a checklist for tracking purposes.

The integrated tests are developed to verify the ability of equipment, facilities, and operation/maintenance procedures to function together under normal, abnormal and emergency situations. This includes verifying the coordination, response, environmental constraints, and capabilities of LYNX and outside agencies.

The project manager or a designated party is responsible for the development and implementation of the integrated and pre-revenue test demonstration procedures along with documenting and logging of all safety-related tests performed. Copies of all applicable test and inspection reports will become part of the formal project file. Testing of fire/life safety systems will be coordinated with the jurisdictional fire marshal.

Prior to conducting an integrated test, a number of safety and security specification conformance requirements and issues will have been completed. Requirements and issues will depend on the type and nature of the test. A test plan must be developed and approved by the project manager prior to initiation of the tests. The Safety, Security, and Risk Management Division and the safety and security consultant should be included in the review process of the test plan. The test plan and test results will become part of the safety and security documentation package.

4.7.3 Certify Plans and Procedures

The safety and security plans and procedures are certified to assure that the major operations, maintenance, security, safety programs, safety procedures, and safety plans have been modified as necessary to meet the system safety and security program requirements, and are in place prior to revenue service. Personnel who operate, maintain, provide security, and respond to emergency situations must have an in-depth knowledge of these plans, procedures, and programs prior to beginning revenue service.

The safety and security certification process provides verification that these plans and procedures are controlled documents and have been:

- Reviewed and approved by LYNX management
- Evaluated under simulated operational conditions for normal, abnormal, and emergency circumstances
- Meet code and regulatory requirements

4.8 Step 8 – Manage "Open Items" from the SCIL

All items on the SCIL must be tracked to closure. When it is determined that an open issue or exception cannot be resolved to meet the safety requirement for issuance of a safety and security certificate, the SSCRC will determine an acceptable alternative, notify the appropriate

authority level, and formally document the decision as part of the verification for the certifiable element. Safety and security staff and the safety and security consultant will coordinate the decision by either issuing a document verifying closure or proposing an acceptable resolution for these exceptions. This will ensure that the safety and security elements designed into the system are realized in the delivered, tested, and validated project. An example of an "Open Items" list format is in Appendix A.

4.9 Step 9 - Verify Operational Readiness

Pre-revenue demonstration tests will be performed by the LYNX staff to verify the functional capability and operational readiness prior to revenue service. During the pre-revenue phase the procedures and plans are tested for effectiveness under simulated operating conditions for normal, abnormal, and emergency situations. Verification for these activities will be established by signatures of the appropriate officials or employees on all procedures, rulebooks, and training necessary to support operation and maintenance of the system. The operating and maintenance procedures and plans will be judged as "meeting the verification requirements" or "are recommended for modification."

A final "walk-through inspection" of completed structures, dedicated bus lanes, stations, and systems will be performed to determine that fire/life safety and security requirements have been incorporated into the construction and installation of the LYNX BRT projects. See Appendix B for examples of operational walk through inspection checklists. These checklists will be modified to fit the finished configuration of the stations and dedicated bus lanes. All findings not safety or security critical are turned over to operations for review and action. All safety and security critical findings will be addressed immediately through the SSCRC for resolution prior to revenue service.

Operational readiness includes activities to verify the following:

- Applicable operations, maintenance, and emergency rules, procedures, and plans have been developed, reviewed, and implemented
- Manuals showing how to operate and maintain systems equipment and facilities have been developed, reviewed, approved, and accepted by the project team
- Required safety and security training for operations and maintenance personnel has been developed, performed, and successfully completed by all personnel
- Required emergency training has been developed, performed, and successfully completed by all personnel, including public safety personnel (as appropriate)

4.9.1 Training Programs

As part of the verification process, the training programs and documents that support the applicable certifiable elements are evaluated to determine their adequacy. The certification process verifies that:

- Training is adequate and incorporates information regarding safety features of the system for normal, abnormal, and emergency conditions
- Caution and warning notes have been incorporated into the operation and maintenance manuals

4.9.2 Emergency Drills

Simulated emergency drills will be held at selected sites prior to start of revenue service. Drills are to verify the adequacy of emergency response plans and procedures and assure that outside emergency response personnel are prepared to adequately respond to emergencies at LYNX. Emergency drills are developed and conducted to:

- Familiarize and train response personnel in emergency procedures
- Evaluate response procedures
- Identify needed improvements to response procedures before a real emergency occurs
- Maintain an adequate level of preparation for a possible emergency

4.10 Step 10 – Issue Project Safety and Security Certificates

The LYNX BRT projects overall Safety and Security Certificate will be issued after all required supporting certification documents are completed and accepted by the SSCRC. These documents include the safety and security CILs (verified by the safety and security consultant) construction submittals, specification and design criteria conformance checklists, construction packages' safety and security certificates, supporting elements certificate of compliance, and interim operational permits. These documents, and the Project Safety and Security Certificate and Final Verification Report, are required for the LYNX BRT projects Safety and Security Certification. Even though all the documentation may not be available in time for revenue service, the safety impact of any incomplete documentation will be assessed and workarounds or operating restrictions will be implemented where unacceptable hazards are identified.

Figures 7, and 8 show the certification document sequence, LYNX staff review responsibility, and signature authority for interim permits and the construction packages respectively. Examples of the certification documents discussed are in Appendix A. The following paragraphs outline additional information on each key certification documents.

4.10.1. Construction Submittal Documentation

Construction submittals are documents, information, and test reports that contractors formulate, sign, and submit to the LYNX BRT construction managers in accordance with project specification requirements. The construction managers will review submittals for completeness, accuracy, and compliance with set construction specifications. The construction managers will then sign-off on each submittal. Signature authority is outlined at Figure 10.

4.10.2 Specification Conformance Checklists

The safety and security consultant will utilize specification conformance checklists to review and document safety and security approvals for construction. The review will ensure that the construction managers have reviewed and signed the submittals, indicating that the submittals are complete, accurate, and in compliance with project specifications. The safety and security consultant will also compare the submittals with the specifications down to the paragraph level to ensure that the submittal information appropriately matches the intent of the specifications. The information on these checklists will be used to generate the necessary specification conformance records for the elements and their sub-items and submitted to the SSCRC as supporting documentation for the element(s) Certificate of Compliance.

4.10.3 Interim Operation Permits

If the decision is made to have phased activation to commence operations and/or start revenue service prior to completion of all construction packages, the safety and security consultant may issue Interim Operation Permits. The Interim Permits will ensure that all safety and security critical items of the construction package CILs are identified, completed and verified. This process, signatures authority and documentation requirements are outlined in Figure 7 and in Appendix A respectively.

4.10.4 Element(s) Certificates of Compliance

The safety and security certifiable elements in each construction package will be certified independently once all sub-element and sub-item submittals are received, reviewed, signed by the appropriate construction staff, and verified by the safety and security consultant.

Any "Open Items" that remain in effect with operational restrictions will be documented SCIL and attached to the elements certificate. These restriction(s) must have been resolved (or operating restrictions put in place) and approved by the SSCRC.

4.10.5 Construction Packages Safety and Security Certificate

Each construction package will be issued a Safety and Security Certificate once all its' elements and their sub-elements are certified as described above. Signature authority is outlined in Figure 8 for the construction packages.

Any "Open Items" that remain in effect with operational restrictions will be documented in the SCIL and attached to the safety and security certificate. These restriction(s) must have been resolved (or workarounds, operating restrictions put in place) and approved by the SSCRC.

4.10.6 Project Safety and Security Certificate

The project safety and security certificate will be prepared by the certification consultant and reviewed and approved by the SSCRC after all construction packages and LRV procurements have safety and security certificates. The project certificate and cover letter will be presented to the LYNX CEO for signature. The certificate's signature provides a formal notification that all applicable portions of the project are safe and secure for revenue service.

Any "Open Items" that remain in effect with operational restrictions will be documented in the SCIL and attached to the System Safety and Security Certificate. These restriction(s) must have been resolved (or operating restrictions put in place) and approved by the SSCRC.

4.10.7 Safety and Security Certification Final Verification Report

The safety and security consultant will prepare a final verification report prior to the initiation of revenue service. This report will include an annotated matrix of all safety critical items listing the status (open or closed) of each item. Open items will include any required mitigation methods and a time period in which the item will be permanently closed. The report will include the Project safety and security certificate.

4.10.8 Follow-up and Close-out

Typically, there will be operating restrictions in place when the system/facility enters into revenue service. The safety and security consultant and the SSCRC have the responsibility to track these items and any others to closure to ensure that the documentation is complete and accurate. The SCIL will continue to be the primary tracking document.

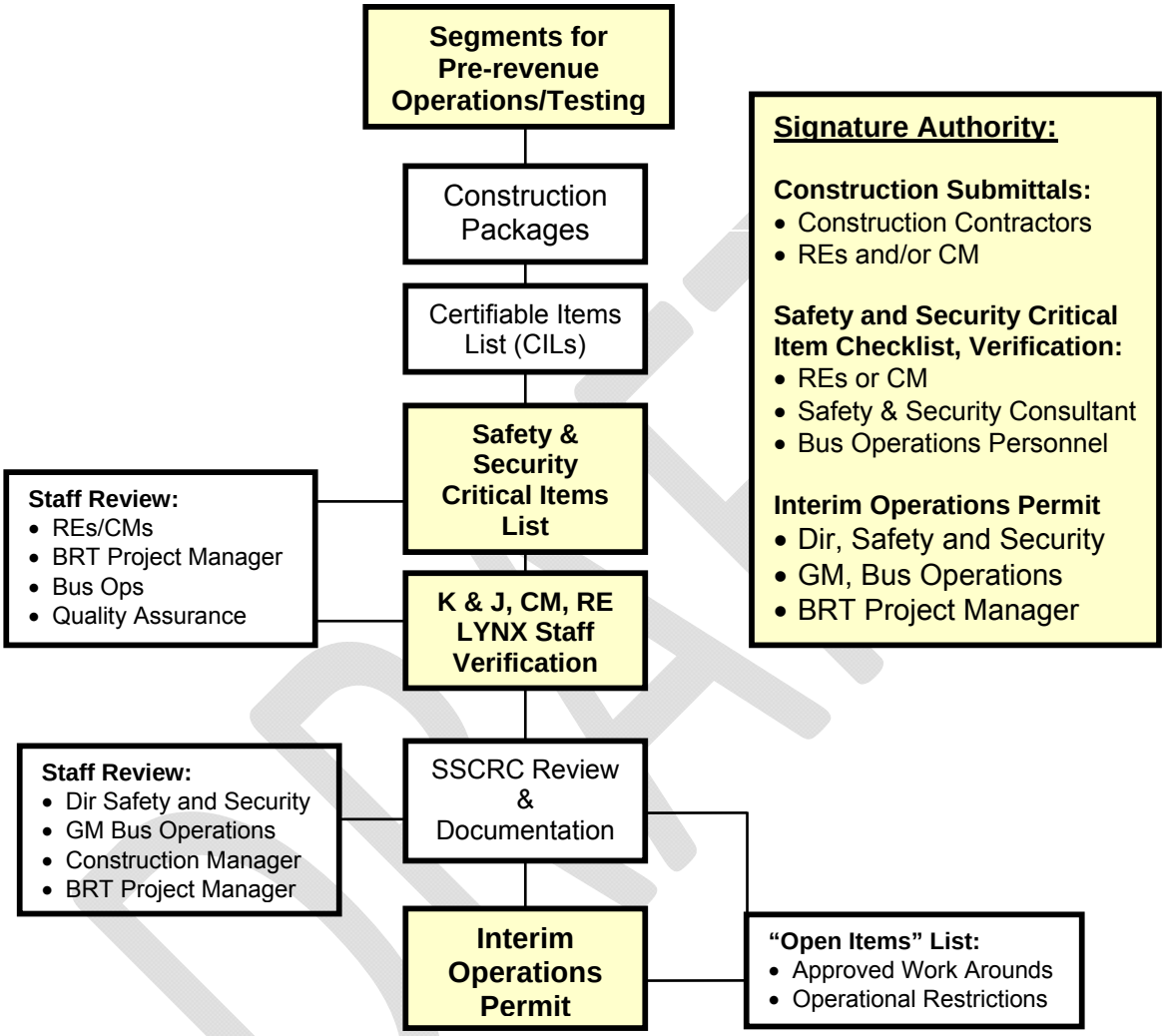


Figure 7. Interim Operations Permit Process and Signature Authority

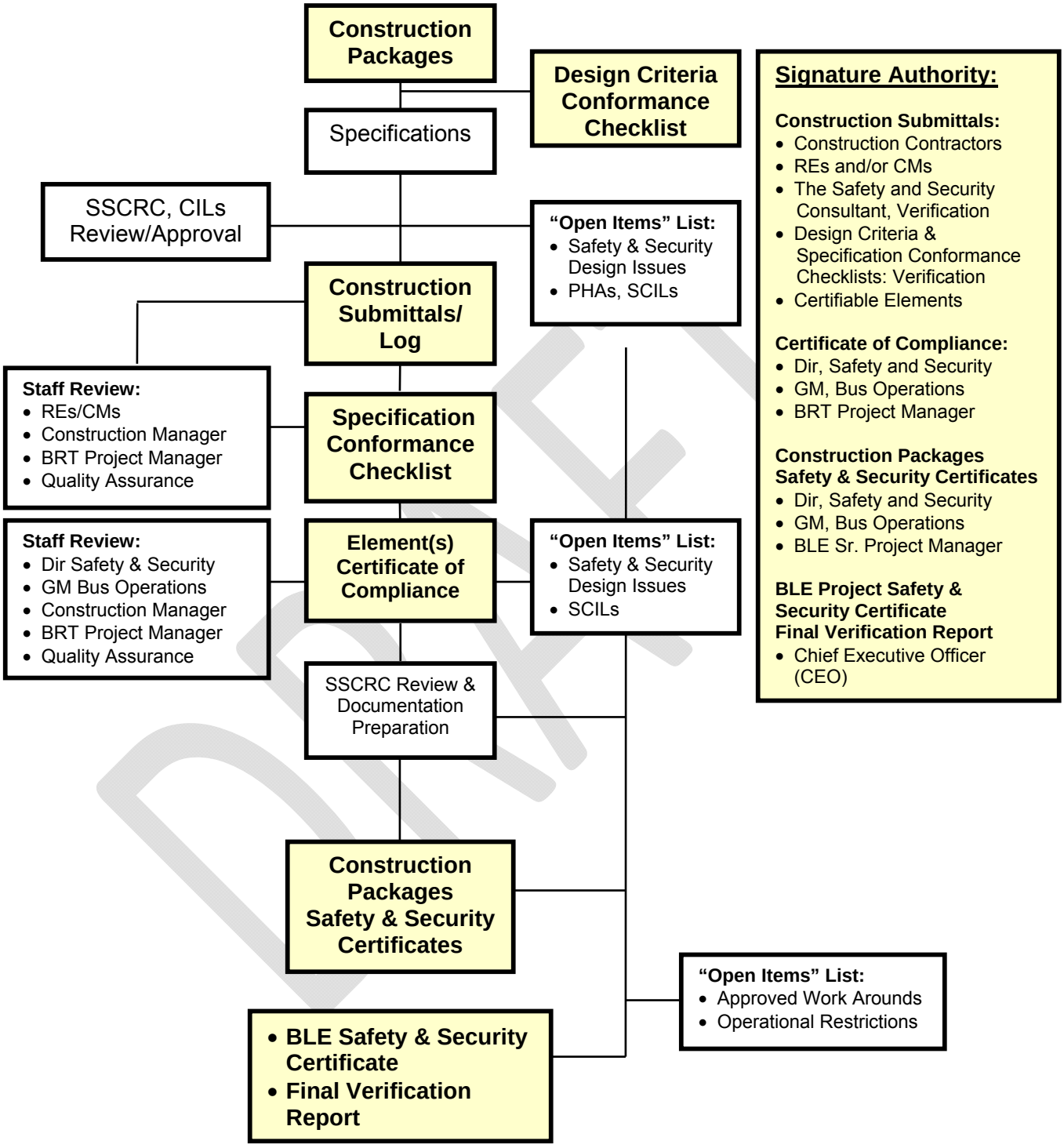


Figure 8. Construction Packages, SSC Process and Signature Authority

4.11 Configuration Management

All contract deliverables are captured as part of the project records for the BRT projects and are tracked in each project Master Schedule. The Safety, Security, and Risk Management Division maintains the SSCRC and FLSC documents.

Upon completion of the LYNX BRT projects, the safety and security consultant will provide all documents associated with the Safety and Security Certification Program. At a minimum, the documents shown in Figure 9 will be provided to LYNX as a complete package:

- BRT Project Management Plan (PMP)
- Safety and Security Management Plan (SSMP)
- Safety and Security Certification Plan (SSCP)
- Final Verification Report
- BRT Project Safety and Security Certificate
- Construction Packages Safety and Security Certificates
    - Certifiable Items Lists (CILs), Specification Conformance Checklists
    - Certifiable Elements, Certificate of Compliance
    - Specification Conformance Record, Elements Roll-up Sheet
    - Specification Conformance Record, Elements Sub-item Roll-up Listing
    - Specification Conformance Record, Elements Sub-item Individual Sheet
- Interim Operations Permits
    - Safety and Security Critical Items Checklists
- Design Criteria Conformance Checklist

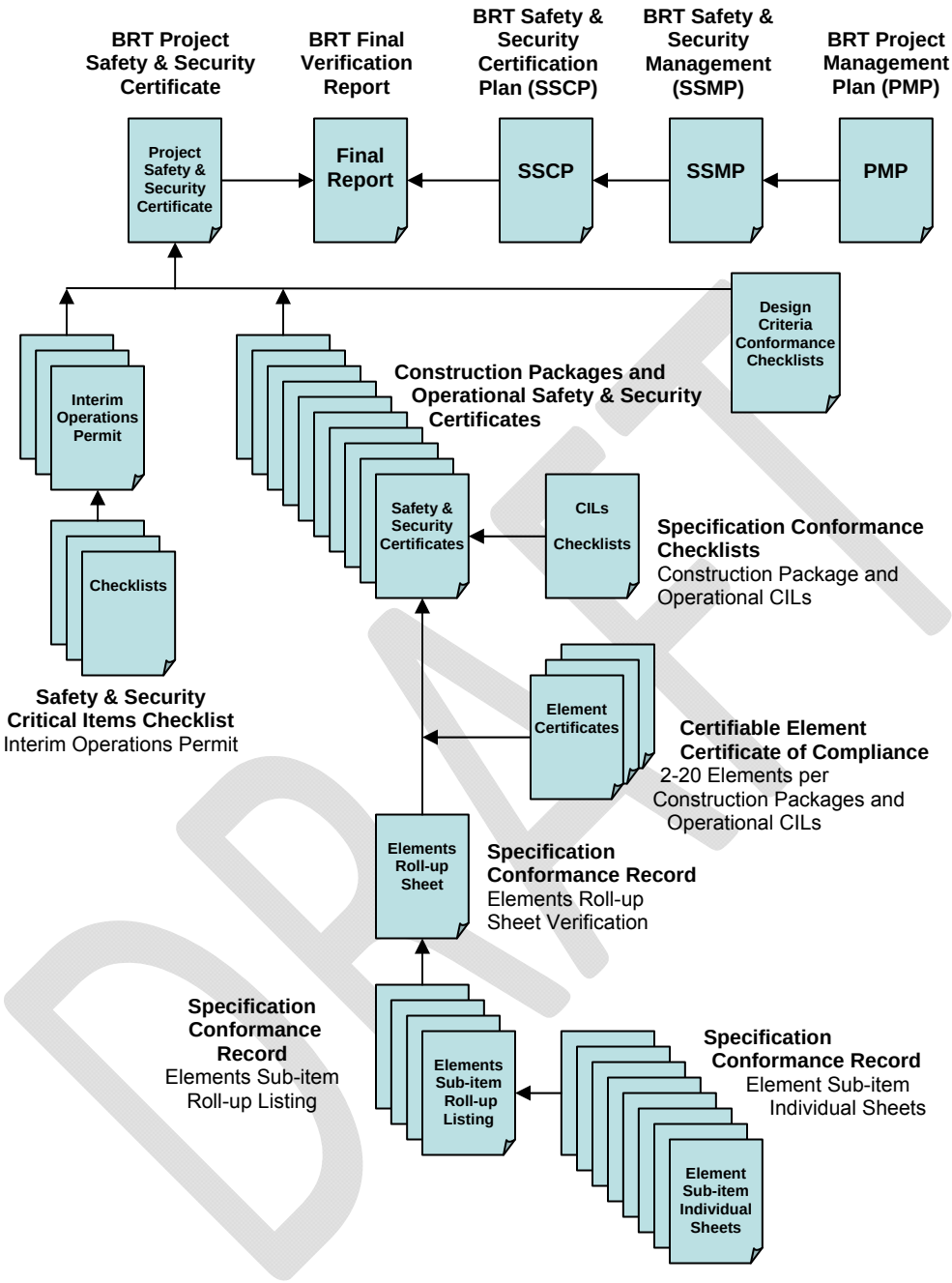


Figure 9. Configuration Management Certification Document Flow

SECTION 5 HAZARD MANAGEMENT

5.1 Process

Hazard management is the formal process to systematically recognize, identify, evaluate, and resolve hazards associated with the design, construction, testing, start-up, and operation of the project for patrons, employees, and the general public. Recognized hazards must be categorized as to their potential severity and probability of occurrence and analyzed for potential impact. Those hazards must then be resolved by design, engineering control, procedure, warning device, or other method so that they fall within the level of risk acceptable to transit management.

The system safety approach encourages hazard management throughout the project's life cycle. Hazard management is most effective when application commences at preliminary engineering. Hazard management must also evaluate the safety impacts of:

- Deviations from the baseline design
- Construction change orders and work-arounds
- Other modifications made during construction, testing, and project activation

Figure 10 presents a comprehensive process for managing safety hazards throughout all phases of project development. Managing hazards through identification, tracking, resolution, or acceptance is an essential function. An effective hazard management program also provides a crucial tool for determining the safety impacts of engineering change proposals, construction change orders, operational work-around, and the issuance of temporary permits and certificates.

5.2 Identification

The definition of those conditions which have the potential for causing an accident or which can create an unsafe condition is the objective of the hazard identification function. Two basic strategies involve inductive and deductive processes. The inductive process, sometimes called "bottom up" methodology, involves the analysis of system components and their failure states to identify the effects on the total system. Inductive analyses determine the conditions created if part of a subsystem fails to operate when required, operates when not required, or operates improperly. The Failure Mode and Effect Analysis is the primary example of the inductive process. The item to be analyzed is first listed by its constituent major assemblies and then by its subassemblies and components. Each component is then evaluated to determine how it could malfunction, what would cause it to malfunction, and the effect on the component and on higher-level subassemblies, assemblies, and the entire item. Failure rates may then be determined and listed in order to establish the overall probability that the item will operate without a failure for a specific length of time and that the item will operate a certain length of time between failures.

The deductive process, or "top down" methodology, involves defining an undesired event (hazard) and then deducing the combinations of conditions and acts necessary to produce that hazard. It involves determining what combinations of "and" and "or" conditions of normal and fault events must exist to produce the undesired event. Fault Tree Analysis is representative of the deductive process.

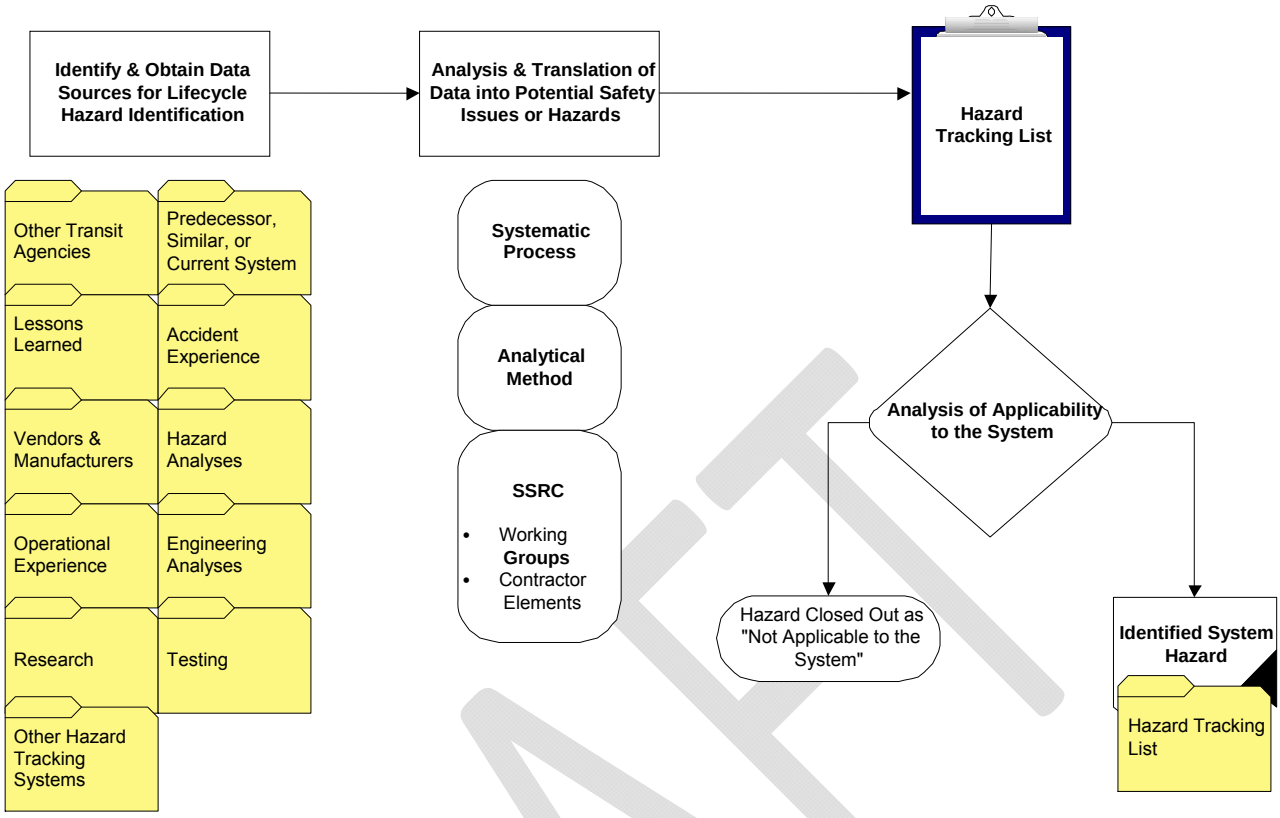


Figure 10. Hazard Identification Process

Fault Tree Analysis provides a concise and orderly description of the various combinations of possible occurrences within the system that can result in an undesired event. Fault Tree Analysis is the most rigorous of the hazard identification process and analyses and should be reserved for the most complex systems. The Fault Tree Analysis requires training prior to use and involves expenditure of considerable resources to produce results.

The most effective of the inductive or deductive methods should be used as appropriate to identify hazards in each case. Several other inductive methods are the PHA (identifies hazards based on failure modes and fault conditions of the known subsystems and components in the advanced stage of the design), System or Interface Hazard Analysis (SHA) (identifies hazards in interface areas between subsystems and systems), and the Operating and Support Hazard Analysis (O&SHA) (identifies hazards that may be induced by operators and maintainers of the system). All are matrix type analyses. Additional types of analyses that may be used for hazard identification include Software Hazard Analysis and Sneak Circuit Analysis.

5.2.1 Data Sources for Hazard Identification

A broad range of internal and external safety data sources shall be utilized throughout LYNX systems for hazard identification. Each department head, supervisory personnel, or contractor shall cooperate with the Safety, Security, and Risk Management Division in instituting a systematic plan with departmental procedures for the identification of potential hazards through review of internal and external safety data sources throughout LYNX.

Internal data sources for hazard identification include:

- Hazard Reporting Forms
- Safety analysis
- Testing, inspections and audits
- Quality Assurance/Quality Control non-conformance reports
- Malfunction reports for rolling stock, vehicles facilities, systems and equipment
- Preventive and corrective maintenance reports
- Communication Control Center daily logs, load dispatcher reports, and passenger reports, corroborated by personnel reports

External data sources, which may be reviewed for hazard identification, may include reports from other properties, outside consultants, American Public Transportation Association, FTA, National Transportation Safety Board, and the Federal Railroad Administration.

The safety data collected from internal and external safety data sources are routed to the Safety, Security, and Risk Management Division for evaluation of hazards. To effectively perform this collection and routing, local safety committees function throughout the organization as coordinators for hazard resolution. The committees review all departmental safety data from internal and external sources, evaluate the data for safety impact, and forward the data to the Safety, Security, and Risk Management Division. All LYNX personnel and all line departments have access and input into the hazard identification and reporting process. Formal channels and procedures for employee access to the hazard identification and reporting process are available through the Hazard Reporting Form and Executive Safety Committees. Other hazard reporting channels are divisional supervisory chains of command.

5.2.2 Analysis

Analyses used for hazard identification encompass all areas within the LYNX operations system including the following:

- All existing elements of the bus operations system are continually reviewed as part of LYNX on-going risk assessment process
- Safety analyses are conducted by consultants and contractors on new construction and procurement programs
- Safety analyses are conducted for Engineering Change Proposals
- Fixed facilities are inspected and analyzed for potential safety hazards
- Vehicles are inspected and analyzed for potential safety hazards
- Equipment and subsystems are inspected and analyzed for potential safety hazards
- Operating and maintenance procedures, including normal, abnormal, and emergency procedures, are reviewed and analyzed for potential safety hazards. The safety hazards include LYNX occupational and employee safety (human error, acts of commission or omission) as well as system and passenger safety hazards

In evaluating safety hazards to passengers and employees as a result of various energy sources, the following energy sources are considered:

- Kinetic energy
- Potential energy
- Mechanical
- Electrical
- Chemical
- Thermal
- Physical

The Safety, Security, and Risk Management Division as well as the safety committees use internal and external safety data sources and the experiences of similar systems as appropriate inputs to aid in the total hazard identification process.

5.2.3 Hazard Reporting and Tracking

A Safety and Security Investigation Report (SSIR) is available for use by LYNX personnel to report hazards anywhere in the system including facilities, equipment, and operations (revenue and non-revenue).

5.2.4 Hazard Risk Assessment

A hazard risk (level of exposure) assessment procedure is required to establish priorities for corrective action and resolution of identified hazards. Since the priority for system safety is to eliminate hazards by design, a risk assessment procedure considering hazard severity only will generally suffice during the early design phase. When hazards are not eliminated during the early design phase, a risk assessment procedure, based upon the hazard probability, hazard severity, and the cost of corrective action, is required to establish priorities for remedial action and resolution of identified hazards.

The severity and probability classifications used in MIL-STD-882C are currently adopted by the U.S. Department of Defense, APTA and FTA. LYNX shall utilize a comparative risk assessment process. This process will be based on the principles, descriptions, and definitions of MIL-STD-882C, and will enhance the risk assessment and prioritization by including the cost of corrective actions.

The process codifies the hazard severity, hazard probability of occurrence, and the cost of eliminating or controlling the hazard, then ranks each element using established hazard rating tables. The process then determines which hazards are unacceptable or undesirable based on their severity and probability of occurrence. The hazard severity, probability, and cost combination for unacceptable and undesirable risk is then ranked on a Hazard Priority Rating Table, whereby LYNX Management can prioritize and allocate the resources available, to eliminate or correct the unacceptable and undesirable hazards.

5.2.5 Severity

Hazard severity categories are defined to provide a qualitative measure of the worst credible mishap resulting from personnel error, environmental conditions, design inadequacies, procedural deficiencies, system, subsystem or component failure or malfunction, as follows:

- Category I: Catastrophic - Death or system loss
- Category II: Critical - Severe injury or occupational illness or major system damage
- Category III: Marginal - Minor injury or occupational illness or minor system damage
- Category IV: Negligible - Less than minor injury or illness or system damage

5.2.6 Probability

The probability that a hazard will occur during the planned life expectancy of the system can be described in potential occurrences per unit of time, events, population, items, or activity. Assigning a quantitative hazard probability to a potential design or procedural hazard may not be possible in all cases. A qualitative hazard probability may be derived from research, analysis, and evaluation of historical safety data from similar systems. Supporting rationale for assigning a hazard probability shall be documented in hazard analysis reports. The qualitative hazard probability ranking which shall be utilized at LYNX is shown in Table 2.

The assessment of probability of occurrence shall consider the actual size of the fleet inventory or items in the specific system under consideration, based on the current system configuration. For example, the current fleet size of bus vehicles and non-revenue vehicles or the entire inventory of CCTV shall be considered when evaluating probability of occurrence of hazards in these populations.

Frequency of occurrence shall also be evaluated for operating and maintenance employee safety-related activities. The hazard probability rating shall estimate the likelihood of the hazardous conditions being experienced in the performance of specific employee duties and shall consider the periodicity and total population of similar activities performed.

Additionally, frequency of human-induced fault conditions shall be estimated based on systematic review of task and procedure complexity, man-machine interfaces, employee proficiency, and historical data of human-induced error-rates in similar operations (for example: 1/1000 errors per transaction, for given tasks, etc.). The following two aspects of potential hazards shall be reviewed in human-induced fault conditions:

- Occupational health and safety hazard to the employee performing the task
- System safety hazard that can be inducted into the operational system as a result of employee act of omission or commission (for example: maintenance-induced hazard by leaving jumper-wires in vital circuitry of train control, rendering it non-failsafe)

Descriptive Word	Level	Within Specific Individual Items	Within a Fleet or Inventory
Frequent	A	Likely to occur frequently	Continuously experienced
Probable	B	Will occur several times in life of an item	Will occur frequently
Occasional	C	Likely to occur sometime in life of an item	Will occur several times
Remote	D	Unlikely but possible to occur in life of an item	Unlikely, but can reasonably be expected to occur
Improbable	E	So unlikely, it can be assumed occurrence may not be experienced	Unlikely to occur, but possible

Table 2. Qualitative Hazard Probability Ranking

5.2.7 Acceptance of Risk

Following their classification by severity and probability of occurrence, hazards will be given a risk index (criticality) so that LYNX Management may further assess the hazards for two distinct, yet overlapping criteria:

- Acceptability of the risk to management from a safety standpoint and determination of the appropriate hazard risk index ranking. This hazard priority ranking is called its criticality and is a function of both severity and probability of occurrence. Assigning numeric values to each severity category and probability level and linking them mathematically can quantify criticality. Hazard criticality will be determined qualitatively. The hazard criticality ratings, for acceptability of risk by LYNX Management, shall be classified in one of the following categories:
  - Unacceptable
  - Undesirable, LYNX management decision required
  - Acceptable with LYNX management review
  - Acceptable without review
- Determination of the corrective action rating for unacceptable and undesirable hazards by considering the cost of corrective action. It should be noted that the hazard rating for corrective action needs to be performed only for identified hazards that have been categorized as unacceptable and undesirable in the initial hazard risk index ranking.

5.3 Categorization

Hazard criticality acceptance criteria: The table on the next page depicts the hazard risk assessment matrix to evaluate acceptability-of-risk in identified hazards.

HAZARD FREQUENCY	SEVERITY CATEGORY 1	SEVERITY CATEGORY 2	SEVERITY CATEGORY 3	SEVERITY CATEGORY 4
Frequent (A)	**1A**	**2A**	**3A**	**4A**
Probable (B)	**1B**	**2B**	**3B**	**4B**
Occasional (C)	**1C**	**2C**	**3C**	**4C**
Remote (D)	**1D**	**2D**	**3D**	**4D**
Improbable (E)	**1E**	**2E**	**3E**	**4E**

Hazard Risk Index	Criteria by Index
1A, 1B, 1C, 2A, 2B, 3A	Unacceptable
1D, 2C, 2D, 3B, 3C	Undesirable – Management decision
1E, 2E, 3D, 3E, 4A, 4B	Acceptable with review
4C, 4D, 4E	Acceptable without review

Table 3. Hazard Risk Assessment Matrix and Acceptance Criteria

Hazards with combination of severity and probability of occurrence 1A, 1B, 1C, 2A, 2B and 3A are unacceptable and corrective action must be taken to eliminate or control them, by reducing the severity and/or probability of the hazard to an acceptable level. Priority rating for corrective action shall be developed, among unacceptable hazards, using the cost of corrective action, as described herein.

Hazards with combination of severity and probability 1D, 2C, 2D, 3B and 3C are undesirable. LYNX Management decision is required on the specific method of corrective action based on additional considerations such as the availability of acceptable alternatives measures ("workarounds"), on a permanent or temporary basis, to mitigate the attendant risk, etc. Undesirable hazards shall generally be slated for corrective action and shall be prioritized based on the cost of corrective action within that level of criticality in accordance with the method described herein.

Hazards with combination of severity and probability 1E, 2E, 3D, 3E, 4A and 4B are acceptable with review by LYNX management. LYNX management may accept the risk associated with retaining the identified hazard in an "as-is" condition with no further corrective action. Alternatively, LYNX management may prescribe periodic tests and inspections or other preventive measures to ensure, on a continuing basis, that the original severity and probability ratings are not invalidated over time by degradation of conditions in the subject item. Proper sign-off on the acceptance of the attendant risk is required.

Hazards with combination of severity and probability 4C, 4D and 4E are acceptable without LYNX Management review.

The Director of Safety, Security, and Risk Management shall accomplish proper sign-off on acceptance of risk. Review by LYNX management shall generally be through the SSCRC. At a

minimum, select members of the SSCRC and the affected Operations, Maintenance, Safety, Training, Engineering and Project Management personnel shall be on the review team of hazards for acceptance. The Director of Safety, Security, and Risk Management, in the role as chair of the SSCRC, shall document the resolution action and sign-off on the accepted risk. The Safety, Security, and Risk Management Division will keep all records of the hazard identification, analysis, assessment, and the hazard risk acceptance process in the SSCRC open items log.

5.4 Resolution

The best method of resolving potential system hazards is to eliminate them. However, this may be impossible or impractical at times. Determination of the method of resolution can be made by conducting a thorough analysis of the system, considering the possible tradeoffs between various alternatives and the system safety requirements. The philosophy dictating these analyses should result in the resolution of alternatives. In accordance with MIL-STD-882C practices, a number of different solutions can be employed to resolve identified hazards. These solutions include design changes, the installation of controls and warning devices, and the implementation of special procedures. Figure 11 outlines the order of preference for the methods to be used in resolving hazards at LYNX for the projects, and are defined as follows:

- Design for Minimum Hazard: Design, or redesign, refurbish and retrofit to eliminate (i.e., "design out") the hazards through design selection. This may be accomplished through the use of fail-safe devices and principles in design, the incorporations of high-reliability systems and components, and the use of redundancy in hardware and software design.

- Safety Devices: Hazards that cannot be eliminated or controlled through design selection shall be controlled to an acceptable level through the use of fixed, automatic, or other protective safety design features or devices. Examples of safety devices: railing, audio alarms, emergency phones, or lighting systems. Care must be taken to ascertain that the operation of the safety device reduces the loss or risk and does not introduce an additional hazard. Safety devices shall also permit the system to continue to operate in a limited manner. Provisions shall be made for periodic functional checks of safety devices.

- Warning Devices: When neither design nor safety devices can effectively eliminate or control an identified hazard, devices shall be used to detect the condition and generate an adequate warning signal to correct the hazard or provide for remedial action such as evacuation. Warning signals and their application shall be designed to minimize the probability of incorrect personnel reaction to the signals and shall be standardized within similar systems.

- Procedures and Training: Where it is impossible to eliminate or adequately control a hazard through design selection or use of safety and warning devices, procedures and training shall be used to control the hazard. Procedures may include the use of personal protective equipment. Precautionary notations shall be standardized as specified by the Safety, Security, and Risk Management Division. Safety critical tasks and duties and activities throughout the LYNX, such as bus vehicle operators' duties, shall require organizational certification of personnel proficiency.

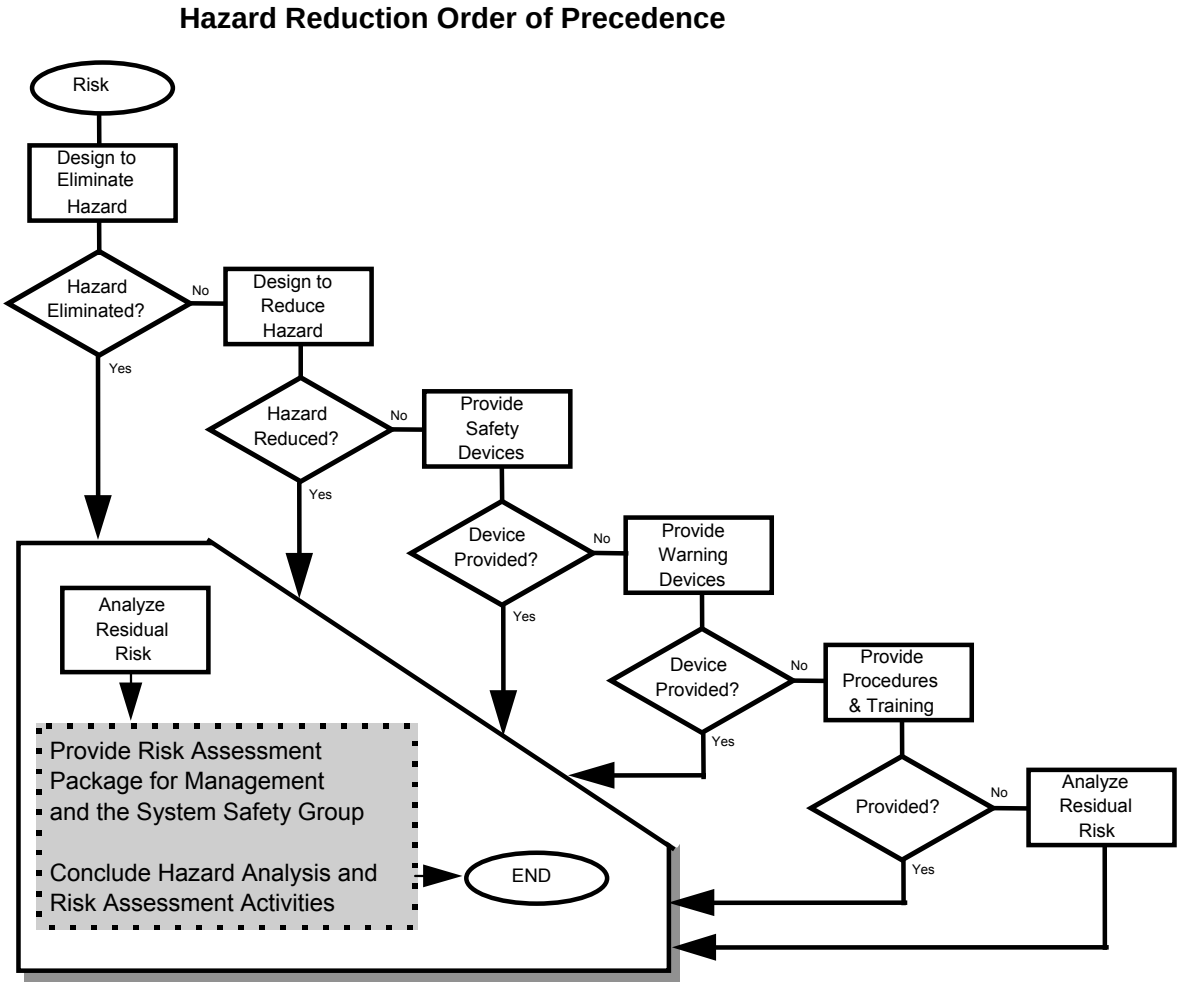


Figure 11 Hazard Reduction Order of Precedence

5.4.1 Corrective Action Priority Rating Based On Cost or Elimination or Control of Hazard

5.4.1.1 Cost of Elimination or Control

A method for categorizing and codifying quantitative cost equivalence for corrective action to resolve hazards, based on both manpower and materials, is shown in Table 4, Cost Allocation Rating Table. The costs are listed in ascending order unlike the tables for hazard severity and probability. The use of the cost estimate is independent of the determination of hazard severity and probability-of-occurrence determination performed earlier. The cost allocation-rating table will act as a guide in determining hierarchy or corrective action among hazards of the same Hazard Risk Index (criticality). The cost estimate will enable LYNX management to prioritize all unacceptable hazards, within their own group, based on the combination of severity, probability, and cost within the respective groups.

Code	Calculated Dollar Equivalence
A	Less than $5,000 required to eliminate/control the hazard
B	$5,000 to $10,000 required to eliminate/control the hazard
C	$10,000 to $100,000 required to eliminate/control the hazard
D	Over $100,000 required to eliminate/control the hazard

Table 4. Cost Allocation Rating Table

5.4.1.2 Corrective Action Priority Rating

Using the three factors of severity, probability, and cost, the risk is stated in three alphanumeric codes ranking from 1AA to 3CD. For example, a hazard coded 1AA means that the severity is catastrophic, the probability is frequent, and the cost of corrective action is less than $5,000, or the least expensive. It was previously determined that from a safety criticality standpoint a 1A hazard risk was unacceptable. The introduction of the cost element serves to prioritize all similar unacceptable and undesirable hazards. Therefore, the hazard code 1AA becomes the first in priority for corrective action. This is because it is the least expensive to correct among the group with the highest safety criticality, the Unacceptable Risk group. At the low end of the scale, a hazard code 3CD indicates that the severity is marginal, the frequency is occasional, and the cost of corrective action is over $100,000, or the most expensive. It was previously determined that from a safety criticality standpoint a 3C hazard risk was undesirable to LYNX Management. The introduction of the cost element serves to place a 3CD hazard at the lowest priority for corrective action among all undesirable hazards.

5.4.1.3 Operations Remedial Action Priority Ranking

In order to maintain an adequate level of safety while a hazard is being resolved, it may become necessary to stop, limit, or control a particular operation or activity. Such a determination involves translating the Hazard Risk Index to an operational impact assessment and alerting Bus Operations to adjust the performance level of the transportation system accordingly. Recommendations for remedial action shall be developed concurrently, but independently, of the preceding hazard risk indexing and corrective action priority rating.

The employee or staff section who identifies the hazard will report and initiate recommendations for remedial action. This shall be accomplished verbally, as well as formally submitted on a Hazard Report Form through the chain of command to the Director of Safety, Security, and Risk Management for review and comment.

The priorities for such operations remedial actions will be:

- Priority “1” Remedial Action: The operation shall be stopped under emergency conditions and shall not resume until the condition has been corrected or controlled to an acceptable level, as determined by the Safety, Security, and Risk Management Division.

- Priority "2" Remedial Action: The operation must be reduced or slow-ordered, until the condition has been corrected or controlled to an acceptable level. Alternative measures, acceptable to the Safety, Security, and Risk Management Division, shall be implemented, which will provide equivalent safety protection to the original design safety requirements.
- Priority "3" Remedial Action: A repair order must be initiated and work completed within a defined schedule. Additional control or observations of the operations may be required. The additional controls shall be reviewed and approved by the Safety, Security, and Risk Management Division.
- Priority "4" Remedial Action: A plan must be established for the completion of work within time parameters established by the Safety, Security, and Risk Management Division. The time parameters shall be determined on the basis of hazard severity, probability of occurrence, and risk exposure over time.
- Priority "5" Remedial Action: Conditions warrant further study. The item may be placed in "deferred status" temporarily or permanently, with or without a workaround, with documented rationale.

Resolution of all identified hazards will be managed and monitored by the Safety, Security, and Risk Management Division. The Hazard Reporting Form shall be used for tracking the hazard resolution process. Additional documentation, such as comprehensive corrective action plans, shall be developed for those hazards requiring complex and multifaceted resolutions. The SSCRC and the affected or involved department heads shall be kept informed of the status of all hazard resolution activities by the Safety, Security, and Risk Management Division.

5.4.2 Investigation Procedures for Unacceptable Hazardous Conditions

The following investigation procedures for unacceptable hazardous conditions will be utilized:

- Safety, Security, and Risk Management Division will institute an initial investigation upon notification of the existence of an unacceptable hazardous condition
- During the investigation process, LYNX Safety, Security, and Risk Management Division will provide investigation status reports to the CEO
- Upon completion of the investigation process, LYNX Safety, Security, and Risk Management Division will submit a draft final unacceptable hazardous condition investigation report to the CEO
- Upon approval of the draft report, LYNX will prepare a final report, and it will serve as the official LYNX Report

5.4.3 Procedure to Correct Deficiencies

- Upon receipt of the final unacceptable hazardous condition report, LYNX will have 30 calendar days to develop a plan of action or methodology to correct identified deficiencies
- The plan of action must include the following information:
    - Identify noted deficiency

- Process, plan, or implementation to resolve deficiency
- Time frame for plan implementation
- Person who will be responsible for implementation
- Other critical information

- The plan of action will be forwarded to the CEO and to the responsible party for implementation

5.5 Safety Design Reviews

Incorporation of Safety in Design: Several activities are conducted to assure that designs achieve safety requirements. The Safety, Security, and Risk Management Division, the safety and security consultant, LYNX BRT staff, and CMC review all project designs for safety input. Disposition of comments are resolved through LYNX project design review process. Designs are formally certified and safety items are identified through standards and requirements. Industry standards and experience are used to evaluate unique issues related to transit safety. In several cases, special studies or analyses are performed to address specific safety issues. Figure 14 provides the basic hazard reduction order of precedence to eliminate hazards and minimize risk.

SECTION 6 THREAT AND VULNERABILITY MANAGEMENT

6.1 Threat and Vulnerability Assessment (TVA) Process

System security is a form of risk management that eliminates or controls threats and vulnerabilities through an on-going threat and vulnerability management process as shown in Figure 12. Understanding a system's existing security posture is a two-step process. Generally, a threat analysis is performed followed by a vulnerability analysis. A proactive management approach is a TVA, which identifies threats and vulnerabilities to the LYNX BRT system controls. Performing a TVA early in the design and planning phases allows mitigation efforts to be "designed into" the project, to "harden" system elements against criminal activity.

A TVA is an analytical process to consider the likelihood that a specific threat will endanger the transit system. The TVA identifies activities to reduce the risk of attack and to mitigate the consequences of an attack. These assessments typically use a combination of quantitative and qualitative techniques to identify security requirements, including historical analysis of past events, intelligence assessments, physical surveys, and expert evaluation. When the risk of hostile acts is greater, these analyses may draw more heavily upon information from intelligence and law enforcement agencies regarding the capabilities and intentions of the aggressors. The TVA follows an 8-step process.

6.1.1 Step 1: Management's Approval, Preparation and Planning:

The LYNX Chief Executive Officer (CEO), Executive Management Team, and the Director of Safety, Security, and Risk Management have ultimate responsibility for the safety and security of the transit system. As a result of this responsibility, management's approval to initiate a TVA is essential, regardless if the process is assessing existing facilities and assets or reviewing new capital improvement projects under design and/or construction. Management sets priorities, delegates authority and responsibility, allocates funding, and directs staff sections to provide adequate support to facilitate this process.

Once management grants approval, the TVA team (internal or external) will coordinate with LYNX key staff to develop a draft execution plan. At a minimum, the plan should include:

- Identification of the team, responsibilities, and individual/group tasking
- Scope of work
- Data/information required and methodology
- Schedule of events: key milestones, in-progress review sessions

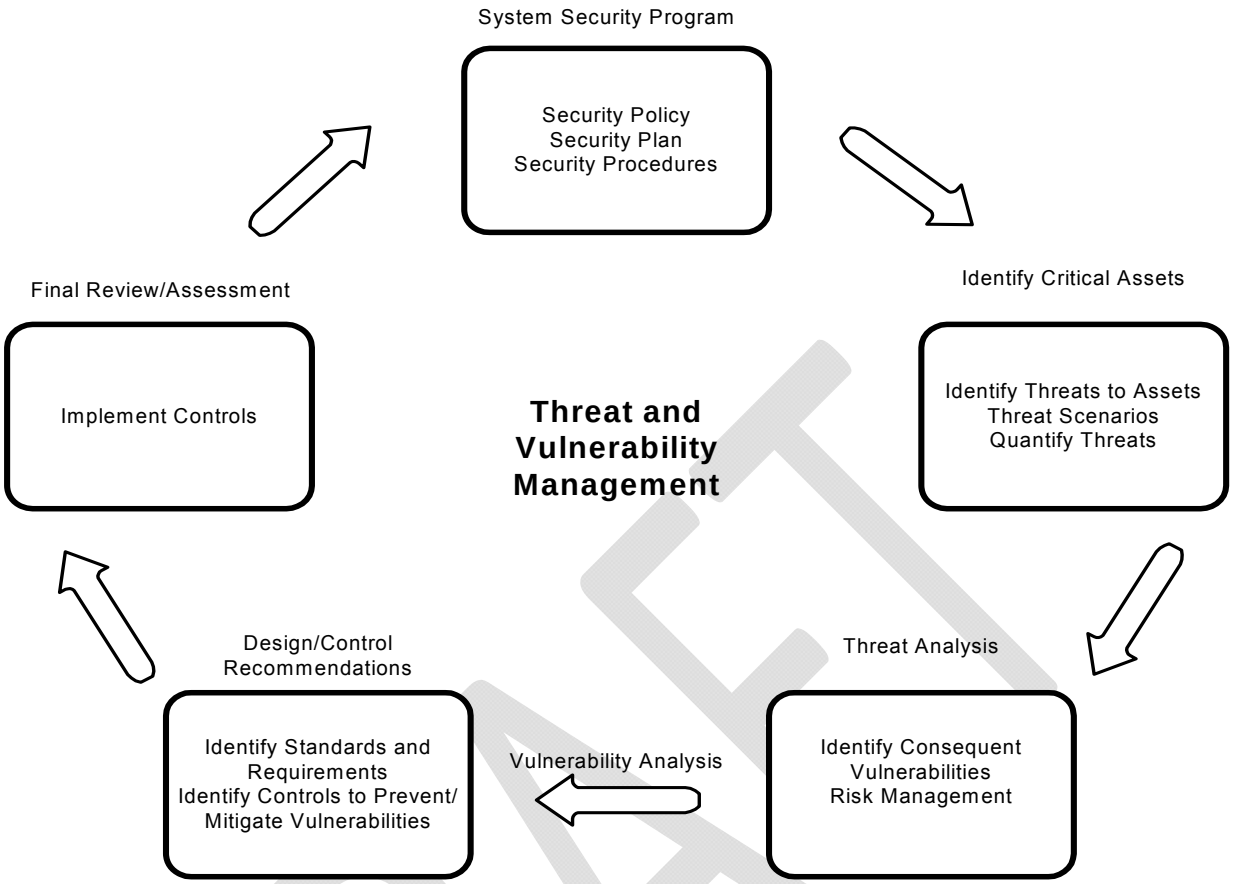


Figure 12. Threat and Vulnerability Management

6.2.2 Step 2: Asset Identification

Assets are broadly defined as people, information, and property. In public transportation, people include passengers, employees, visitors, contractors, vendors, community members, and others who come into contact with the transit system. Information includes operating and maintenance procedures, vehicle control, employee information, computer network configurations and passwords, and other proprietary information. The range of transit property that a security effort should protect is presented in Table 5.

Typical Transit Assets	
• Passenger stations, stops, and shelters	• Revenue collection facilities
• Busses and operators	• Vehicle storage facilities
• Customer and employee parking lots	• Operation control centers
• Vehicle control systems	• Administrative facilities
• Communication systems	• Transit security facilities & communications
• Heavy maintenance facilities	• Fuel farms and generators
• Service and inspection facilities	• Back-up power systems
• Maintenance vehicles and equipment	• Employees
• Dedicated bus lanes	

Table 5. Typical Transit Assets

6.2.3 Step 3: Asset Criticality Determination

Once transit assets are identified, they are prioritized, granting a higher priority to those assets that would create the most disruption of service or threat to people in the event of an attack. A higher priority may require special protection from an attack. Table 6 shows an example of asset criticality determination. In making this determination, the following items are to be considered:

- Economic value of the asset, including current and replacement value
- Intrinsic value of the asset to a potential adversary
- Asset location
- How, when, and by whom an asset is accessed and used
- What is the impact, if these assets are lost, on passengers, employees, public safety organizations, the general public, and the public transportation operation

Based on current intelligence, the FBI urges transportation systems serving communities with the following characteristics to consider themselves at a higher level of risk:

- Availability of targets with symbolic meaning for the US Government or the American culture and way of life
- Availability of targets with precursor elements for major destruction (chemical, nuclear, or radiological material)
- Availability of targets whose destruction would provide potential terrorist elements with visibility and prestige
- Availability of targets with the potential to significantly impact not only a single community, but also a state and the nation
- Availability of major targets that provide relative ease of access
- Availability of targets that would produce mass casualties (in excess of 500 persons)

Bus Transportation Assets	Criticality (level of impact in the event of loss)	
	People	System
• Bus Station	High❶	Medium to High
• Entrances and exits	High❶	Low
• Escalators/elevators/stairs	High❶	Low
• Bus Corridors	Low	Low
• Passenger loading and unloading areas	High❶	Medium
• Vendors	High❶	Low
• Support facilities and storage	Low	Medium to High❷
• Administrative and employee facilities	Medium to High❶	Medium to High❸

Conditions that may be added to the criticality ratings
❶ Depends on what time of day incident occurs. Greater effect would be experienced during rush hour than non rush hour
❷ Greater effect may be experienced during non rush hour or non-revenue service period
❸ Depends on location in the system where an incident occurs. Also depends on the alternatives available, such as redundancies, rerouting capabilities, and other factors
❹ Affects employees only during operational hours.

Table 6. Asset Criticality Determination

In a cooperative partnership with state and local law enforcement, the FBI recommends a terrorism vulnerability self-assessment, emphasizing the above characteristics for each community. Conducting this self-assessment can identify which LYNX assets produce the greatest losses to the system and the community. Based on the results of this assessment, LYNX can share a copy with local law enforcement or include a representative from law enforcement in the assessment process to support their understanding of the transportation function and role in the community.

6.2.4 Step 4: Identification of Threats against Critical Assets

A threat is any action with the potential to cause harm. That harm may be in the form of death, injury, destruction, disclosure, interruption of operations, or denial of services. System facility threats include hostile actions that can be perpetrated by criminals, disgruntled employees, terrorists, and others. Threat analysis defines the level or degree of the threats against a facility by evaluating the intent, motivation, and possible tactics of those who may carry them out. The process involves gathering historical data about hostile events and evaluating which information is relevant in assessing the threats against the

facility. Possible threats against a transit environment are depicted in Table 7. Some of the questions answered in threat analysis are:

- What factors about the system invite potential hostility
- How conspicuous is the transportation facility or vehicle
- What political event(s) may generate new hostilities
- What facilities like this been targets in the past

Common Threats against Transit			
Part I Crimes	**Part II Crimes**	**Quality of Life Violations**	**Terrorism**
Homicide	Other Assaults	Littering	Explosives/Incendiary
Rape (Forcible/Attempted)	Vandalism	Loud Music	Hijacking/Hostage
Robbery	Sex Offenses	Foul Language	Sabotage
Aggravated Assault	Drug Abuse Violations	Smoking/Eating/Drinking	Exterior Attacks
Burglary	DWI/DUI	Poor Hygiene	Standoff Weapons
Theft / Larceny	Drunkenness	Public Urination/ Expectoration	Ballistics Attacks
Motor Vehicle Theft	Gambling	Vagrancy	Network/Inside Access
Arson	Weapons Law Violations	Loitering	Cyber Threat
Hate Crimes	Liquor Laws	Disorderly Conduct	WMD Attacks
	Trespassing	Soliciting	
	Fare Evasion	**Other**	
	Criminal Mischief: Graffiti	Attempted Suicides	

Table 7. Common Threats against Transit

6.2.5 Step 5: Developing Threat Scenarios

Critical assets and key threats are paired into scenarios to focus analytical activities. This also provides a range of criminal activity and allows for detailed analysis concerning the likely impacts of threats on critical assets. Figure 16 shows this concept.

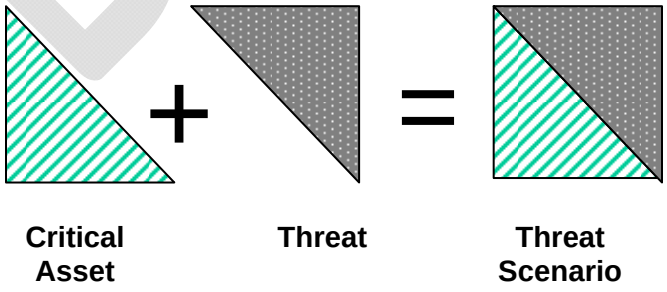


Figure 16. Developing Threat Scenarios

6.2.6 Step 6: Assess Consequences of Threat Scenarios

Threat scenario analysis requires an interpretive methodology that encourages role-playing by transportation security personnel, emergency responders, and contractors to brainstorm ways to attack the system. By matching threats to critical assets, transportation personnel can identify the capabilities required to support specific types of attacks. This activity promotes awareness and highlights those activities that can be preformed to recognize, prevent, and mitigate the consequences of attacks. Transportation personnel should investigate the most likely threats, considering the range of attack objectives and methods that may be used. Transportation personnel should also consider the range of perpetrators, such as political terrorists, radicals, right-wing extremists, disgruntled employees, disturbed copycats, and others.

When conducting the scenario analysis, the system may choose to create chronological scenarios (event horizons) that emphasize the worst credible scenario as opposed to the worst case scenario. Results from this analysis are far more likely to produce recommendations appropriate for the size and operation of the system. Table 8 is used to determine threat severity categories 1, 2, 3, or 4 to use in the Threat and Vulnerability Resolution Matrix (Table 11).

Threat Severity/Consequences Categories		
Severity	**Category**	**Characteristics**
Catastrophic	**1**	May cause death or loss of a significant component of the transit system, or significant financial loss.
Critical	**2**	May cause severe injury, severe illness, major transit system damage, or major financial loss.
Marginal	**3**	May cause minor injury or transit system damage, or financial loss.
Negligible	**4**	Will not result in injury, system damage, or financial loss.

Table 8. Threat Severity Categories

Vulnerability is anything that can be used to carry out a threat. This includes vulnerabilities in the design and construction of a facility, in its technological systems, and in the way a facility is operated (e.g., security procedures and practices or administrative and management controls). Vulnerability analysis identifies specific weaknesses with respect to how they may invite and permit a threat to be accomplished. Table 9 is used to identify vulnerability probability category levels A, B, C, D, or E to use in the Threat and Vulnerability Resolution Matrix (Table 11).

Vulnerability/Probability Categories		
Description	**Level**	**Specific Guidance**
Frequent	**A**	Event will occur
Probable	**B**	Expect event to occur
Occasional	**C**	Circumstances expected for that event: It may or may not occur
Remote	**D**	Possible but unlikely
Improbable	**E**	Event will not occur

Table 9. Vulnerability Probability Categories

When evaluating vulnerabilities, common issues need to be considered. Table 10 lists some of these issues that require threat and vulnerability evaluation.

Vulnerability Issues to Consider	
• Surrounding terrain: Natural and Manmade	• Mail-handling protocols and procedures
• Adjacent structures: Internal & External	• Access controls: service and employees
• Site layout elements: perimeter and parking	• Information technology controls
• Location and access to incoming utilities	• Blast resistance
• Circulation patterns	• HVAC protection
• Spatial arrangements	• Phone threat procedures & protocols
• Higher risk assets	• Evacuation protocols

Table 10. Vulnerability Issues to Consider

The costs and impacts of the threat scenarios are specified using a standardized risk level matrix which organizes the consequences into categories.

- Unacceptable - must be controlled or eliminated
- Undesirable - but management may determine to accept risk
- Acceptable - with review by management
- Acceptable - without review

Consequences are assessed both in terms of financial loss (determined by human loss and injury, loss of assets, replacement/recovery costs, and congestion/delay) and using expert opinion to evaluate a series of criteria that determine probability of loss and impact

of loss for a given scenario. This process provides a quantitative understanding of which scenarios present LYNX with the highest impact consequences. Transit agencies can make appropriate decisions on resource allocation using objectively described vulnerabilities. The mechanism used to categorize the consequences of the scenarios is the Threat and Vulnerability Resolution Matrix as shown in Table 11. Each threat scenario is evaluated as shown in an example TVA worksheet at Table 12.

3.12.1 Threat and Vulnerability Resolution Matrix				
Vulnerability Categories	**Threat Severity Categories** Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent	**1A**	**2A**	**3A**	**4A**
Probable	**1B**	**2B**	**3B**	**4B**
Occasional	**1C**	**2C**	**3C**	**4C**
Remote	**1D**	**2D**	**3D**	**4D**
Improbable	**1E**	**2E**	**3E**	**4E**

	"HIGH"	Unacceptable (Immediate Action Required)
	"SERIOUS"	Undesirable (Management Decision Required)
	"MEDIUM"	Acceptable with Review by Management
	"LOW"	Acceptable Without Review

Table 11. Threat and Vulnerability Resolution Matrix

Threat & Vulnerability Resolution Matrix Work Sheet				
Asset: Bus Station				
Potential Threats Against Asset	Threat Severity	Vulnerability	Final Score	***Current Counter Measures Listing***
Part I Crimes				
• Homicide	**1**	**D**	**1D**	CCTV Coverage
• Rape (Forcible /Attempted)	**3**	**D**	**3D**	PA System
• Robbery	**3**	**A**	**3A**	Variable Message System
• Aggravated Assault	**2**	**B**	**2B**	Lighting System
• Burglary	**3**	**D**	**3D**	911 Emergency Phone

Table 12. TVA Worksheet Example, Threat and Vulnerability Resolution Matrix Results

6.2.7 Step 7: Prioritized Vulnerability and Countermeasures Report

At the conclusion of the threat scenario assessment, LYNX will have assembled a list of prioritized vulnerabilities for at least its top 10% critical assets. Typically, these vulnerabilities may be organized into the following categories:

- Lack of planning
- Lack of coordination with local emergency responders
- Lack of training and exercising
- Lack of physical security (access control, surveillance, blast mitigation, etc.)

These vulnerabilities are documented in a Security Sensitive Information report for the LYNX CEO. Table 13 is an example of the layout for the report summary and detail levels.

Prioritized List of Critical Assets Potential for High Level of System Disruption and Civilian Casualties	**Elements of Vulnerability**	**Current Level of Protection**	**Action Required? (Yes/No) Recommended Actions/Countermeasures**
Vehicles			
Buses	Breakout Example Below		
Stations			
Entrances and exits			
Escalators/elevators/stairs			
Corridors/pathways			
Concourses/mezzanines			
Passenger waiting areas			

Elements of Vulnerability	✓ Poor intelligence – no warning or indication of bomb threat ✓ No communication system in place to notify bus vehicle operator of possible threat ✓ Difficulty of identifying suspicious packages on crowded vehicles ✓ Passengers not aware of suspicious packages or suspicious behavior on vehicle ✓ Fragmentation from vehicle and transit center entrance results in maximum damage to passengers ✓ Difficulty of emergency response at crowded transit center
Current Level of Protection	o Operator training and emergency procedures o Heightened passenger awareness of suspicious activities o Consistent ridership – recognizable riders and patterns o Distress alarm on bus vehicle o Immediate dispatch from local law enforcement in response to bus vehicle alarms
Action Required? (Yes/No) Recommended Countermeasures	**YES – Increase training, drills, exercises, and CCTV Cameras**

Table 13. Prioritized Vulnerability and Countermeasures Report

Based on the results of the scenario assessment, the system can identify countermeasures to reduce vulnerabilities. Effective countermeasures typically integrate mutually supporting elements. Countermeasures generally fall into two categories:

- Physical protective measures designed to reduce system asset vulnerability to explosives, ballistics attacks, cyber attacks, and the release of chemical, biological, radiological, or nuclear agents
- Procedural security measures to detect and mitigate an act of terrorism or extreme violence as well as those employed in response to an incident that does occur

6.2.8 Step 8: Management's Approval and Audit of Countermeasures

Once the Prioritized Vulnerability and Countermeasures Report is completed, all recommendations are tracked on an open item tracking system. These security recommendations are reviewed by the Safety, Security, and Risk Management Division, Project Managers, Engineers, and Designers, then presented to transit management for final decisions. Decisions are made on security countermeasures and levels of acceptable and approved risk. This decision-making and documentation process is critical for legal reasons and liability concerns when dealing with potential claims against the system. As part of this SSCP all approved security countermeasures will be integrated into the LYNX BRT Certifiable Items Lists (CILs). All security countermeasures not approved will be reviewed to identify whether other measures, such as written procedures or new policies, can help to mitigate any potential security threats.

After countermeasures are in place, an audit by safety and security staff or the security consultant is necessary to determine if the desired effects are accomplished. This includes identification of any new or unforeseen vulnerability as a result of implemented countermeasures. At a set time frame in the future, an after-action review is necessary. This review should outline lessons learned and should be processed through the SSCRC to document progress and future project changes.

6.2 Security Design Reviews

Several activities are conducted to ensure the Project design incorporates security requirements. The Safety, Security, and Risk Management Division, the safety and security consultant, LYNX BRT staff, and CMC review all facilities and systems designs for security issues. The security design reviews should be conducted throughout the entire design process at conceptual, 30%, 60%, 90%, and 100% design phases. Disposition of comments will be resolved through LYNX design review process. Designs will be formally certified and security items will be identified through standards and requirements. Industry standards and experience will also be used to evaluate unique issues related to transit security. In some cases, special studies or analyses will be performed to address specific security issues. Specific areas under review during security design reviews will focus on the following key areas:

- Integration of the approved security design criteria from the BRT design criteria manual.
- Integration of the Crime Prevention through Environmental Design (CPTED) Concepts
- Identification of new security issues created by design and/or design changes
- Integration of recommendations from the TVA

Appendix A

Format examples of the SSCRC tracking documents and LYNX BRT certification documents:

- SSCRC “Actions Items” Log
- SSCRC “ Open Items” List
- Design Criteria Conformance Checklist
- Certifiable Items List (CILs) Specification Conformance Checklist
- PHAs or OHAs
- Safety and Security Investigation Report (SSIR) Format
- Interim Operations Permit Documents
  - Interim Operations Permit
  - Interim Operations Permit, Safety and Security Critical Items Checklist
- Element Certification Documents
  - Certificate of Compliance for Certifiable Elements
  - Elements Summary Sheet for Specification Conformance Record
  - Element Roll-up of Sub-Items for Specification Conformance Record
  - Sub-items Individual Sheets for Specification Conformance Record
- Construction Package Safety and Security Certificate
- Safety and Security Certificate
- Final Verification Report

SSCRC "Action Items" Log				
Start Date	**Action Items**	**Responsible**	**Milestone**	**Status**
	1. Safety and Security Certification Plan (SSCP) Update			
	2. Certifiable Items List (CILs)			
	3. Certifications			
	4. Document Reviews, SOPs			
	5. Miscellaneous Items			

SSCRC "Actions Items" Log Format

SSCRC “Open Items” List by Construction Package				
Start Date	**Issue by Contract**	**Responsible**	**Milestone**	**Status**
	Roadbed, Sidewalks			
	Station Finishes			
	Fare Collection			
	Communications			
	Signalization			
	System Start-up			
	Operational			

SSCRC “Open Items” List Format

Design Criteria Conformance Checklists

Contract Number:	Control #: XX-XXXX	# of Items: 2	Initial Date:	Disposition Date:	Reviewed By:	Page: of 1
System Section: Civil Installations	Certifiable Element:		Certifiable Sub-Element:			
Certifiable Sub-Element Component: SAFETY / SECURITY						

				Certification Stage		
Item	Safety/ Security Requirement	Source Criteria/ Codes/Standards	Design Criteria/Codes/Standards	Design Compliance	Construction/Installation Verification/Testing	Pre-Revenue Startup/Testing
1				Prepared By:	Prepared By:	Prepared By:
				Compliance Status:	Compliance Status:	ance Status:
				Date Verified:	Date Verified:	ate Verified:
				Ref Dwgs/Specs/Other Relevant Docs (IncludeDrawing/Sheet/Page Numbers)	Ref Dwgs/Specs/Submittals/Test Procedures (IncludeDrawing/Sheet/Page Numbers)	Reference Drawings/Documents/Notes/Tests (IncludeDrawing/Sheet/Page Numbers)
		Design Compliance (Check All That Apply)				
		Integral to Design: ☐ Ops Procedures &	☐			
		Warning Device(s): ☐ Training:	☐			
		Safety Device(s): ☐ Security Technology:				

				Certification Stage		
Item	Safety/ Security Requirement	Source Criteria/ Codes/Standards	Design Criteria/Codes/Standards	Design Compliance	Construction/Installation Verification/Testing	Pre-Revenue Startup/Testing
2				Prepared By:	Prepared By:	Prepared By:
				Compliance Status:	Compliance Status:	ance Status:
				Date Verified:	Date Verified:	ate Verified:
				Ref Dwgs/Specs/Other Relevant Docs (IncludeDrawing/Sheet/Page Numbers)	Ref Dwgs/Specs/Submittals/Test Procedures (IncludeDrawing/Sheet/Page Numbers)	Reference Drawings/Documents/Notes/Tests (IncludeDrawing/Sheet/Page Numbers)
		Design Compliance (Check All That Apply)				
		Integral to Design: ☐ Ops Procedures &	☐			
		Warning Device(s): ☐ Training:	☐			
		Safety Device(s): ☐ Security Technology:				

Design Criteria Conformance Checklist Format

SPECIFICATION CONFORMANCE CHECKLIST
CERTIFIABLE ITEMS LIST (CIL)

Version # **Date:**

PROJECT NAME: **LYNX Project A, Bus Rapid Transit (BRT)**
PROJECT LOCATION: **SSCRC Acceptance Date:**
PROJECT NO:
RESIDENT ENGINEER: **Prepared By:**

Specification Section	Spec Para:	Description	Submittal or File Number	Approval Status	S - Safety CIL Element 1- Critical, 2- non Critical C - Construction Safety Sec - Security 1-Crtical 2- Non Critical			Date Verified	Verified By:	Verification Methods: Test Report Inspection Submittal Photograph
					Element					
XXXXX		Title			S	1	XXXXXXXXXX			
	1.04	Description: (Language Extracted from the Specification)								Submittal
	1.07a	Description: (Language Extracted from the Specification)			C					Inspection
XXXXX		Title					XXXXXXXXXXX			
	3.10	Description: (Language Extracted from the Specification)			Sec	1				Submittal
XXXXX		Title			S	1	XXXXXXXXXX			
	1.04	Description: (Language Extracted from the Specification)								Testing

Certifiable Items List (CILs) Specification Conformance Checklist Format

Central Florida Regional Transportation Authority d/b/a LYNX
Bus Rapid Transit (BRT) Project xxxxxxxxxxxx

Preliminary Hazard Analysis (PHAs) or Operational Hazard Analysis (OHAs)

System: Prepared By: Date:
Reviewed By: Date:

Item	Hazard Description	Cause/Trigger	Incident/Effect	Risk Assessment (Preliminary)	Corrective Action (Risk Reduction Measure)	Verification	Resolution	Risk Assessment (Final)	Risk Assessment (Final) Comments	SSCRC Review

Preliminary Hazard Analysis (PHAs) or Operational Hazard Analysis (OHAs) Format

Safety and Security Investigation Report (SSIR)			
Identification			
Originator:	**Organization:**	**Date:**	**Report Number:**
Investigation Description *(Describe the investigation; ensure the applicable requirements, planned activities, procedures, specifications, drawing, standards, serial numbers, etc. are noted. Indicate who documented the investigation.)*			
Steps to Prevent Inadvertent Use of the Item or Process			
Corrective/Preventive Action and Disposition			
Planned Corrective/Preventive Action *(Describe for each cause what action(s) will be taken with the item or process including, as applicable, the completion dates, disposition of material, and responsible staff for each action. Describe, as applicable, what actions are needed to prevent recurrence of the identified investigation, such as process improvement, procedure revisions, training plan, etc., and include completion dates and responsible staff for each action.)*			
Independent verification required? Yes ☐ No ☐			
Person(s) Responsible for the Corrective/Preventive Action and Disposition *Name* *Date*		**Approval of Corrective/Preventive Action and Disposition** *Name* *Date*	
Closing the Investigation Report			
Action Completed *Name* *Date*		**Independent Verification Completed (if required)** *Name* *Date*	
Distribution:			
Initial ☐ Final ☐			

Safety and Security Investigation Report (SSIR) Format

Central Florida Regional Transportation Authority d/b/a LYNX

SAFETY AND SECURITY CERTIFICATION PROGRAM

BRT PROJECT : xxxxxxxxxxxxxxxxxxxx

INTERIM OPERATIONS PERMIT

RESTRICTIONS: None

OPEN SAFETY CRITICAL ITEMS: None

PERMIT: An interim permit is requested to: XXXXXXXXXXXXXXXXXXXXXXXX

Only a portion of the required work has been completed and a safety and security certification has not been completed. A checklist of safety and security critical items from the contract Certifiable Items Lists (CILs) that are affected have been verified as complete and no known hazards exist to preclude issuance of this permit. Therefore, a permit to XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX has been granted.

Any change of status of the verified safety and security critical item checklist items will void this permit unless a workaround or substitute is approved by the LYNX BRT SSCRC (see attached checklist).

____________________Date:__________
Director of Safety, Security,
Safety and Security

__________________Date:___________
General Manager of
Bus Operations

____________________Date__________
BRT Project Manager

DATE EFFECTIVE: XX/XX/XX

EXPIRATION DATE: XX/XX/XX

Interim Operations Permit Format

Central Florida Regional Transportation Authority d/b/a LYNX

SAFETY AND SECURITY CERTIFICATION PROGRAM

BRT Project xxxxxxxxxxxxxxxxxxx

"NAME"

SAFETY AND SECURITY CRITICAL ITEMS CHECKLIST

Interim Operations Permit

SAFETY AND SECURITY CRITICAL ITEMS	VERIFIED BY	DATE
ENGINEERING BY CONSTRUCTION PACKAGE		
This form or a scaled down version of the CILs listing all the Safety and Security Critical Items will be utilized.		
OPERATIONAL REQUIREMENTS: TRAINING, PLANS AND PROCEDURES		

Interim Operations Permit
Safety and Security Critical Items Checklist Format

Central Florida Regional Transportation Authority d/b/a LYNX

SAFETY AND SECURITY CERTIFICATION PROGRAM

BRT Project xxxxxxxxxxxxxxxxxxxx

"CONSTRUCTION PACKAGE"

CERTIFIABLE ELEMENT: XXXXXXXX

CERTIFICATE OF COMPLIANCE

RESTRICTIONS: None

OPEN SAFETY CRITICAL ITEMS: None

OPEN NON-SAFETY CRITICAL ITEMS: None

NOTE: This safety certification is limited to Construction Specification Conformance as described in the FTA Handbook for Transit Safety & Security Certification. No certification activities as described in the FTA Handbook were accomplished for criteria or specification development. Any changes/modifications to the certifiable element after xx/xx/xx are excluded from this certification.

The certifiable element was constructed as described by the contract specifications, as verified by inspections, contractor submittals and tests, and is thereby safe to operate or occupy, with any noted restrictions.

_____Date:_____
Director of Safety, Security,
Safety and Security

_____Date:_____
General Manager of
Bus Operations

_____Date_____
BRT Project Manager

Certifiable Element Format for Certificate of Compliance

Central Florida Regional Transportation Authority d/b/a LYNX

BRT PROJECT xxxxxxxxxxxxxx

SAFETY AND SECURITY CERTIFICATION
SPECIFICATION CONFORMANCE RECORD

CONSTRUCTION PACKAGE #

"CONSTRUCTION PACKAGE NAME"

Certifiable Elements	Verified By	Date
XXXXXXXXXXXXX	_____	_____
XXXXXXXXXXXXX	_____	_____
XXXXXXXXXXXXX	_____	_____
XXXXXXXXXXXXX	_____	_____
XXXXXXXXXXXXX	_____	_____
XXXXXXXXXXXXX	_____	_____
XXXXXXXXXXXXX	_____	_____
XXXXXXXXXXXXX	_____	_____
XXXXXXXXXXXXX	_____	_____

Signature Block

Elements Summary Sheet Format for Specification Conformance Record

Central Florida Regional Transportation Authority d/b/a LYNX

BRT PROJECT xxxxxxxxxxxxxx

SAFETY AND SECURITY CERTIFICATION SPECIFICATION CONFORMANCE RECORD

LYNX PROJECT # **LYNX BRT- "Name of Construction Package"**
Orlando, FL

Certifiable Element: XXXXXXXXXXXXXXXXX

Section No. **Spec Section Title**
Section Status

Sub-item	Sub-Item Description	Sub-Item Status	Verified By
XXXX6	XXXXXXXXXXXXXXXXXXX		CLOSED
XXXX6-01	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX6-02	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX6-03	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX6-04	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX0	XXXXXXXXXXXXXXXXXXX		CLOSED
XXXX0-01	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX0-02	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX0-03	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX0-04	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX0-05	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX
XXXX8	XXXXXXXXXXXXXXXXXXX		CLOSED
XXXX8-01	Extract from Specification XXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Verified	XXX

Element Roll-up of Sub-Items Format for Specification Conformance Record

Central Florida Regional Transportation Authority d/b/a LYNX

BUS RAPIT TRANSIT PROJECT xxxxxxxxxxxxxx

SAFETY AND SECURITY CERTIFICATION

SPECIFICATION CONFORMANCE RECORD

Specification Number

Certifiable Element: XXXXXXXXXXXXXXXXXX

PROJECT INFORMATION

Project Number: LYNX PROJECT XXXXXXXXXXXX

Project Name: LYNX BRT – "CONSTRUCTION PACKAGE NAME"

Project Location: ORLAND, FLORIDA

CONSTRUCTION CERTIFICATION RECORD

Resident Engineer: XXXXXXXXXXXXXXXXXX

Contractor: XXXXXXXXXXXXXXXXXX Construction Manager: XXXXXXXXXXXXXXX

Certification Item No: XXXXX Title: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Cert Item Status: CLOSED

Paragraph Reference: 1.04A XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

SUB-ITEM CERTIFICATION RECORD

Sub-Item No. XXXXXXXXXXX Safety Element: XXXXXXXXXXXXXXXXXXXXXXXXXX

Safety Type: Safety Certifiable Item Critical Type: Critical

File Number(s): XXXXXXX XXXXXXX XXXXXXXX XXXXXXXX XXXXXXXXXX
Submittal #(s)

Submittal Description: Extract from the Specification XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Sub-Item Status: Verified Verification Method: Submittal

Sub-Item Verified By: XXXXXXXXXXXXXX Verification Date: XX/XX/XX

Sub-item Individual Sheet Format for Specification Conformance Record

Central Florida Regional Transportation Authority d/b/a LYNX

SAFETY AND SECURITY CERTIFICATION PROGRAM

BRT PROJECT xxxxxxxxxxxxxx

SAFETY AND SECURITY CERTIFICATE

"CONSTRUCTION PACKAGE"

RESTRICTIONS: None

OPEN SAFETY CRITICAL ITEMS: None

OPEN NON-SAFETY CRITICAL ITEMS: None

NOTE: This safety certification is limited as noted on individual Certifiable Elements Certificates: xxxxxxxxxxx, xxxxxxxxxxxxxx, xxxxxxxxxxxxxx, xxxxxxxxxxxxxx, xxxxxxxxxxxxxxxx. Any changes/modifications to the certifiable elements after xx/xx/xx are excluded from this certification.

This Construction Package Safety and Security Certificate indicates that safety and security requirements have been successfully completed and the project is certified for occupancy/service, except as noted.

_____Date:_____
Director of Safety, Security,
Safety and Security

_____Date:_____
General Manager of
Bus Operations

_____Date_____
BRT Project Manager

Construction Package Safety and Security Certificate Format

Central Florida Regional Transportation Authority d/b/a LYNX

SAFETY AND SECURITY CERTIFICATION PROGRAM

BRT PROJECT xxxxxxxxxxxxxx

SAFETY AND SECURITY CERTIFICATE

RESTRICTIONS: None

OPEN SAFETY CRITICAL ITEMS: None

OPEN NON-SAFETY CRITICAL ITEMS: None

NOTE: This safety certification is limited as noted on individual Certifiable Construction Packages, xxxxxx, xxxxxxx, xxxxx, xxxxx, xxxxx, xxxxx, xxxxx, xxxxx, xxxxx, xxxxx, and xxxxx. Any changes/modifications to the certifiable construction packages after xx/xx/xx are excluded from this certification.

This Project Safety and Security Certificate indicates that safety and security requirements have been successfully completed and the project is certified for occupancy/service, except as noted.

_____ Date:_____
Chief Executive Officer

Safety and Security Certificate Format

Central Florida Regional Transportation Authority d/b/a LYNX

SAFETY AND SECURITY CERTIFICATION PROGRAM

BRT PROJECT xxxxxxxxxxxxxx

FINAL VERIFICATION REPORT

1. EXECUTIVE SUMMARY:

2. SAFETY AND SECURITY ACTIVITIES:

- **Construction Specification Conformance Checklists**
- **Safety and Security Certification Plan**
- **Safety and Security Review Committee**
- **Operations Training**

3. SAFETY AND SECURITY CERTIFICATION STATUS:

4. OPERATING RESTRICTIONS:

Submitted by:

_____
President
Safety and Security Consultant

_____
Director of Safety, Security, and
Risk Management

Submitted on:

Final Verification Report Format

Appendix B

Example Operational Inspection Checklists:

Central Florida Regional Transportation Authority d/b/a LYNX **SAFETY AND SECURITY CERTIFICATION PROGRAM**			
XXXXXX Station SAFETY and SECURITY WALK THRU INSPECTION CHECKLIST			
Safety and Security Items	**Checked By**	**Date**	**Comments**
1. ADA			
• Ramps present and free of hazards			
• Platform tactile edging in place			
• Pedestrian crossings (clearly marked)			
• Signage (visible/photo-luminescent)			
• Adequate color contrast 30/70 % between platform surface and tactile edging			
• TVM display is visible			
• TVM brail plate present			
• TVM audible system (volume)			
2. Lighting system			
• Night time functional check			
• Adequate illumination > 1 ft candle			
3. PA system			
• Operable			
• Adequate volume			
4. Fencing/railing			
• Grounded			
• Hand rails not to exceed 42”			
• Secured and completely installed			
• Hand rails present at stairs (if 4 or more steps are present)			
5. CCTV			
• Operable (verify via OCC)			
• Adequately covers the TVM, blue light, station platform area			
• Access panel secured			
6. Blue light emergency phone			
• 911 call in test			
• Blue light functioning			
• OCC alert indicator			

7. Communications cabinet secured			
8. Signage installed IAW specifications			
9. Vandal resistant equipment			
• Benches			
• Wind screens			
• Fountains			
• TVMs			
10. Vegetation issues			
11. Surface utility panels secured			
12. Low clearance issues (head strike hazards for small children)			
13. Trash receptacles			
• Secured to platform			
• Lid secured to main receptacle			
14. Exposed conduit (if present, is it covered to restrict public access)			
15. Station canopy			
• Secured			
• Vertical clearance (head strike hazards for adults)			
• Bus clearance			
16. Pedestrian bridges			
• Skid resistance surfaces, stairs, landings, walkways			
• CCTV coverage via OCC			
• Roof material (screen) secured			
• Railing on stairs			
17. Elevators			
• Testing documentation and certificate			
• Testing certificate posted in elevator			
• Automatic ground floor emergency recall			
• UL listed interlocks to prevent operation in an alarm state			
• Signage (in case of fire, do not use elevator)			
• Emergency phone (operable)			
• Emergency alarm and lighting activates			
• Sensitive door edge operational			
18. Park and ride lots			
• Signage directing patrons to the station			
• Parking lot entrance signage			
• Lighting system			
- Night time functional test			
- Adequate illumination > 1 ft candle			
• Transition lighting to station			
• Pavement striping for traffic flow			
• Perimeter fencing (in place and properly tensioned and grounded)			

• CCTV operable to OCC			
• ADA requirements, sidewalk/curbs			
• Emergency phones			
19. Wind screens			
• Secured to station			
• No sharp edges			
20. Metal fabrication			
• No sharp edges			
• No exposed burrs			
• No rough saw cuts			
21. Tripping hazards present (station platform, ramps, steps, sidewalks)			
22. Ancillary spaces secured (if any)			
23. Passenger information centers/kiosk have appropriate information provided			
24. Escalators (present or not)			
25. Electrical outlets			
• No exposed circuits			
• Outlets are secured with a lockable cover plate			
26. Water fountains (functional)			
27. Slip resistant surface			
• Stairs			
• Walkways			
• Ramps			
• Landings			
• Other walking surfaces			
28. Drain pipe welded to gutter system			
29. Variable Message System (VMS)			
30. Graffiti			
31. Temp Certificate of Occupancy (TCO)			
32. Certificate of Occupancy (CO)			

OTHER COMMENTS:

Verified By: **Date:**

SAFETY AND SECURITY MANAGEMENT PLAN (SSMP)

for
Project A, E2009-NWST-034/FL
East/West Circulator System
and
Project B, FL-79-0001
Parramore Bus Rapid Transit (BRT)

FINAL

December 2011

Central Florida Regional Transportation Authority d/b/a LYNX
445 North Garland Ave.
Suite 800
Orlando, FL 32801

SAFETY AND SECURITY MANAGEMENT PLAN (SSMP)

DOCUMENT REVISION RECORD	
CHANGES	**EFFECTIVE DATE**
REVISION 0	December 2011

Document Revision Policy
This plan is issued in support of the Project Management Plan (PMP). LYNX Director of Safety, Security, and Risk Management determines the distribution for this document. Anyone referring to a copy of this document that doesn't have a control number should verify they are using the latest revision. Document holders are required to keep their manuals up-to-date by discarding obsolete documents and replacing them with updated documents as explained in the instructions that will accompany all updates to the plan.

APPROVALS

_____ _____

TBD **Date**
Director of Safety, Security and Risk Management

_____ _____

TBD **Date**
East/West Circular System Senior Project Manager

_____ _____

TBD **Date**
Parramore BRT Senior Project Manager

_____ _____

John M. Lewis, JR. **Date**
Chief Executive Officer

TABLE OF CONTENTS

1.0 MANAGEMENT COMMITMENT AND PHILOSOPHY

1.1 Safety and Security Policy Statement

The Central Florida Regional Transportation Authority d/b/a LYNX, Orlando, Florida, under the direction of the Chief Executive Officer is committed to providing high quality, cost effective, safe, and secure transit service. System safety and security are primary concerns that affect all aspects of planning, design, construction, and subsequent operation and maintenance of the agency's bus operations. Therefore, all of LYNX's staff, contractors, and consultants are charged with the responsibility of ensuring the safety and security of passengers, employees, and the general public who come in contact with the transit system.

Toward fulfilling this responsibility, LYNX has developed this Safety and Security Management Plan (SSMP) for the Project A, E2009-NWST-034/FL East-West Circulator System and Project B, FL-79-001 Paramore Bus Rapid Transit (BRT) Projects. This plan along with the System Safety Program Plan (SSPP) and the System Security Plan (SSP) address the activities that take place to assure an acceptable level of system safety and security for the design, acquisition, construction, installation, testing, and operation of the new systems.

Responsibility for the implementation of this plan is assigned to the LYNX Project Managers in cooperation with the LYNX Director of Safety, Security, and Risk Management. LYNX employees and project consultants and contractors are directed to comply with the provisions of the SSPP, SPP, and the projects Safety and Security Certification Plan (SSCP), as well as fully cooperate during planning, engineering, and construction in achieving the goals for a safe and secure bus system.

Signed:_____ Date:_____

John M. Lewis, JR.
Chief Executive Officer (CEO)
LYNX, Central Florida Regional Transportation Authority

1.2 Purpose of SSMP

The primary purpose of the SSMP is to formalize the safety and security certification activities for both project's life cycle, in accordance with FTA Circular 5800.1, August 1, 2007, "Safety And Security Management Guidance For Major Capital Projects."

Responsibility for the implementation of this plan is assigned to each Project Manager in cooperation with the LYNX Director of Safety, Security, and Risk Management who has the Designated Function for Safety and Security throughout the project life cycle. All LYNX employees and Project consultants and contractors are directed to comply with the provisions of this plan, the SSPP, SSP, and the Project's SSCP, as well as fully cooperate during planning, engineering, and construction in achieving the goals for a safe and secure bus system. The SSMP activities affect the entire LYNX organization and are integrated in every aspect of the project life cycle.

The SSMP implements the set principles outlined in the signed Safety and Security Policy Statement which confirms executive management's continued commitment to safety and security. It also documents technical and management strategies for the identification, assessment, prevention, and control of safety hazards and security vulnerabilities during the project development process. Accordingly, the SSMP provides critical support for the successful initiation of the new BRT systems into revenue operations. The SSMP promotes continual improvement in safety and security, guiding LYNX to ensure that:

- In each project phase, safety hazards and security vulnerabilities have been identified and assessed, and that documented action has been taken to resolve and track them.
- Appropriate codes, guidelines, and standards are reviewed to provide a basis for safety and security consideration in the project design criteria, specifications, and project drawings.
- Project specifications are in conformance with the adopted agency design criteria.
- Facilities, systems, and equipment have been constructed, inspected and tested in accordance with adopted safety and security requirements, design criteria manuals and construction specifications and drawings.
- Necessary verification tests, safety and security plans, operating procedures and manuals, training, and rulebooks have been developed or updated for revenue operations.
- Personnel have been trained and are qualified to operate and maintain the system and respond to emergencies, and emergency response organizations are familiar with the project's revenue operation and the LYNX emergency procedures.

The SSMP complements and supports the Project Management Plan (PMP) SSPP, and SSP. It also provides guidance to help ensure compliance with the LYNX Safety and Security Policies.

1.3 Applicability and Scope of SSMP

The SSMP is applicable for all safety and security activities that LYNX performs during the project development process. This includes activities through preliminary engineering, final design, construction, integrated testing, demonstration, and operations phases. The scope of

the SSMP encompasses the following four major categories and key elements of both Project A and B:

- **System-wide Elements** – which include new busses, voice and data communications, CCTV, traffic control systems, fare collection, fire protection and suppression systems, and auxiliary vehicles and equipment
- **Fixed Facilities** - which include bus stations and bus shelter stops. This includes equipment installed in these fixed facilities, lighting, railing/fencing, which are considered part of the facility
- **Integrated Testing** - which include testing of all systems that rely on each other for proper operational functionality
- **Safety, Security, System Assurance, Operational, and Maintenance Plans and Procedures** - which include items such as System Safety and System Security Program Plans, Emergency Response Plans, training programs, staffing, operating rules and procedures, emergency operating rules and procedures, and emergency incident exercises

Certification for safety and security verifies application of these disciplines for both projects. Through the certification process, hazards and vulnerabilities are translated into risks, which are then analyzed, assessed, prioritized, and resolved, accepted, or tracked. Figure 1.1 illustrates safety and security core management functions as a continuous loop, providing for validation of decisions and on-going evaluation to support further action. This process supports the consideration of safety and security objectives during all activities of the dynamic and evolving project management process.

Certification for safety and security may be defined as the series of processes that collectively verify the safety and security readiness of a project for public use. Certification addresses conditions that could result in harm – whether unintentional (safety) or intentional (security). Application of safety and security certification promotes an informed management decision-making process in project design, construction, testing, and pre-revenue operations leading to initiation of revenue service.

Certification for safety and security is not contractual acceptance. Contractual acceptance is defined as an action by an authorized representative of the transit agency by which the transit agency assumes full or partial ownership of the delivered project as complete or partial performance of a contract. Contractual acceptance does not constitute safety and security certification, and safety and security certification does not imply acceptance with respect to contract performance.

Safety and Security Certification (SSC) of both projects will be accomplished before the initiation of revenue service. The certification process is documented in the projects' Safety and Security Certification Plan (SSCP), which outlines the 10-step methodology used for certification. The SSPP and SSP support this process by outlining the safety hazard and vulnerability hazard processes that will be followed during the certification of both projects.

In certain instances, benefits are derived from the SSC during engineering and design. SSC activities support analysis that reduces the need for expensive retrofitting to correct hazards or vulnerabilities after the system is placed in revenue service. Certification also typically supports improved integration of operational considerations into project design which offers the following opportunities:

- Improved functionality of system design
- Promotion of effective and efficient use of resources
- Reduction in work-arounds and change orders during construction
- Reduction in hazards in service and maintenance activities

In the event that accidents or major security incidents occur some time during the life cycle of the system, certification offers the following benefits which may be useful in legal and insurance proceedings:

- Hazards and vulnerabilities are identified and assessed, and documented action is taken to resolve identified critical and catastrophic hazards as soon as possible.
- Appropriate codes, guidelines, and standards are reviewed to provide a basis for safety and security consideration in the design criteria and specifications, and drawings are in conformance with the design criteria.
- Facilities, systems, and equipment are designed, constructed, built, inspected, and tested in accordance with applicable codes, standards, criteria, and specifications.
- Necessary verification tests, safety plans, security plans, operating policies, procedures, and rulebooks are developed for operations.
- Personnel are trained and qualified to respond to emergencies, and emergency response organizations are familiar with the transit system and its emergency procedures.

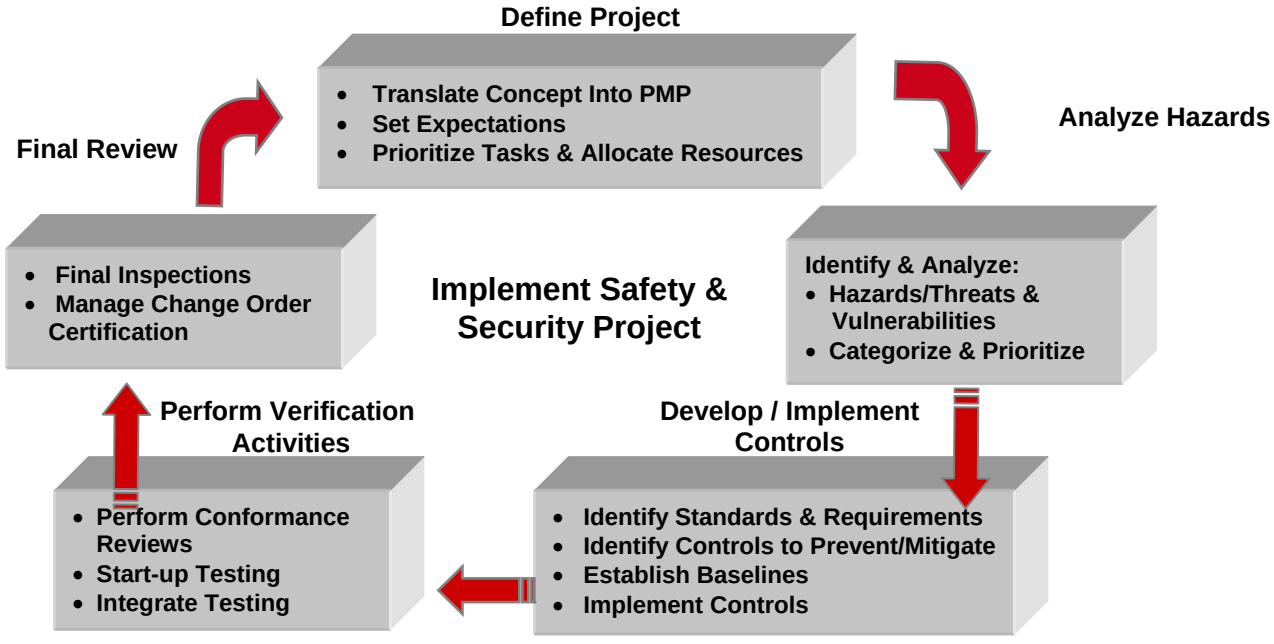


Figure 1.1 Safety & Security Core Management Functions

1.4 SSMP Goal

The primary goal of this SSMP is to ensure that upon completion of the final project and prior to commencement of revenue service the systems and facilities/structures are safe and secure for passengers, employees, public safety personnel and the general public. This will be accomplished through the SSC process which reflects LYNXs' commitment to verify that its operation is free from unacceptable risk. This is a proactive approach to safety and security with clear objectives to identify, anticipate, and control adverse conditions before they occur. Through the SSC process, a commitment is made to:

- Develop a policy that formalizes management risk acceptance practices for activities that affect the safety and security of the operational system.
- Identify and document the safety and security critical elements that comprise the project.
- Specify and apply safety and security requirements, consistent with approved risk management practices, to these elements, through the use of design criteria, design manuals, contract specifications, and safety and security analysis.
- Implement a dedicated program of hazard and vulnerability analysis and tracking, which verifies, for each safety and security critical element, the identification, evaluation, and resolution of all conditions with the potential to result in death, severe injury, multiple injury, system loss, major system damage, or major environmental impact.
- Implement a dedicated program of review to verify that safety and security requirements are included in specifications, test plans, procedures, and operational assessments for the project and coordinated with all transit departments that have responsibilities for the project.
- Implement a dedicated program of testing and evaluation, to verify that safety and security critical elements, delivered to the agency, comply with contract specifications, and that an acceptable level of operational readiness and emergency preparedness exists among the transit departments and personnel responsible for initiating the project into revenue service.
- Issue written Certificates of Compliance for each safety and security critical element, indicating that it meets established safety and security requirements.
- Issue Project Safety and Security Certificate, along with a Final Verification Report, verifying the project's readiness for safe and secure revenue service.

2.0 INTEGRATION OF SAFETY AND SECURITY INTO PROJECT DEVELOPMENT

2.1 Safety and Security Activities

A standard life cycle framework, such as the one shown in Figure 2.1 below, is used to manage LYNX's Project A and B. This life cycle defines the events, procedures, and tasks that take place within the project. Each life cycle phase concludes with a review, enabling management evaluation. Table 2.1 provides a brief description of activities performed in each life cycle phase.

Advancement through this process is based on readiness of the project to progress to subsequent phases. Transition from one life cycle phase to the next phase constitutes a MILESTONE CONTROL for all major project elements, including safety and security.

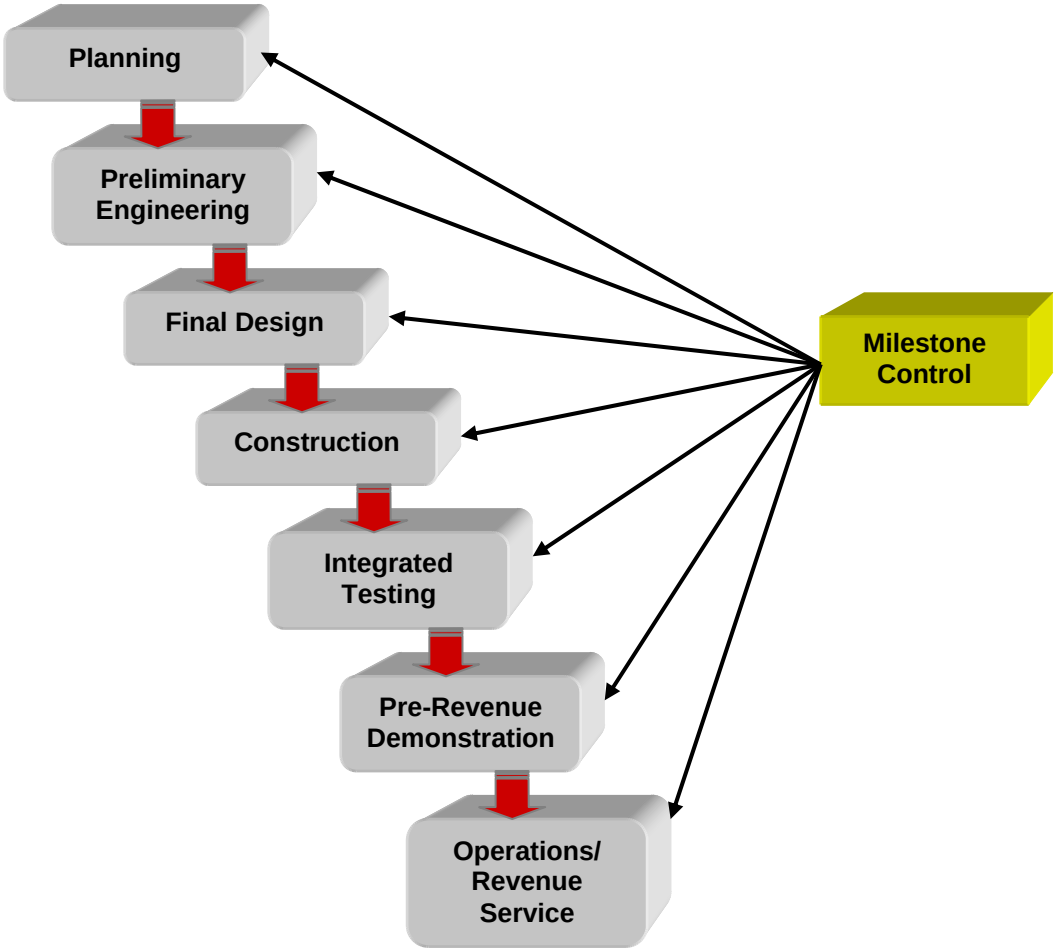


Figure 2.1 Typical Transit Project Life Cycle

Project Life Cycle	Definition
System Planning	– begins with the transportation planning process carried out by Metropolitan Planning Organizations in cooperation with State Departments of Transportation, local transit operators, and affected local governments and results in the development of long range multimodal transportation plans and short-term improvement programs, as well as a number of other transportation and air quality analyses.
Preliminary Engineering (PE)	– takes the project from the planning stage to a level of design that allows a more accurate estimate of project costs and impacts. The results of PE provide the basis for subsequent funding and implementation decisions. A major objective of PE is to investigate the merits of all configurations and designs. These investigations require in-depth analysis of all components, their interrelationships, and their costs. Environmental reviews are also performed.
Final Design	– takes the formalized concept and engineering development and finalizes them in the plans, specifications, and bid documents required for awarding the individual construction and equipment fabrication and installation contracts.
Construction	– begins with the fabrication or construction of the engineered design for the selected alternative and concludes with the delivery of the completed project. This phase includes the inspection, review, and checkout of the delivered project and concludes with the determination that the delivered project meets the engineering specification.
Integrated Testing	– begins with activities to identify, plan and conduct tests to evaluate integration of the delivered and accepted project into planned revenue operations. This phase concludes with verified documentation of compatibility between system elements.
Pre-Revenue Demonstration	– begins with the identification and performance of tests, drills, exercises, and audits designed to verify the functional capability and readiness of the system as a whole, and concludes with verified documentation of readiness for revenue operations.
Operations	– begins with the initiation of the completed project in service and concludes with the determination that the project has fulfilled its service requirements and must be replaced or removed from operations.

Table 2.1 Life Cycle Definitions

Project Safety and Security Activities Matrix							
MAJOR TASKS	**Task Type**	**PE**	**FD**	**CON**	**Test**	**DEM**	**OPS**
Develop Safety and Security Policy Statement	MGT	✓	⏩	⏩	⏩	⏩	⏩
Establish Designated Function for Safety and Security throughout the Project	MGT	✓	⏩	⏩	⏩	⏩	⏩
Develop Safety and Security Management Plan	MGT	✓	⏩	⏩	⏩	⏩	⏩
Establish Safety and Security Review Committee	MGT	✓	⏩	⏩	⏩	⏩	⏩
Create Safety and Security Responsibilities Matrix	MGT	✓	⏩	⏩	⏩	⏩	⏩
Develop Safety and Security Certification Plan	MGT/ENG	✓	⏩	⏩	⏩	⏩	⏩
Develop and Implement Hazard and Vulnerability Resolution Process and Tracking System	MGT/ENG	✓	⏩	⏩	⏩	⏩	⏩
Prepare a Preliminary Hazard and Vulnerability List	MGT/ENG	✓	⏩	⏩	⏩	⏩	⏩
Identify Safety and Security Certifiable Elements	ENG/MGT	✓	⏩	⏩	⏩	⏩	⏩
Establish Safety and Security Certifiable Items List	ENG	✓	⏩	⏩	⏩	⏩	⏩
Establish Safety and Security Configuration Management Requirements	ENG	✓	⏩	⏩	⏩	⏩	⏩
Create Safety and Security Certification Project Folders	MGT	✓	⏩	⏩	⏩	⏩	⏩
Perform a Project Preliminary Hazard Analysis	MGT	✓	⏩	⏩	⏩	⏩	⏩
Perform a Project Threat and Vulnerability Assessment	MGT	✓	⏩	⏩	⏩	⏩	⏩
Prepare Safety and Security Design Criteria	ENG	✓	⏩	⏩	⏩	⏩	⏩
Perform Safety and Security Review of Preliminary Operations and Maintenance Procedures	MGT		✓	⏩	⏩	⏩	
Perform Safety and Security Design Reviews & Additional Hazard and Vulnerability Analysis	ENG/MGT		✓	⏩	⏩	⏩	⏩
Develop Design Criteria Conformance Checklists	ENG	✓	⏩				
Complete Design Criteria Conformance Checklists (Verification)	ENG/MGT		✓				
Develop Test and Evaluation Requirements	ENG		✓	⏩	⏩	⏩	⏩
Develop Specification Conformance Checklists	MGT		✓	⏩			
Complete Specification Conformance Checklists (Verification)	ENG/ MGT			✓	⏩	⏩	
Issue Notices and Occupancy Permits	ENG			✓	⏩	⏩	
Issue Certificates	MGT			✓	⏩	⏩	
Complete and Monitor Integrated Testing	MGT/ENG			✓	⏩	⏩	
Review of Engineering Change Orders & Waivers	MGT/ENG			✓	⏩	⏩	⏩
Complete Operational Readiness Review	MGT/ENG					✓	
Perform Final Safety and Security Compliance Assessment	MGT/ENG					✓	
Issue Final Safety and Security Certification	MGT					✓	
Issue Final Safety and Security Verification Report	MGT					✓	

MGT = Management
ENG = Engineering

PE = Preliminary Engineering
FD = Final Design
CON = Construction

IN TEST = Integrated Testing
DEM = Demonstration
OPS = Operations

✓ = initiation of the activity ⏩ = on-going performance

Table 2.2 Safety and Security Activity Matrix

Each member of the Project Team has a role in safety and security certification. Figure 2.2 shows the relationship of various project elements and the contributions made by Project Team members to the safety and security certification process. While Safety and Security Management has primary responsibility for safety and security certification of the system, the tasks required to complete the certification process include many functional disciplines on the Project Team. As indicated in Figure 2.2, certification management supports a coordinated effort that brings the capabilities and resources of the design team, the construction team, the acceptance and testing team, and the activation team together to accomplish the safety and security certification activities.

Specific details of the project organization are provided in Section 3.0 and in Projects SSCP, Section 2.0. Specifics of organizational interface and coordination between the Project Management Team and the various operational units throughout LYNX are provided in these plans.

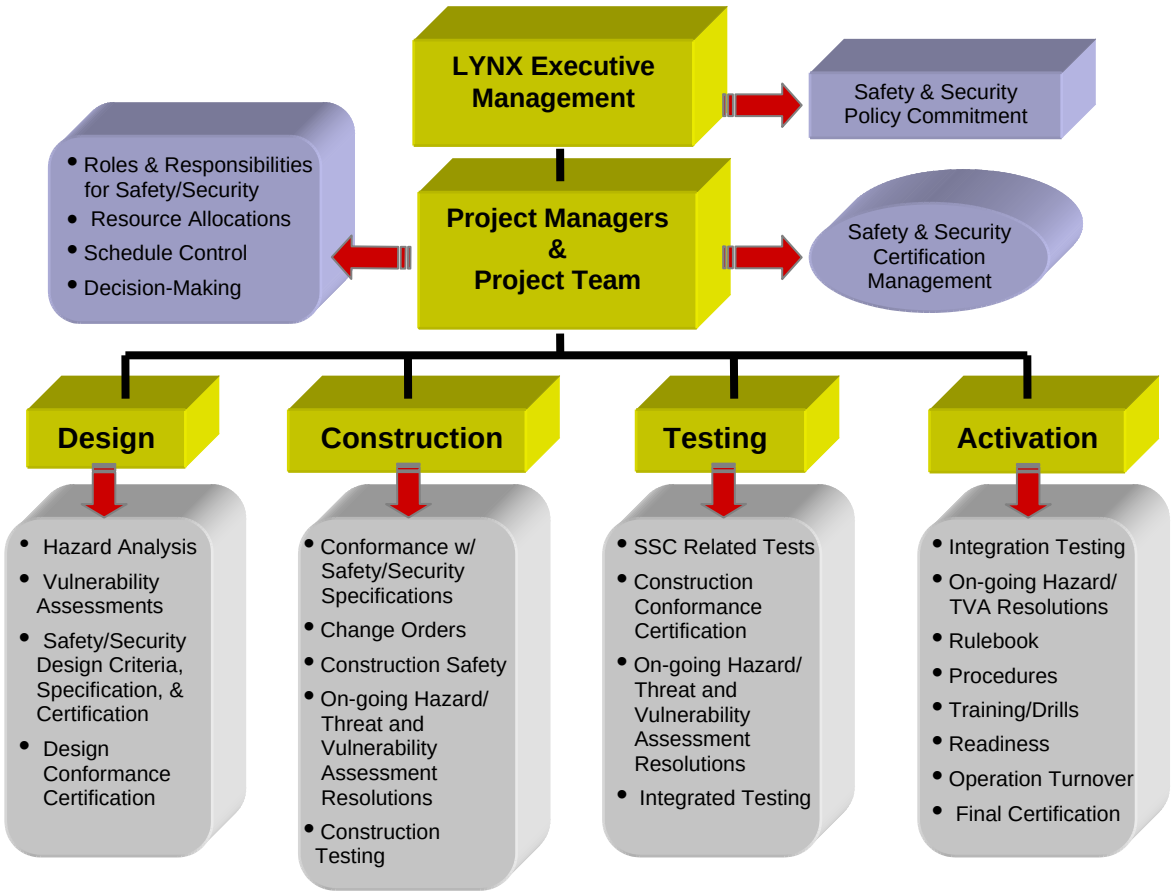


Figure 2.2 Contributions of Project Team to Safety & Security Certification

2.1.1 Project Life Cycle Activities

In directing project life cycle activities, the Project Team and Safety and Security Management address the following issues:

- Roles and responsibilities for safety and security at all levels of the organization.
- Required resources and project schedule for safety and security activities.
- Procedures and programs to ensure safety and security integration into design, construction, testing and acceptance, and activation procedures.
- The process for the identification and effective communication of safety hazards and security vulnerabilities associated with the operational phase of the transit project.
- The process for sound decision-making which integrates the results of system safety and security activities into the requirements and specifications for the project.

2.2 Procedures and Resources

The LYNX Safety and Security staff as shown in Appendix A and managed by the Director of Safety, Security and Risk Management will support the safety and security activities in conjunction with the project team, throughout all phases of the project. A safety and security certification budget is developed from the project budget during the preliminary engineering phase and are overseen by the Project Managers with close coordination with the Director of Safety, Security and Risk Management. The safety and security certification contractors will be managed by the LYNX Director of Safety, Security and Risk Management and Project Managers.

A member of the LYNX Safety and Security Team will participate in project meetings and will serve on the established committees as discussed in this SSMP, Section 3.3. The Director of Safety, Security and Risk Management will chair the Safety & Security Review Committee (SSCRC) and Fire Life Safety & Security Committee (FLSSC). In addition, the LYNX Director of Safety, Security and Risk Management will follow set agency procedures for managing sensitive security information relating to the TVA and specific emergency management procedures and after action reviews.

2.3 Interface with Management

The SSMP provides the details associated with the Safety and Security Section in the PMP. As a point of correlation between the PMP and specific safety and security certification documents, this plan provides organization and direction to safety and security details incorporated in other plans and procedures. It provides explanatory commentary showing how the safety and security disciplines are integrated into project planning, design, construction, verification, training, testing, and pre-revenue operation. Guidance is provided to efficiently transition the transit system to revenue service once safety and security certification is achieved.

3.0 ASSIGNMENT OF SAFETY AND SECURITY RESPONSIBILITIES

3.1 Responsibility and Authority

The different authority levels and responsible parties for ensuring safety and security requirements are integrated into the project and that the SSMP is properly implemented is shown in Table 3.1.

Authority Levels	Responsible Party	Authority Description
Initiating Authority	• Chief Executive Officer • Board of Directors	***Initiating Authority*** comes from the project's executive leadership. This authority is typically delegated to other participants for actual execution. However, the initiating authority ensures that the safety and security effort will have personnel, resources and access to contractor or sub-contractor support. These assurances are critical to the ultimate success of the safety and security activities for the project.
Implementation Authority	• Project Managers (PM)	***Implementation Authority*** for implementing safety and security requirements ultimately rests with the PM. The PM has overall accountability for the project and its various elements, including the ultimate approval authority for safety and security activities unless stated otherwise.
Day-to-day Safety and Security Authority	• Director of Safety, Security, and Risk Management o Safety & Security Staff o Safety & Security Consultants	***Day-to-day Safety and Security Authority*** rests with the Designated Function for Safety & Security. Due to the extended time frame of most major capital projects, this authority may reside with different project personnel throughout design, construction, integrated testing and demonstration.
Advisory Authority	• Safety & Security Certification Review Committee (SSCRC) • Fire/Life Safety & Security Committee (FLSSC)	Throughout the project, ***Advisory Authority*** for safety and security rests with committees established to review the overall safety and security program, to provide technical assistance, to coordinate with external agencies, such as the fire department, city building officials, and law enforcement, and to evaluate specific activities and outcomes. For most major capital projects, advisory authority rests with the SSCRC and FLSSC

Authority Levels	Responsible Party	Authority Description
Configuration Authority	• Change Control Board • SSCRC • FLSSC	***Configuration Authority*** for the safety and security elements of the project typically rests with a committee or board charged with coordinating and evaluating requests for changes to the project's design baseline to address safety and security concerns. This committee or board works with the project's larger configuration control system to ensure that proposed changes maintain the level of safety and security designed into the system and do not introduce new hazards or vulnerabilities. This board or committee also ensures that the final safety and security Design Verification and Construction Specification Conformance Checklists reflect the correct versions of specifications, drawings and bid package materials.
Readiness Assessment Authority	• SSCRC • BRT Start-up Committee • PEER Reviews • Safety & Security Readiness Reviews	***Readiness Assessment Authority*** for safety and security elements of the project typically rests with a committee established to oversee the development and implementation of rules, procedures, plans, programs, and integrated and acceptance tests, pre-revenue demonstrations, and certification programs for operations and maintenance personnel
Certification Authority	Chief Executive Officer	***Certification Authority*** for the project rests with the grant recipient's executive leadership. Ultimately, the grant recipient's chief executive officer must receive and accept the certification and sign the project safety and security certificate that the project to be initiated into revenue service is safe and secure.

Table 3.1 Safety and Security Program Authority and Responsibility Categories

The Safety & Security staff, including its consultants will participate in all phases of this project and provide direct assistance to the Director of Safety, Security, and Risk Management who has the Designated Function for Safety & Security for both Projects A and B. *See Appendix A for LYNX safety and security organizational chart.*

3.2 Committee Structure

Several safety and security committees support the PMP, SSMP and SSCP. The functions described below may be combined. Figure 3.1 shows the organizational relationships among the project committees as it relates to their established line of authority and direct coordination requirements.

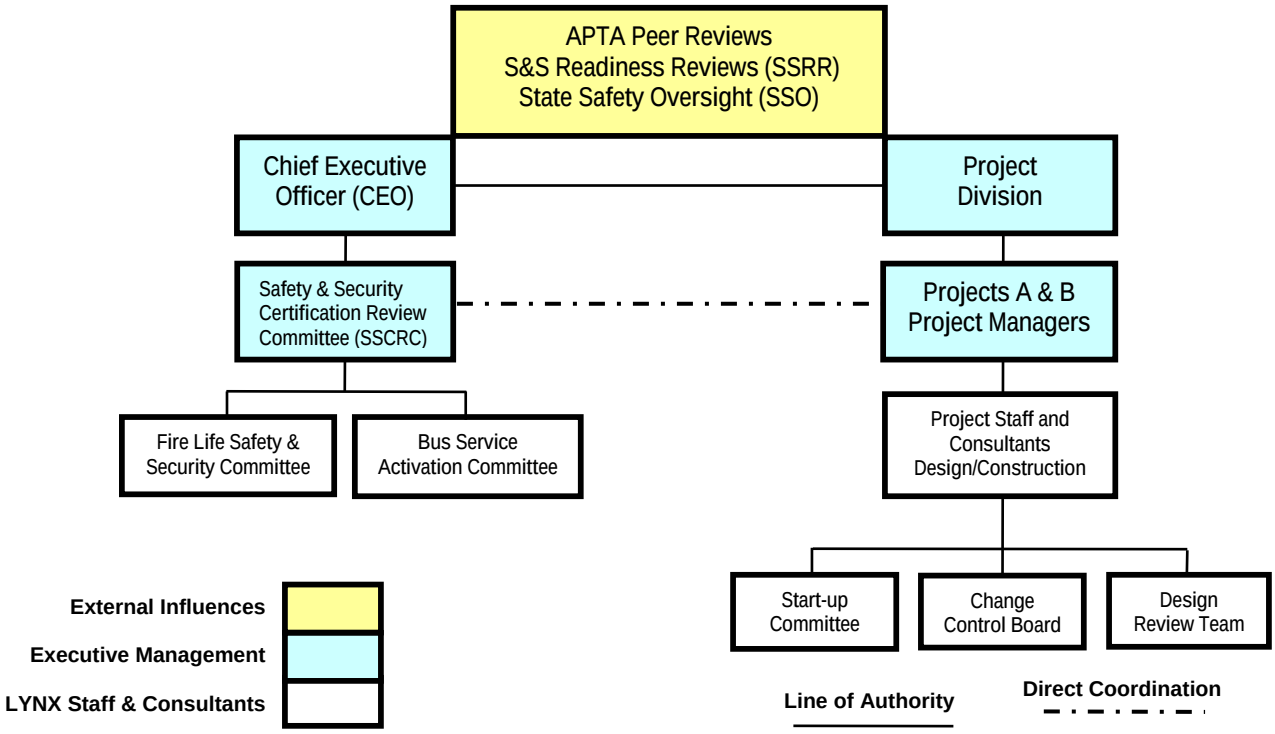


Figure 3.1 Project Committee Organizational Structure

3.2.1 Safety & Security Certification Review Committee (SSCRC)

The SSCRC reviews and approves elements of the final certification process. The SSCRC is responsible for assuring that the proper system requirements have been established, that system safety reviews have been performed at each stage of the project, and that sufficient documentation supports the review and resolution of identified deficiencies. The responsibilities of this committee include ensuring that planning and coordinating operational training, simulating revenue service conditions, and developing pre-revenue plans, rules, and procedures for revenue service are done. Prior to revenue service, the SSCRC reviews procedures, manuals, and other documents that form the basis for certifying compliance to safety and security requirements for systems and fixed facilities. The SSCRC may also be responsible for review and concurrence of proposed changes and/or revisions to the project design. The organization, responsibilities, and function of the SSCRC are fully described in the Projects SSCP.

3.2.2 Fire/Life Safety & Security Committee (FLSSC)

The FLSSC serves as a liaison between LYNX, police and fire jurisdictions, and emergency response agencies. The FLSSC is comprised of local fire jurisdictions, local emergency response agencies, transit operations, safety and security, Project Team

representatives, along with LYNX management. The FLSSC reviews standards and safety-related designs and tests to verify fire-life safety code and regulation compliance. In addition, the FLSSC addresses preparedness issues and reviews variances. Emergency response readiness drills are coordinated through this committee. The organization, responsibilities, and function of the FLSSC are fully described in the SSCP.

3.2.3 Design Review Team.

The Design Review Team consists of LYNX Project Team, Design Managers, Quality Assurance personnel, Safety & Security, key LYNX staff, and other third parties as appropriate. The Design Review Team provides milestone reviews in accordance with the procedures delineated in this section. Design documentation such as criteria, specifications, drawings, etc. is reviewed, in addition to other project documentation, where a formal review record is desired. The procedures for this committee are specific and intended for use during all reviews. However, recognizing each design effort may have constraints that prevent total use of all aspects of the procedures, the objective of the procedures are to:

- Provide affected parties an opportunity to review applicable data, specifications, and drawings and ensure responses to all comments presented;
- Provide a record of all review comments, responses and dispositions; and track all open issues to resolution.

Where deviations from these procedures are necessary, every effort will be made to comply with the stated objectives. These procedures apply to all design efforts.

The Design Review Team conducts comprehensive reviews at major project milestones at the 30%, 65%, and 90/100% level of design.

Details of the design control and review process are contained in the PMP. The Safety & Security responsibilities of the Design Review Team are described in the project SSCP.

3.2.4 Change Control Board

The Change Control Board is a panel of key management personnel who meet as required to oversee the Change Control Process and review/approve Change Requests. The System Safety & Security responsibilities of the Change Control Board are described in the Change Control Procedures. The Projects PMP discusses the Change Control Board.

3.2.5 Bus Service Activation Committee

The Bus Service Activation Committee develops the Bus service activation plan. The group also participates in integration testing, contract acceptance and the operations turnover process. It will make recommendations regarding bus operation schedules, updating rules and procedures and ensure that all operations and maintenance staffing, training and planning tasks are complete. The Bus Service Activation Committee verifies operational readiness and participates in all emergency drills and simulations.

Safety and Security Task Responsibilities Matrix:

Project Safety and Security Tasks Legend: *P – Primarily or lead* *S – Secondary function or assistance* *A – Approval authority* *C – Comment only* *N – Non-applicable*	**CEO**	**Director of Safety, Security, and Risk**	**Safety and Security Consultant**	**Project Managers**	**Designer of Record**	**Construction Mgr**	**Construction Safety**	**Quality Manager**	**Test Manager**	**GM Bus Operations**	**Public Affairs Office**
Program Management and Control											
Establish safety and security policy statement for the SSMP and CEO's signature	P	P	S	S	N	N	N	C	N	C	N
Identify who has the Safety & Security Designated Function	P	S	N	S	N	N	N	C	N	C	N
Set safety and security policies, goals and objectives	A	P	S	A	N	N	N	C	N	C	C
Develop safety and security task list	A	A	P	A	N	N	N	C	C	C	N
Decision on Safety & Security Certification Method (self-certify or consultant)	A	P	N	A	N	N	N	C	N	C	N
Decision on Certification Budget (operational or project budget)	A	P	N	P	N	N	N	N	N	N	N
Procurement/contract of safety and security consultants (if applicable)	A	P	C	A	N	N	N	N	N	C	N
Assign roles and responsibilities for safety and security activities	A	P	S	A	C	C	C	C	C	C	C
Develop and update the Project SSMP	A	P	S	A	C	C	C	C	C	C	C
Develop and update Project Safety and Security Certification Plan (SSCP)	A	A	P	A	C	C	C	S	C	C	C
Develop Safety & Security Certification Milestone Schedule	A	A	P	A	C	C	C	S	C	C	C
Provide Certification Status Reports, Project Team	N	P	P	A	S	S	C	S	S	S	C
Establish the Safety & Security Certification Review Committee (SSCRC)	N	P	S	A	S	S	S	S	S	S	S
Establish the Fire Life Safety & Security Committee	N	P	S	A	S	S	S	S	S	S	S
Establish Change Order Board, Design/Construction	N	S	S	A	P	P	C	S	S	C	C
Establish the Bus Start-up Committee	N	S	S	P	S	S	S	S	S	S	S
Establish Bus Service Activation Committee	N	S	S	S	N	S	S	S	S	P	S
Provide assistance on safety and security issues	S	P	P	A	S	S	S	S	S	S	S
Perform program reviews and audits for safety and security activities	C	P	S	P	S	S	C	P	S	C	C
Establish system for tracking open items (hazards/vulnerabilities to resolution)	A	P	P	A	S	S	C	S	S	C	C
Conduct hazard/vulnerability analysis to assess impacts of deviations from design criteria/design standards and project technical baseline specifications	A	P	P	A	S	S	C	S	S	S	C
Design Evaluation											
Establish project concept and component list applicable to safety and security	N	A	P	A	P	S	N	S	C	C	C
Develop a listing of safety and security elements	N	A	P	A	S	C	N	S	C	C	C

Project Safety and Security Tasks Legend: *P – Primarily or lead* *S – Secondary function or assistance* *A – Approval authority* *C – Comment only* *N – Non-applicable*	**CEO**	**Director of Safety, Security, and Risk**	**Safety and Security Consultant**	**Project Managers**	**Designer of Record**	**Construction Mgr**	**Construction Safety**	**Quality Manager**	**Test Manager**	**GM Bus Operations**	**Public Affairs Office**
Identify and review codes, standards, regulations, or existing design criteria or manuals containing safety and security requirements for project	N	A	P	A	P	S	N	S	C	C	C
Develop Preliminary Hazards and Vulnerabilities List	N	A	P	A	S	C	N	S	C	C	C
Perform Preliminary Hazard Analyses (PHAs)	A	A	P	A	S	C	N	S	C	C	C
Perform Threat and Vulnerability Assessment (TVA)	A	A	P	A	S	C	N	S	C	C	C
Develop safety and security design criteria for project	A	A	P	A	P	C	N	S	C	C	C
Develop Safety & Security Certifiable Items List to support preparation of design criteria and construction specification conformance checklists	A	A	P	A	S	C	C	S	C	C	C
Perform additional safety and security analysis (as appropriate)	N	A	P	A	S	C	N	S	C	C	C
Review Preliminary Design (15%, 30%) and update CILs	N	A	P	A	S	C	N	S	C	C	C
Review Final Design (65%, 95%) and update CILs	N	A	P	A	S	C	N	S	C	C	C
Develop the Safety & Security Design Criteria Conformance Checklists per the Design Criteria Manual	N	A	P	A	S	C	N	S	C	C	C
Compliance and Verification											
Audit safety and security certification processes	A	P	S	A	S	C	N	P	C	C	N
Complete the verification of the Safety & Security Design Criteria Conformance Checklists	N	A	P	A	P	C	N	S	C	C	N
Develop the Safety & Security Construction Specification Conformance Checklists	N	A	P	A	S	C	C	S	C	C	N
Complete the verification of the Safety & Security Construction Specification Conformance Checklists	N	S	P	A	S	S	C	S	S	C	N
Issue/obtain permits and notices to support testing and pre-revenue operations	N	P	S	A	S	S	S	S	P	P	S
Document the findings of integrated testing for safety- and security-related elements	N	A	S	A	S	P	S	S	P	S	N
Verify contractor provided training classes have been provided	N	A	P	A	S	S	S	P	C	P	N
Monitor the identification and resolution of the system hazards and vulnerabilities assessment process to verify that no significant hazard is unresolved at system opening	N	P	P	A	S	S	S	S	S	P	S
Conduct project demonstration evaluation and safety and security acceptance	N	S	S	A	C	S	S	S	P	P	N
Identify and resolve restrictions, deviations and work-arounds	N	P	P	A	C	S	S	S	S	P	S
Issue final safety and security certification certificates for design verification and construction specification conformance	A	P	P	A	C	S	S	S	S	S	N

Project Safety and Security Tasks Legend: *P – Primarily or lead* *S – Secondary function or assistance* *A – Approval authority* *C – Comment only* *N – Non-applicable*	**CEO**	**Director of Safety, Security, and Risk**	**Safety and Security Consultant**	**Project Managers**	**Designer of Record**	**Construction Mgr**	**Construction Safety**	**Quality Manager**	**Test Manager**	**GM Bus Operations**	**Public Affairs Office**
Construction Safety and Security											
Establish a construction safety and security plan	N	A	C	A	C	P	P	S	C	C	S
Establish an emergency response plan for construction	A	A	C	A	C	P	P	S	C	C	N
Conduct inspections of construction operations, equipment, storage areas, and facilities	N	A	C	A	C	P	P	S	C	C	N
Note unsafe acts, unhealthy conditions, or non-secure conditions on the construction site	N	A	S	A	C	P	P	S	C	C	S
Document serious or repeated construction safety and/or security violations	N	A	C	A	C	P	P	S	C	C	S
Conduct or monitor construction incident/mishap response and investigations	N	A	C	A	C	P	P	S	C	C	S
Conduct or monitor construction mishap trend analysis and response planning	N	A	C	A	C	P	P	S	C	C	N
Provide construction safety, security and emergency response training	N	S	C	A	C	P	P	S	C	C	S
Operations Support											
Coordinate with State Safety Oversight Agency regarding requirements for safety and security plans and procedures during operations	A	P	S	S	C	C	C	C	C	P	S
Update System Safety Program Plan	A	P	S	S	C	C	C	S	C	S	N
Update System Security Plan	A	P	S	S	C	C	C	S	C	S	N
Update Emergency Response Plan	A	P	S	S	C	C	C	S	C	S	C
Update Communication Crisis Plan	A	S	S	S	C	C	C	S	C	S	P
Perform safety and security review of preliminary operations & maintenance procedures	N	P	S	C	C	C	C	S	C	P	N
Develop safety and security rules and procedures	N	P	S	S	C	C	C	S	C	P	S
Update safety and security staffing and operational safety program	A	P	S	S	C	C	C	S	C	S	S
Conduct safety incident response and investigations training	N	P	S	S	C	C	C	S	C	P	S
Conduct security incident/mishap response and investigations training	N	P	S	S	C	C	C	C	C	P	S
Perform crime pattern trending and response planning	N	P	S	S	C	C	C	C	C	P	C
Perform safety trend analysis and response planning	N	P	S	S	C	C	C	C	C	P	C
Develop and disseminate emergency safety and security procedures	N	P	S	S	C	C	C	S	C	P	S
Provide safety- and security-related training	N	P	S	A	C	C	C	C	C	P	S
APTA Peer Reviews	N	S	S	P	S	S	S	S	S	S	C
Conduct internal operational readiness reviews	A	A	P	A	C	C	C	S	P	P	S
Conduct emergency response drill or exercise	N	P	S	A	C	C	C	S	S	P	S

Project Safety and Security Tasks Legend: *P – Primarily or lead* *S – Secondary function or assistance* *A – Approval authority* *C – Comment only* *N – Non-applicable*	**CEO**	**Director of Safety, Security, and Risk**	**Safety and Security Consultant**	**Project Managers**	**Designer of Record**	**Construction Mgr**	**Construction Safety**	**Quality Manager**	**Test Manager**	**GM Bus Operations**	**Public Affairs Office**
Identify and resolve restrictions, deviations and work-arounds	N	P	S	A	C	C	C	S	P	P	S
Public outreach programs, safety and security information	A	S	S	A	S	S	S	S	S	S	P
FTA Safety & Security Readiness Reviews	A	P	S	A	S	S	S	S	S	P	C
Issue final Projects safety and security certification certificates	A	P	S	A	C	C	C	S	S	S	S
Issue Final Safety & Security Verification Report	A	P	S	A	C	C	C	S	S	S	S
Certification configuration management requirements	A	A	P	A	S	S	S	S	S	S	N

Table 3.2 Safety and Security Tasks Responsibilities Matrix

4.0 SAFETY AND SECURITY ANALYSIS

4.1 Approach to Safety and Security Analysis

Identification, categorization, and resolution of safety hazards and security vulnerabilities are addressed in the Agency's SSPP and SSP respectively. The Project SSCP primarily focuses on the specific details of hazard analysis as well as threat and vulnerability identification, management, and resolution as it relates to the project and the new operating systems and operational environments. These documents will be revised as necessary as the projects progresses.

4.2 Requirements for Safety and Security Analysis

The PMP identifies the requirement for Preliminary Hazard Analyses (PHAs) and the PHA process is discussed in detail in this document and the project SSCP. All appropriate safety and security analyses will be conducted. These may include the following: Preliminary Hazard Analysis (PHA), Subsystem Hazard Analysis, System Hazard Analysis, Failure Modes and Effects Analysis, Failure Modes Effects and Criticality Analysis, Fault Tree Analysis, Terrorism Risk Assessment, Software Safety and Security Analysis, Operations and Support Hazard Analysis, Health Hazard Assessment and others.

A Threat and Vulnerability Assessment (TVA) will be conducted for the projects and will be updated at the 65% design level and/or as needed throughout the rest of the project life cycle. The objectives of the TVA are the following:

- Provide LYNX the ability to identify critical assets and their vulnerability to threats, to develop and implement countermeasures, and to monitor and improve program effectiveness.
- Reduce potential threat incidents by a committed application of an informed management decision-making process.
- Utilize an analytical approach to consider the likelihood that a specific threat will endanger the system by implementing the eight step TVA methodology process.
- Identify activities that must be performed to reduce the risk of an attack and mitigate its consequences. This is achieved by using the results of both the TVA and the Capabilities Assessment.
- Utilize a combination of quantitative and qualitative techniques to identify security requirements, including historical analysis of past events, criminal activity, intelligence assessments, physical surveys, and expert evaluation.
- Provide security design criteria recommendations for the LYNX design criteria manual.

5.0 DEVELOPMENT OF SAFETY AND SECURITY DESIGN CRITERIA

5.1 Approach to Development of Safety and Security Design Criteria

The design review process, as it relates to safety and security, is covered in the Project Safety SSCP, Section 4.3. Direction is provided in this section to the details of the design control and review process, which is delineated in the Project PMP.

Design is an iterative process. Safety and security are addressed during project design through identification of safety and security design criteria for each certifiable element. The process of identifying safety and security certifiable elements is the first step in the certification process and is discussed in detail in the Project SSCP.

Safety and security design criteria are intended to provide guidance to the design team to support the definition of systems, sub-systems, and components, as well as the development of performance requirements, and the final specification of the engineered system. Whenever possible, reference to these systems, sub-systems, components and performance requirements are included in the procurement package for design services.

As indicated in Figure 5.1 safety and security design criteria are often generated from:

- The technical specifications from previous contracts
- Existing agency design and performance criteria
- Transit agency “lessons learned” from operating experience
- The results of the project Preliminary Hazard Analysis (PHAs)
- The results of the project Threat and Vulnerability Assessment (TVA)
- Transit industry safety and security practice and reports
- Applicable safety and security codes, standards, and regulations defined by federal, state and local agencies and standards boards and organizations

The design criteria establish the standards and principles to guide the Preliminary Engineering and Final Design of the Projects. The material contained in the design criteria provides a uniform basis for design and is expected to undergo refinement and expansion during preliminary engineering and final design. The criteria do not substitute for good engineering judgment and sound engineering practice. Since specific exceptions may apply in special cases, the designers are responsible for identifying any necessary departure from the criteria and bringing it to the attention of the Project Managers. Any changes or exceptions to the criteria are reviewed and approved in writing by LYNX prior to use in the design. Applications for a change of criteria or other questions are submitted in writing to LYNX.

The Transit Systems are designed to use proven subsystems hardware and design concepts. All of the major subsystems, such as vehicles, communications, and traffic control, are supplied by established manufacturers. These subsystems shall have a documented operating history of previous and current usage, and shall be available “off the shelf”, as far as practicable. The same requirements are applicable to spare parts. Waiver of these requirements is considered only where an alternative subsystem offers substantial technical and cost saving advantages, is in an advanced state of development, and has accumulated substantial test data under near-revenue conditions.

Codes and standards to be utilized in design of various elements of the system are delineated in each chapter of the Design Criteria Manual. Additional information concerning design control and document control can be found in the Project PMP.

Specifications evolve from the design criteria as shown in Figure 5.1. Specifications for the LYNX Projects are to be prepared in such a way as to encourage competitive bidding by established manufacturers of transportation equipment and construction contractors. Procurement and/or manufacture of the system components and equipment are based on the final designs approved by LYNX. Only service proven components, equipment, and materials that are standard products of manufacturers regularly engaged in the production of such components, equipment, and materials will be used. Materials of the highest possible quality will be used for equipment manufacture and fabrication. High grade workmanship conforming in all respects to the best manufacturing practices for transit system equipment will be provided. Comprehensive testing of all components and equipment shall be performed during the manufacturing process and upon its completion. Testing will include design and production tests.

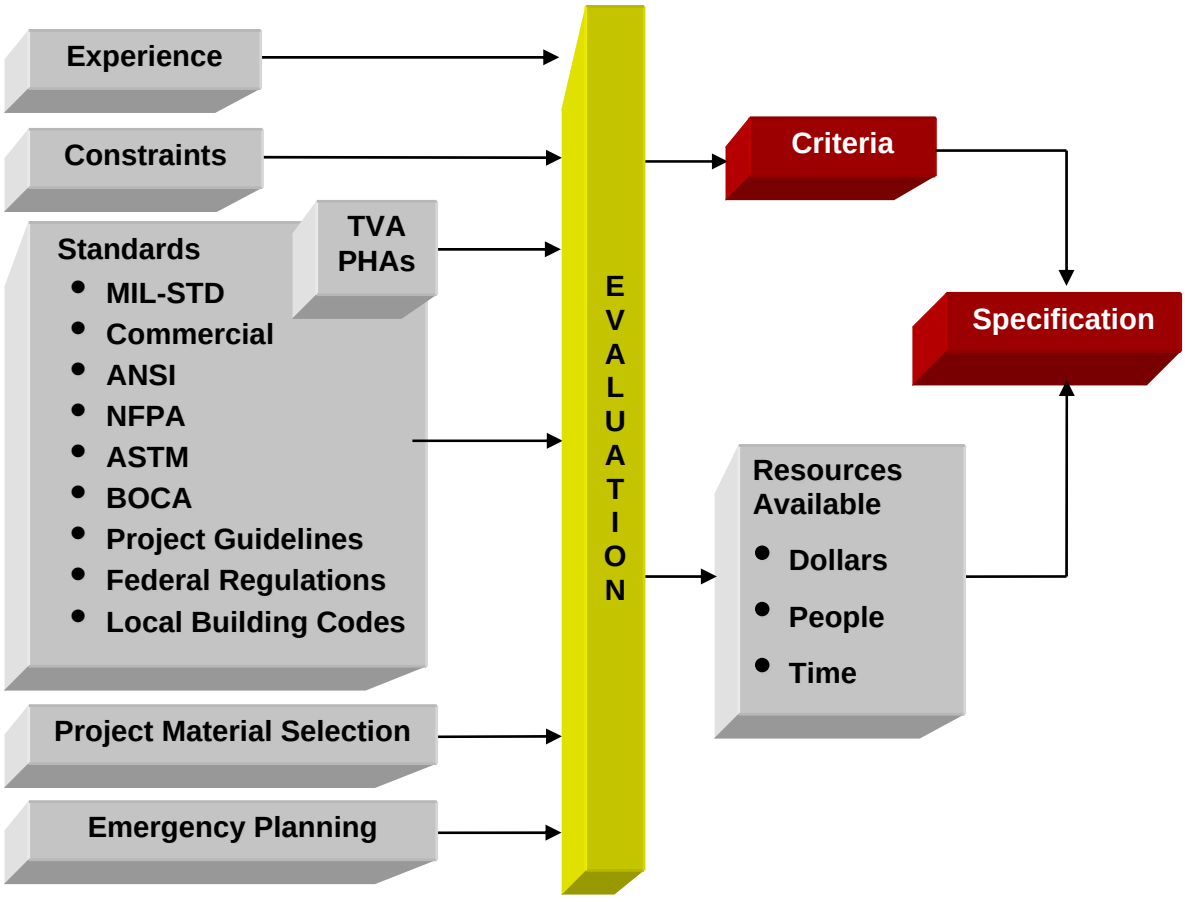


Figure 5.1 Safety and Security Specification Development Inputs

5.2 Design Reviews

LYNX conducts design reviews on all major design submittals (drawings and specifications) from the A/E consultant. This design review process includes the participation of the Project Team members, which include LYNX's Safety and Security Staff and the Safety and Security Certification Consultants. The A/E consultant prepares draft and final versions of major

deliverables for review and acceptance by LYNX. The A/E consultant and the LYNX Project Managers mutually agree on additional in-progress submissions, if needed, based on the A/E deliverable listing.

The A/E consultant makes design submittals at the 15%, 30% 65% and 90/100% design levels during the Preliminary Engineering (PE) and Final Design (FD) Phases respectively. The design review process for the LYNX Projects should following the following process:

- A design review and suspense schedule
- Design review and technical report review comment tracking forms
- A requirement for designers to make comments on the reviewer's input
- An opportunity for the reviewer to comment on the designer comments
- A resolution meeting with the Project Team and A/E on all comments not resolved or a disagreement exists

When a comment cannot be resolved, the Project Managers will make the final decision per Table 3.1 *Safety and Security Program Authority and Responsibility Categories* of this document. However, upon request of the reviewer or as determined by the Project Managers an issue may be taken to the Project Management Team for collaborative resolution and/or the Agency Executive Management Team for policy direction.

5.3 Deviations and Changes

Design Control

The A/E's Quality Control Plan will identify the interfaces between different design groups and design disciplines and identify the responsibilities for both design performance and for QA. Quality-related design activity will be controlled in accordance with the Quality Plan. Designs will be checked for adequacy and verified by an independent review, as applicable. Design changes will be controlled and documented per QC procedures. Design Packages will be subject to the QA/QC procedures described in the PMP and PQP. Each deliverable will be verified and reviewed in accordance with the applicable QA procedures, and records of these verification and reviews are to be maintained and made available for review by LYNX, Quality Assurance Section. Applicable QA/QC procedures are to be followed to ensure that the design requirements are understood and that design interfaces are being coordinated.

The Safety, Security, and Risk Management Division and Certification Consultants will utilize the design review process to monitor all design related changes and/or modifications and present design concerns to the Project status meetings and during workgroup sessions.

Construction Changes:

The Change Control procedure will be used as a guide for uniform administration of changes to construction contracts. No effort to design or undertake a change may be taken without prior approval of the Project Managers or designee.

Written change notices inform the Contractor of LYNX's intent to change contract work or other provisions, and solicit a cost and time proposal. The Resident Engineer and Construction Manager, under the oversight of the LYNX Manager of Construction, will negotiate the scope and cost of changes and prepare change orders, which incorporate the changed work and provisions in the contract.

LYNX Safety, Security, and Risk Management Division plans to have a representative attend the construction change control review board to review all changes that may affect safety and security critical systems. This review will also investigate the extent of the changes to identify any potential safety hazards and/or security vulnerabilities created by the changes. Any changes that impact safety and security critical systems or have created additional safety hazards and/or security vulnerabilities will be addressed with the Project Managers at status meetings and tracked as an open item through the Safety and Security Certification Review Committee (SSCRC).

6.0 PROCESS FOR ENSURING QUALIFIED OPERATIONS AND MAINTENANCE PERSONNEL

6.1 Operations and Maintenance Personnel Requirements

An agency staffing analysis will be performed prior to Final Design to determine if any additional operational and/or maintenance personnel are needed to support the new alignments and associated revenue vehicles. If it is determined that additional staff are needed, LYNX will review and approved these new positions for budgeting purposes, personnel actions such as the recruitment and the development of job descriptions, and organizational structure updates. The goal is to begin the recruitment process for qualified staff at least 6 months prior to the projected revenue service date to ensure there is adequate time to hire and train the new staff.

6.2 Plans, Rules and Procedures

Existing plans, rules and procedures will be revised to include the elements of the new systems, bus ways and new documents developed as the project progresses. However, the framework has already been established for the bus operations.

6.3 Training Program

The training program for the new BRT alignments takes account for both internal and external training requirements. This includes training new and existing LYNX personnel on the new alignments in form of receiving contractor-provided training on the new equipment, facilities, busses, and systems. The LYNX internal training program is operational-based and is geared toward bus operations (plans, rules and procedures) and emergency management. This includes training emergency responders on the new alignment, safety, and security requirements.

The following are the types of training requirements projected for new hired personnel and existing LYNX employees prior to revenue service. Some external training opportunities from the Federal Government are also identified.

- Bus Transportation Training
  - Bus Operator
  - Fire/Police/EMS, New Stations and Bus Familiarization Training
- Agency Emergency Management
- Plans, Rules and Procedures
- Contractor Provided Training
  - Busses, Operator and Mechanic Education
    - Communication Systems
  - Fare Collection, Maintenance
  - Stations, Maintenance and Mechanical
- Federal Government Training Courses
  - "FLETC, Land Transportation Anti-Terrorism"
  - "Homeland Security, Anti-Terrorism"
- Transportation Safety Institute (TSI)

- Transit System Security (TSS)
- Transit Bus System Safety (TRSS)
- Transit Bus Incident Investigation
- Advanced Bus Incident Investigation
- Transit System Security: Design Review
- Crime Prevention Through Environmental Design (CPTED)
- Effectively Managing Transit Emergencies (EMTE)

6.4 Emergency Preparedness

LYNX has an excellent working relationship with local emergency response agencies. This includes the Orlando Police Department, Orlando Fire Department, MEDIC, Orlando Emergency Management and other emergency agencies from surrounding jurisdictions.

As the BRT Projects progress toward completion, emergency preparedness exercises will be scheduled through the FLSSC to test the response of the system. It is estimated that approximately 2 exercises will be scheduled during the last 12 months of construction. These exercises will likely include one tabletop exercise and one full-scale exercise. At the conclusion of each exercise, a “hotwash” will be held and an After Action Report (AAR) produced. The AAR will be shared with all responding agencies and discussed at the SSCRC and FLSSC meetings to track and address the findings and recommendations presented in the report.

6.5 Public Awareness

LYNX has already established a strong public awareness program with the community. LYNX will continue to make safety and security public awareness a priority throughout the development of the new BRT projects and the program will be further developed to support these projects.

7.0 SAFETY AND SECURITY VERIFICATION PROCESS

7.1 Design Criteria Verification Process

The process for verifying conformance with the specified safety and security requirements is delineated in the Project SSCP. The process encompasses design, equipment and materials procurement, construction, testing/inspection and start-up phases, as well as formal safety certification to enter revenue service.

LYNX Safety & Security and Safety & Security Consultants, reporting to the LYNX Director of Safety, Security, and Risk Management will participate in preliminary engineering design reviews to ensure safety and security codes and standards are incorporated into the project design. Elements and sub elements requiring safety and security certification will be identified, tracked and verified through the project life cycles. A detailed safety and security design verification process including preparation of project contract Certifiable Items Lists (CIL) will be completed.

The LYNX Safety & Security and Certification Consultants will be responsible for ensuring that safety and security codes and standards are incorporated into the project design and carried through construction and operational readiness. This process is detailed in the Project SSCP and will be amended to begin Safety and Security Design Verification early in the project.

7.2 Construction Specification Conformance Process

Specification conformance establishes a formal process verifying that all safety and security-related specification and contract document requirements are satisfied in design, construction, and testing. Many of the safety and security requirements in the specifications take the form of specific deliverables, such as manuals, hazard analyses, reports, approved contract submittals, factory test procedures and results, and inspection reports. However, other safety requirements may not take the form of specific contractor or in-house deliverable documents, but still require verification. Compliance with these types of safety and security-related requirements are subject to verification during design reviews, audits, inspections and tests.

The methodology utilized by this process is three-fold:

- Verify the design phase.
- Verify the installation & test phase.
- Final verification phase (verify that all the documentation is complete and filed).

7.2.1 Verify the Design Phase

Sign-off by the responsible design manager certifies:

- The design conforms to the referenced, pre-established codes, standards, and criteria, and these have been properly incorporated into the specifications.
- Changes to the established design configuration meet code and regulatory compliance.
- Identified safety, security, and other issues are resolved or are being tracked as open items.

7.2.2 Verify the Installation & Test Phase

Ensure the installation is properly documented. For certain elements, this would be verified by design. For example, the construction of a boarding platform canopy has been constructed as designed. Then it is certified to withstand the given wind load. Some installations such as fire rated openings can only be verified by a visual inspection. The CIL will note the need for visual inspection and be used to verify safety and security requirements, which cannot be otherwise verified.

Additionally, test procedures are to be approved prior to testing. Then, the testing is verified as meeting the requirements per the procedures. The mitigation/control of hazards listed in the CIL needs to be verified during the test phase.

Sign-off by the responsible design/construction/installation/test manager certifies:

- The as-built configuration contains the safety-related requirements identified in the applicable specifications and other contract documents. The as-built drawings are usually listed as a separate item in the CIL, and for facilities, etc, are completed after start of revenue service.

7.2.3 Final Verification Phase

The LYNX safety and security staff or certification consultant will review the documentation to ensure its accuracy and completeness. If test results indicate the need for further testing, a test plan and procedures will be developed and followed. The safety and security staff or consultant will also review the construction package CILs, which are formatted as the specification conformance checklist to accomplish this requirement.

7.3 Testing/Inspection Verification

Testing/Inspection Verification will be conducted similar to the process described in the Project SSCP in the following Sections:

- Section 4.6 Monitor and Verify System Tests
- Section 4.8 Monitor and Verify Systems Integration Test
- Section 4.11 Configuration Management.

7.4 Hazard and Vulnerability Resolution Verification

LYNX will continue to follow the hazard resolution verification process and the threat and vulnerability resolution process described in the Project SSCP in Hazard Management, Section 5.0, and Threat and Vulnerability Management, Section 6.0.

The system safety and security discipline manages hazards and vulnerabilities throughout the life cycle of a project, program, or activity through a committed approach to risk management, where:

- Hazard is a condition or circumstance that could lead to an unplanned or undesired event.

- Vulnerability is a characteristic of the system that increases the probability of occurrence of a security incident.
- Risk is an expression of the impact of an undesired event or security incident in terms of severity and likelihood.

7.5 Operational Readiness Verification

Pre-revenue demonstration tests will be performed by LYNX bus operations verifying the functional capability and operational readiness prior to revenue service. In addition, walk-through inspections of completed stations, dedicated bus corridors, and buses will be performed to determine that safety and security requirements have been incorporated into the construction of the BRT Projects

During the pre-revenue phase of the system, the procedures and plans are tested for effectiveness under simulated operating conditions for normal, abnormal, and emergency situations. Verification for these activities will be established by signatures of the appropriate officials or employees on all procedures, rulebooks, and training necessary to support operation and maintenance of the system. The operating and maintenance procedures and plans will be judged as meeting the verification requirements or are recommended for modification. A final "walk-through inspection" of completed facilities and systems will be performed in this step.

7.5.1 Activities

Operational readiness includes activities to verify the following:

- Applicable operations, maintenance, and emergency rules, procedures, and plans have been developed, reviewed, and implemented.
- Manuals, showing how to operate and maintain systems equipment and facilities, have been developed, reviewed, approved, and accepted by the project team.
- Required safety/security-related training for operations and maintenance personnel has been developed, performed, and successfully completed by all personnel.
- Required emergency training has been developed, performed, and successfully completed by all personnel, including public safety personnel as appropriate.

7.5.2 Training Programs

As part of the verification process, the training programs and documents that support the applicable certifiable elements are evaluated to determine their adequacy. The certification process verifies that:

- Training is adequate and incorporates safety features of the system for normal, abnormal and emergency conditions.
- Caution and warning notes are incorporated into operations and maintenance manuals.

7.5.3 Emergency Drills

Prior to start of revenue service, simulated emergency drills will be performed at selected sites. The drills are certified to verify the adequacy of emergency response plans and procedures and assure that outside emergency response personnel are prepared to adequately respond to emergencies at LYNX's new assets. Emergency drills are developed and conducted to:

- Familiarize and train response personnel in emergency procedures.

- Evaluate response procedures.
- Identify improvements to response procedures before a real emergency occurs.
- Maintain an adequate level of preparation for a possible emergency.

7.6 Safety and Security Certification Requirements

LYNX will follow the Safety and Security Certification process described in the Project SSCP, Section 4.11. The Project A and B overall Safety and Security Certificates will be issued after all required supporting certification documents are completed and accepted by the SSCRC. These documents include the following:

- The Safety & Security CILs (verified by LYNX Safety & Security staff and the safety and security certification consultants)
- Construction submittals
- Specification and design criteria conformance checklists
- Construction packages safety and security certificates
- Supporting elements certificate of compliance
- Interim operational permits, as required
- Project overall Safety and Security Certificate and Final Verification Report

Even though all the documentation may not be available in time for revenue service, the safety impact of this documentation will be assessed and mitigation or operating restrictions will be implemented where unacceptable hazards are identified.

8.0 CONSTRUCTION SAFETY AND SECURITY

8.1 Construction Safety and Security Program Elements

Construction Safety Program

Construction safety management requirements are incorporated into the specifications for contractors bidding for the construction contracts. The guidelines are intended to provide awareness of potential hazardous items and to minimize the risk of exposure to hazards that may be present during the course of construction.

Under the Occupational Safety and Health Act, as administered and enforced by the Occupational Safety & Health Administration (OSHA), each employer or contractor must provide employees with a safe and healthy work environment and provide employees with the necessary training and personal protective equipment. Relative to safety training and education, contractors and subcontractors must comply with OSHA 1926.21, which states "the employer shall instruct each employee in the recognition and avoidance of unsafe conditions and the regulations applicable to his work environment to control or eliminate any hazards or other exposure to illness or injury". To achieve a safe work environment during construction of the proposed Projects, contractors, subcontractors, and LYNX have certain responsibilities.

Project specific Construction Safety Program goals are as follows:

- Prevent personal injuries and property damage
- Achieve greater efficiency
- Reduce direct and indirect costs.

To accomplish these set Safety Program goals the Contractors are required to submit site safety plans for approval by the Construction Manager and LYNX Safety and Security Staff and have a designated safety officer. Close adherence to the Construction Safety and Health Program will eliminate unsafe working conditions, reduce lost time due to injury, increase productivity, and reduce insurance costs.

The Contractor will be required to prepare and submit a Construction Safety Inspection Report whenever a significant safety violation is observed or when minor violations of a repetitive nature are observed. Even if no violations occur during a given week, the Contractor must file a report.

Construction Security Program

Construction security management requirements are incorporated into the specifications for contractors bidding for the construction contracts.

Project specific Construction Security Program goals are as follows:

- Provide a safe and secured environment for construction workers
- Protect and secure equipment and building materials
- Reduce direct and indirect costs.

To accomplish these set Security Program goals the Contractors are required to submit site security plans for approval by the Construction Managers and LYNX Safety and Security Staff, and to designate the party within the organization that is responsible for security oversight responsibility. Although construction contractors are responsible for security at their worksite, security breaches will be reported to the Safety & Security staff and Director of Safety, Security, and Risk Management, within 24 hours of occurrence.

Specific threats and potential vulnerabilities that need to be addressed in the contractor's site security plan should include the following:

- Potential Vulnerabilities:
  - Inadequate lighting on the construction site
  - Unrestricted access onto the construction site, on foot or by vehicle
  - Equipment, tools, and construction material not secured
  - Vegetation, equipment, and/or building materials blocking clear lines of site onto construction site
  - No access control and/or intrusion detection alarms for construction trailers
  - Un-lockable gates and fence systems
  - No physical security on site
- Potential Threats to Consider:
  - Robbery
  - Aggravated Assault
  - Burglary
  - Theft, Building Materials
  - Motor Vehicle/Equipment Thief
  - Vandalism
  - Drug Abuse Violations
  - Drunkenness
  - Trespassing
  - Graffiti
  - Vagrancy (Homeless)

Owner Controlled Insurance Program

LYNNX will utilize an Owner Controlled Insurance Program (OCIP) for all contracts except Demolition and Site Preparation. Details of the OCIP are contained in the PMP, Section 15. Under the OCIP, LYNX purchases most of the insurance coverage for all the project contracts on a blanket basis. The coverage is available for the benefit of LYNX. Coverage's included in the OCIP are:

- General Liability
- Workers Compensation and Employers' Liability
- Umbrella or Excess Liability.

The OCIP does not include:

- Automobile Liability
- Contractors' Equipment
- Surety Bonds.

LYNX will also provide Risk Insurance and Protective Liability Insurance for all project contracts.

8.2 Construction Phase Safety Hazard and Vulnerability Analysis

The construction contractor will perform both a safety and threat vulnerability analysis of the construction site to include the immediate area to identify the potential criminal activities that may impact the construction site. These analyses will provide the justification for sound safety practices per OSHA requirements and needed security countermeasures to address the potential vulnerabilities and threats identified in 8.1 Construction Safety and Security Program Elements.

LYNX Safety, Security and Risk Management Division along with Construction Management will perform periodic audits of the construction sites; however, job site safety and security is the responsibility of the safety and security officers identified in the site safety and security plans. Hazards and vulnerabilities identified during an audit will be brought to the attention of the Construction Manager and Project Manager for dissemination to the contractor. Serious infractions will be immediately brought to the attention of the site safety and/or security officer and superintendent with notice to the Project Manager and appropriate staff necessary to abate the violation.

8.3 Safety and Security Incentives

Safety and security incentives will not be offered by LYNX for this project and are the responsibility of the individual contractors.

9.0 REQUIREMENTS FOR STATE SAFETY OVERSIGHT(SSO) PROGRAM

9.1 Activities

LYNX Safety, Security, and Risk Management Division maintain open communications with the Florida Department of Transportation (FDOT). LYNX is in full compliance with the Florida Administrative Code (FAC) 14-90, specifically with Section 14-90.004 titled "*Bus Transit System Operational Standards"* that outlines the requirements for agency System Safety Program Plan (SSPP) and System Security Plan (SSP).

9.2 Implementation Schedule

Since the FAC 14-90 is fully integrated into agency operations, LYNX undergoes a triennial review by the state. In addition, an implementation schedule for any necessary modifications of the LYNX SSPP and SSP will be provided as needed as the two BRT projects progresses. These updates to the SSP and SSPP to reflect the new systems are typically scheduled to occur 6-8 months prior to going into revenue service with the new bus alignments.

Personnel from LYNX Safety, Security, and Risk Management Division regularly participate in the State and FTA sponsored annual State Safety Oversight Conferences.

9.3 Coordination Process

The coordination efforts between LYNX and FDOT is ongoing with scheduled meetings, teleconferences as needed, E-mail traffic, official correspondence, and planned state level conferences.

10.0 FEDERAL RAILROAD ADMINISTRATION (FRA) COORDINATION

10.1 Activities:

No set FRA coordination or shared right-of-way (ROW) waivers apply to these two BRT projects. The BRT alignment will cross FRA rail crossings which are regulated by the Manual on Uniform Traffic Control Devices (MUTCD) and the City of Orlando Department of Transportation.

10.2 Implementation Schedule: N/A

10.3 Coordination Process: N/A

11.0 DEPARTMENT OF HOMELAND SECURITY (DHS) COORDINATION

11.1 Activities

LYNX has established a strong working relationship with Department of Homeland Security (DHS), Transportation Security Administration (TSA), and the Office of Grants and Training. LYNX is currently in full compliance with all Presidential Directives effecting transit security and 49CFR Part 1580. LYNX has:

- Identified a Security Coordinator and Alternate Security Coordinator
- Developed a System Security Plan (SSP), Security and Emergency Preparedness Plan (SEPP), and an Emergency Response Plan (ERP)
- Provided training to designated staff in the National Incident Management System (NIMS), Incident Command System (ICS) and security awareness to all LYNX employees thru the DHS/TSA grant funding programs
- Participated with the City of Orlando Emergency Management group to help protect county infrastructure through the implementation of partnering exercises and working meetings
- Participated in an agency wide DHS/TSA Security Base Risk Assessment (BASE) with a recent follow-up BASE

LYNX typically hosts two or three FTA Sponsored Transportation Safety Institute (TSI) training courses, including those geared toward System Safety, System Security and managing transit emergencies. These training classes have been instrumental in training LYNX employees in areas such as emergency management, security awareness and hazard identification.

LYNX will continue its commitment and dedication to protecting the transit system and service area infrastructures. To accomplish this, LYNX has made a strong financial and programmatic commitment to implement the safety and security requirement detailed in FAC 14-90.

11.2 Implementation Schedule

LYNX will:

- Continue to participate in the June and December Transit Safety and Security Roundtables
- Meet regularly with TSA Surface Transportation Inspectors
- Conduct training with TSA Surface Transportation Inspectors
- Assist TSA with its security activities and apply for DHS/TSA grand funding programs

11.3 Coordination Process

TSA and LYNX routinely communicate via telephone/e-mail and participate in exercises and training activities together. Both agencies expect this relationship to continue throughout and beyond the BRT Projects.

The LYNX primary contact with TSA is the Region's Lead Surface Transportation Inspector.

Glossary

Acceptance Tests: Procedures designed to evaluate correct performance of that subsystem's components in a static environment. These tests are usually performed prior to integrated testing.

Baseline Documents: Drawings, specifications, standards, design criteria, definitions, and program plans which define the project form, fit, and functional requirements, as well as any other contract or management documents designated as subject to documentation controls.

Certifiable Items List (CIL): The listing of Category I (Catastrophic), and Category II (Critical), hazards. This list is usually compiled from all hazards identified in analysis and hazards identified from sources other than analysis. It is used to track resolution of all identified hazards.

Closed-loop: The principle of system safety feedback in which the response of validated safety data inputs into the system are compared with original assumptions and analyses and feedback into design, construction, procurement, and operations to provide "lessons learned" into active processes.

Configuration Management: Formal process instituted to control the documentation of the design, evaluation, acceptance, operation and maintenance of a project.

Configuration Management Log Sheet: Record of all activities pertaining to deviation requests for baseline documents.

Corrective Action: A documented design, process, procedure, or materials change implemented and validated to correct the cause of failure or design deficiency.

Criticality: A relative measure of the consequences of a hazard and its frequency of occurrences.

Detection Mechanism: The means or methods by which a failure can be discovered by an operator under normal system operation or can be discovered by the maintenance crew by some diagnostic action.

Fault Tree Analysis: A deductive analysis procedure that graphically presents undesired events to determine possible causes of that event.

Implementation Authority: This authority for implementing safety and security requirements ultimately rests with the Program Manager (PM). The PM has overall accountability for the project and its various elements, including safety and security.

Initiating Authority: This authority comes from the project's executive leadership. This authority is typically delegated to other participants for actual execution. However, the initiating authority ensures that the safety and security effort will have personnel, resources and access to contractor or sub-contractor support. These assurances are critical to the ultimate success of the safety and security activities for the project.

Integration Test: A test performed to demonstrate that a system or systems function satisfactorily when connected to interfacing systems.

Operating Hazard Analysis (OHA): Identifies and evaluates hazards resulting from the

implementation of operations or tasks performed by persons, considering: operation, test, maintenance, repair, transportation, handling, equipment, or removal of the system.

Preliminary Hazard Analysis (PHA): An inductive analysis performed to obtain an initial risk assessment of a concept or system.

Risk: An expression of possible loss over a specific period of time or number of operational cycles. It may be indicated in terms of hazard severity and probability. Risk (residual): The risk remaining after hazard controls have been applied.

Safety Certification: The process of verifying that safety-related requirements are incorporated into a transit system, thereby demonstrating that it is operationally ready for revenue service and safe for passengers, employees, emergency responders, and the general public.

Safety Design Criteria: An organized listing of safety codes, regulations, rules, design procedures, standards, recommended practices, handbooks and manuals prepared to provide guidance to project designers in the development of technical specifications that meet minimum safety parameters.

Single Failure Point: The failure of an item, which would result in failure of the system, and is not compensated for by redundancy or alternative operational procedure

System Safety Engineering: An engineering discipline requiring specialized professional knowledge and skills in applying scientific and engineering principles, criteria, and techniques to identify and eliminate hazards, or reduce the risk associated with hazards.

System Safety Management: An element of management that defines the system safety program requirements and ensures the planning, implementation and accomplishment of system safety tasks and activities consistent with the overall program requirements.

System Safety Program: The combined tasks and activities of system safety management and system safety engineering that enhance operational effectiveness by satisfying the system safety requirements in a timely, cost-effective manner throughout all phases of the system life cycle.

System Safety Program Plan: A description of the planned methods to be used by the contractor to implement the tailored requirements of this standard, including organizational responsibilities, resources, methods of accomplishment, milestones depth of effort, and integration with other program engineering and management activities and related systems.

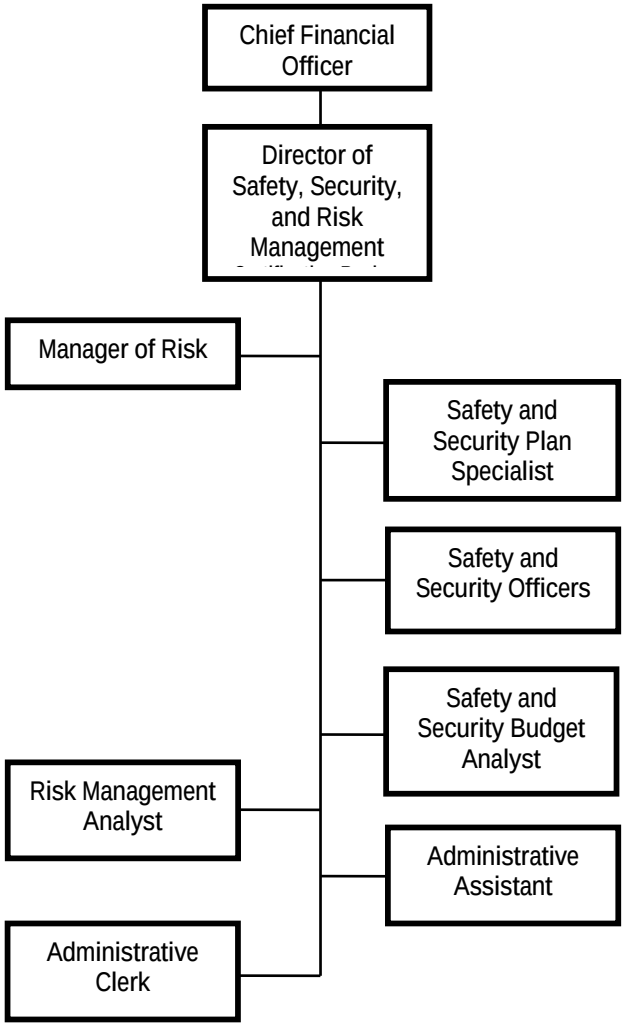
System Security Management: An element of management that defines the system security requirements and ensures the planning, implementation, and accomplishments of system security tasks and activities.

System Security Program: The combined tasks and activities of system security management and system security analysis that enhance operational effectiveness by satisfying the security requirements in a timely and cost-effective manner through all phases of a system life cycle.

Threat Probability: The probability a threat will occur during the plan's life. Threat probability may be expressed in quantitative or qualitative terms. An example of a threat-probability ranking system is as follows: (a) frequent, (b) probable, (c) occasional, (d) remote, (e) improbable, and (f) impossible.

Threat Resolution: The analysis and subsequent action taken to reduce the risks associated with an identified threat to the lowest practical level.

APPENDIX A
LYNX SAFETY, SECURITY, AND RISK MANAGEMENT ORGANIZATIONAL CHART



Safety, Security, and Risk Management Division

Consent Agenda Item #6.D. vii

To: **LYNX Board of Directors**

From: **Edward Johnson**
GENERAL MANAGER
Donna Tefertiller
(Technical Contact)

Phone: **407.841.2279 ext: 6058**

Item Name: **Miscellaneous**
Confirmation of the Appointment of Baunie McConnell to the Position of Director of Risk Management & Safety

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' confirmation of the appointment of Baunie McConnell to the position of Director of Risk Management and Safety.

BACKGROUND:

In January 2003 the Governing Board adopted amendments to Administrative Rules 1 & 2 pertaining to the appointment of Executive Officers. The amendment defines "Executive Officer" positions as: Assistant Executive Directors; each Department Director, the Department Deputy Director, the executive Manager of Government Affairs, and any other officer serving in a position designated by the Board as an Executive Officer position. The amendment states that individuals appointed to an "Executive Officer" position by the Chief Executive Officer are subject to the approval of the Board.

Consent Agenda Item #6.D. viii

To: **LYNX Board of Directors**

From: **Edward Johnson**
GENERAL MANAGER
Donna Tefertiller
(Technical Contact)

Phone: **407.841.2279 ext: 6058**

Item Name: **Miscellaneous**
Confirmation of the Appointment of Bernard Guida to the Position of Director of Procurement

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' confirmation of the appointment of Bernard Guida to the position of Director of Procurement.

BACKGROUND:

In January 2003 the Governing Board adopted amendments to Administrative Rules 1 & 2 pertaining to the appointment of Executive Officers. The amendment defines "Executive Officer" positions as: Assistant Executive Directors; each Department Director, the Department Deputy Director, the executive Manager of Government Affairs, and any other officer serving in a position designated by the Board as an Executive Officer position. The amendment states that individuals appointed to an "Executive Officer" position by the Chief Executive Officer are subject to the approval of the Board.

Work Session Item #7.A

To: **LYNX Board of Directors**

From: **Kathy Clary**
DIRECTOR OF COMMUNICATIONS
Matthew Friedman
(Technical Contact)

Phone: **407.841.2279 ext: 6161**

Item Name: **Discussion to Rename PickUpLine to NeighborLink**

Date: **1/26/2012**

In an effort to better connect with the community LYNX serves, the agency would like to rename the PickUpLine with NeighborLink. Along with the name change, a new look is being proposed on the 14 new vehicles with a fresh exterior paint design of silver, black and pink; or silver, blue and green. The vehicles also will have updated upholstery. The new vehicles are expected to arrive in mid-January. LYNX' Body Shop will be tasked with painting the vehicles. LYNX' Communications staff will develop a communications plan to introduce the renaming of the service.

Additionally, the color palate for this year's bus fleet will consist of: green, orange, red, blue and pink.

Renaming the PickUpLine

LYNX Board of Directors Meeting
Work Session

Kathy Shaw Clary
January 26, 2012

Renaming the PickUpLine

Renaming the PickUpLine

New Buses Colors

Work Session Item #7.B

To: **LYNX Board of Directors**

From: **Lisa Darnall**
CHIEF OPERATING OFFICER
Lisa Darnall
(Technical Contact)

Phone: **407.841.2279 ext: 6036**

Item Name: **Official Signing of Labor Agreement between LYNX and Amalgamated Transit Union (ATU) Local 1749**

Date: **1/26/2012**

ACTION REQUESTED:

Staff is requesting the Board of Directors' Chairman officially sign into effect the Labor Agreement between LYNX and Amalgamated Transit Union (ATU) Local 1749.

BACKGROUND:

At the November 2011 Board meeting, the Board of Directors approved the labor contract between LYNX and ATU Local 1749, effective November 10, 2011 through September 30, 2014.

Information Item A: Discussion Item

To: **LYNX Board of Directors**

From: **Lisa Darnall**
CHIEF OPERATING OFFICER
William Hearndon
(Technical Contact)

Phone: **407.841.2279 ext: 6036**

Item Name: **Discussion Item**
Overview of Paratransit Services

Date: **1/26/2012**

LYNX' paratransit services contract transitions took place in October 2011, with MV Transportation (MV) providing all reservations and core services (Monday to Saturday, 4:00 A.M. to 6:00 P.M.) and Transportation America (TA) providing non-core services (Monday to Saturday, 6:00 P.M. to 4:00 A.M. and all day on Sunday).

The program, called ACCESS LYNX, experienced challenges during the transition that had a domino effect on the quality of service our customers experienced. There were issues with the movement of our telephone lines; inability to communicate with vehicles electronically through the onboard Mobile Data Terminals; telephone queuing, programming, and forwarding; and new drivers and route changes.

Throughout the transition, LYNX met frequently with our contracted providers to ensure that they were aware of LYNX' expectations for our customers and to provide guidance and support where possible. During this time, everyone involved – LYNX, MV, and TA – worked cooperatively to resolve the issues and increase the quality of service as we move the ACCESS LYNX program forward under the new contracts.

While there continues to be some areas of concern as you will see in the performance statistics listed below, we continue to meet with our contractors to address outstanding issues.

Performance statistics for the transition period are as follows:

Trips Provided

Month	MV Transportation	Transportation America	System Wide
October 2011	44,373 (95.8%)	1,938 (4.2%)	46,311
November 2011	42,553 (93.4%)	3,031 (6.6%)	45,584
December 2011	41,434 (93.6%)	2,838 (6.4%)	44,272

On-Time Performance

(Goal of no less than 92%)

Month	MV Transportation	Transportation American	System Wide
October 2011	82.49%	61.40%	81.61%
November 2011	88.04%	79.25%	87.45%
December 2011	91.94%	84.32%	91.45%

Missed Trips

(Goal of no more than 0.3%)

Month	MV Transportation	Transportation America	System Wide
October 2011	339	Data Not Properly Coded	339
November 2011	182	25	207
December 2011	102	34	136

For December 2011

- MV's Missed Trips per 1,000 = 2.73 (0.273%)
- TA's Missed Trips per 1,000 = 11.98 (1.198%)

Customer Concerns

(Goal of less than 3 valid complaints per 1,000 trips provided)

Month	MV Transportation	Transportation America	System Wide
October 2011	Not Researched	Not Researched	384
November 2011	Not Researched	Not Researched	305
December 2011*	129 (81.6%)	29 (18.4%)	158

December 2011

- MV's Customer Concerns per 1,000 Trips = 3.1
- TA's Customer Concerns per 1,000 Trips = 10.2

Call Hold Times

(Goal of less than 2 minutes)

Month	MV Transportation	Transportation America
October 2011	5:02	2:38
November 2011	4:00	2:42
December 2011	1:42	0:56

Monthly Report A: Financial Reports

To: **LYNX Board of Directors**

From: **Blanche Sherman**
DIRECTOR OF FINANCE
Blanche Sherman
(Technical Contact)

Phone: **407.841.2279 ext: 6100**

Item Name: **Monthly Financial Reports - December 31, 2011**

Date: **1/26/2012**

Please find attached the monthly financial report for the three months ending December 31, 2011. LYNX' Statement of Revenues, Expenses, and Changes in Net Assets (Operating Statement) for the three months ending December 31, 2011 reflect total revenue earned in the amount of $28,569,334 and total expenses incurred in the amount of $27,136,731 resulting in a net operating profit of $1,432,603.

- Fixed route, Vanpool, and Pick-Up Line services resulted in an operating profit of $1,450,819 for the three months of the fiscal year.
- Paratransit services resulted in an operating loss of $(18,216) for the three months of the fiscal year.

Fixed Route Operations:

The year-to-date Operating Revenues are higher than the budget at 113%. Customer fares are at 127% of the budgeted amount year-to-date, and are 23% above the budget amount for the month of December. LYNX ridership continues to increase into the new fiscal year. Ridership is up by 8.7% year-over-year as of December 31, 2011. If this trend continues, LYNX ridership will reflect a greater increase for the new fiscal year.

LYNX has experienced a decrease in advertising revenue for the month of December 2011. As such, LYNX' advertising revenue year-to-date is slightly lower than anticipated. Actual revenues through December 2011 for advertising on buses, shelters, and in-kind (trade) transactions are $219,366, $13,225, and $-0-, respectively. The Advertising sales' staff continues to actively seek new clients and work with existing clients to offer an attractive and affordable advertising program. In addition, LYNX has entered into a new contract with Direct Media, Incorporated, with an effective date of January 1, 2012, to further enhance LYNX' advertising program and to increase the advertising revenue stream.

In an attempt to stabilize fuel cost in the future, LYNX staff entered into a fuel hedging arrangement with Merrill Lynch Commodities, Incorporated. During the month of December

2011, LYNX locked in eighty-four percent (84%) of the total monthly purchases, resulting in cap (LYNX locked) prices higher than the future (float) prices. At this time, we are 3% above the budget as of December 31, 2011, primarily due to higher than anticipated fuel consumptions for LYNX' Pick-Up Line services. Also, the price of diesel fuel purchased for the Osceola Satellite Facility is slightly higher than budgeted. In the month of December, LYNX paid an average net price of $3.00 (net) per gallon for diesel fuel and $2.72 (net) per gallon for bio-diesel, plus fuel hedging losses which is effectively lower than the budgeted price of $3.17 (net). The national diesel fuel price for the month of December 2011 was $3.54 (net), which is an indication of continued increases in the price of fuel for LYNX throughout the year. We are currently $98,062 over the budget for the fiscal year.

LYNX' staff proactively seeks ways to maximize operational efficiencies and improve services. As a result, fixed route operating expenses for salaries, wages, and fringe benefits are under budget due to various vacancies, and less vacation, sick, and holiday pay than anticipated as of December 31, 2011. In addition, expenses related to materials and supplies, security and contact maintenance services, leases, and other miscellaneous expenses are less than budgeted.

Professional services related to various planning projects and the "Public Awareness and Multidiscipline Training", "Fast Track Training", and other training grant programs are also less than anticipated. Casualty and liability insurance expenses are under budget due to the timing of the settlement of several outstanding claims anticipated for the year.

Paratransit Operations:

The operating loss from Paratransit operations is related to the higher trips than anticipated for the month of December 2011. Also, Medicaid and TD revenue is less than anticipated for the month. Although, the price of unleaded fuel for the month is lower than the budget, the consumption of unleaded fuel is higher than anticipated as of December 2011 due to the increase in revenue miles. The fuel is budgeted at a net price of $2.93 (net) per gallon in the FY2012 budget. LYNX is currently paying $2.63 (net) per gallon. The national unleaded fuel price for the month of December 2011 was $3.04 (net). This is an indication of an anticipated increase in the price of fuel for LYNX throughout the year. Year-to-date purchased transportation costs are higher than the amounts budgeted. An analysis follows:

ACCESS LYNX			
FY2012	**Trips (Year-to-Date)**	**Blended Trip Rate**	**Costs**
Actual (with est.)	**156,195**	**$30.58**	**$4,777,953**
Budget (rounding)	**149,472**	**$32.82**	**$4,905,684**
Excess Trips/Costs	**6,723**	**$(2.24)**	**$ (127,731)**

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF DECEMBER 2011 AND THE THREE MONTHS ENDED DECEMBER 31, 2011
(UNAUDITED)

	Year to Date			Month of December		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 5,817,447	$ 7,323,039	126%	$ 1,939,149	$ 2,377,323	123%
Contract Services:						
Local Financial Assistance	1,861,722	1,869,228	100%	620,574	623,475	100%
Other Contractual Services	2,825,514	2,308,436	82%	941,838	737,402	78%
Advertising	276,249	232,591	84%	92,083	68,622	75%
Other Operating Income	94,062	78,106	83%	31,354	22,986	73%
Total Operating Revenues	10,874,994	11,811,400	109%	3,624,998	3,829,808	106%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	187,500	187,500	100%	62,500	62,500	100%
State of Florida	2,272,866	2,255,400	99%	757,622	751,800	99%
Local	9,530,031	9,530,025	100%	3,176,677	3,176,675	100%
Planning and other assistance grants:						
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	5,031,696	4,263,564	85%	1,677,232	1,517,371	90%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	404,412	443,287	110%	134,804	136,664	101%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	37,500	13,587	36%	12,500	5,080	41%
Gain / (Loss) on Sale of Assets	-	64,571	N/A	-	51,439	N/A
Total Nonoperating Revenues	17,464,005	16,757,934	96%	5,821,335	5,701,529	98%
Total Revenues	28,338,999	28,569,334	101%	9,446,333	9,531,337	101%
OPERATING EXPENSES						
Salaries and Wages	9,915,855	9,624,028	97%	3,305,285	3,139,310	95%
Fringe Benefits	5,367,957	4,975,361	93%	1,789,319	2,002,527	112%
Purchased Transportation Services	5,223,924	5,081,789	97%	1,741,308	1,481,250	85%
Fuel	3,795,948	3,946,486	104%	1,265,316	1,298,194	103%
Other Materials and Supplies	1,467,945	1,436,103	98%	489,315	535,688	109%
Professional Services	765,414	223,163	29%	255,138	134,595	53%
Other Services	1,221,186	771,076	63%	407,062	333,826	82%
Lease and Miscellaneous Expenses	205,959	183,002	89%	68,653	64,829	94%
Casualty and Liability Insurance	528,318	383,701	73%	176,106	107,060	61%
Utilities	334,089	287,835	86%	111,363	108,575	97%
Taxes and Licenses	103,533	160,402	155%	34,511	47,466	138%
Interest Expense	119,913	63,785	53%	39,971	20,806	52%
Total Operating Expenses	29,050,041	27,136,731	93%	9,683,347	9,274,126	96%
OPERATING GAIN / (LOSS)	$ (711,042)	$ 1,432,603	N/A	$ (237,014)	$ 257,211	N/A

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
FIXED-ROUTE, VANPOOL AND PICK-UP LINE SEGMENT
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF DECEMBER 2011 AND THE THREE MONTHS ENDED DECEMBER 31, 2011
(UNAUDITED)

	Year to Date			Month of December		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 5,454,729	$ 6,936,310	127%	$ 1,818,243	$ 2,237,829	123%
Contract Services:						
Local Financial Assistance	1,861,722	1,869,228	100%	620,574	623,475	100%
Other Contractual Services	606,435	282,620	47%	202,145	41,941	21%
Advertising	276,249	232,591	84%	92,083	68,622	75%
Other Income	94,062	78,106	83%	31,354	22,986	73%
Total Operating Revenues	8,293,197	9,398,855	113%	2,764,399	2,994,853	108%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	187,500	187,500	100%	62,500	62,500	100%
State of Florida	2,272,866	2,255,400	99%	757,622	751,800	99%
Local	6,807,498	6,807,491	100%	2,269,166	2,269,161	100%
Planning and other assistance grants:						
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	4,581,696	3,813,564	83%	1,527,232	1,367,371	90%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	404,412	443,287	110%	134,804	136,664	101%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	37,500	13,587	36%	12,500	5,080	41%
Gain / (Loss) on the Sale of Assets	-	64,571	N/A	-	51,439	N/A
Total Nonoperating Revenues	14,291,472	13,585,400	95%	4,763,824	4,644,015	97%
Total Revenues	22,584,669	22,984,255	102%	7,528,223	7,638,868	101%
OPERATING EXPENSES						
Salaries and Wages	9,831,048	9,537,787	97%	3,277,016	3,114,845	95%
Fringe Benefits	5,313,639	4,927,882	93%	1,771,213	1,985,779	112%
Purchased Transportation Services	318,240	303,836	95%	106,080	104,718	99%
Fuel	3,247,821	3,345,883	103%	1,082,607	1,110,379	103%
Other Materials and Supplies	1,461,195	1,435,799	98%	487,065	535,572	110%
Professional Services	681,471	201,495	30%	227,157	113,485	50%
Other Services	1,169,697	731,855	63%	389,899	330,102	85%
Lease and Miscellaneous Expenses	201,852	179,967	89%	67,284	63,917	95%
Casualty and Liability Insurance	528,318	383,701	73%	176,106	107,060	61%
Utilities	320,751	277,617	87%	106,917	105,028	98%
Taxes and Licenses	94,332	143,829	152%	31,444	39,633	126%
Interest Expense	119,913	63,785	53%	39,971	20,806	52%
Total Operating Expenses	23,288,277	21,533,436	92%	7,762,759	7,631,324	98%
OPERATING GAIN / (LOSS)	$ (703,608)	$ 1,450,819	N/A	$ (234,536)	$ 7,544	N/A

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
PARATRANSIT SEGMENT
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF DECEMBER 2011 AND THE THREE MONTHS ENDED DECEMBER 31, 2011
(UNAUDITED)

	Year to Date			Month of December		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 362,718	$ 386,729	107%	$ 120,906	$ 139,494	115%
Contract Services:						
Local Financial Assistance	-	-	0%	-	-	0%
Other Contractual Services	2,219,079	2,025,816	91%	739,693	695,461	94%
Advertising	-	-	0%	-	-	0%
Other Operating Income	-	-	0%	-	-	0%
Total Operating Revenues	2,581,797	2,412,545	93%	860,599	834,955	97%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	-	-	0%	-	-	0%
State of Florida	-	-	0%	-	-	0%
Local	2,722,533	2,722,534	100%	907,511	907,514	100%
Planning and other assistance grants:						
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	450,000	450,000	100%	150,000	150,000	100%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	-	-	0%	-	-	0%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	-	-	0%	-	-	0%
Gain / (Loss) on the Sale of Assets	-	-	0%	-	-	0%
Total Nonoperating Revenues	3,172,533	3,172,534	100%	1,057,511	1,057,514	100%
Fund Balance	-	-	0%	-	-	0%
Total Revenues	5,754,330	5,585,079	97%	1,918,110	1,892,469	99%
OPERATING EXPENSES						
Salaries and Wages	84,807	86,241	102%	28,269	24,465	87%
Fringe Benefits	54,318	47,479	87%	18,106	16,748	92%
Purchased Transportation Services	4,905,684	4,777,953	97%	1,635,228	1,376,532	84%
Fuel	548,127	600,603	110%	182,709	187,815	103%
Other Materials and Supplies	6,750	304	5%	2,250	116	5%
Professional Services	83,943	21,668	26%	27,981	21,110	75%
Other Services	51,489	39,221	76%	17,163	3,724	22%
Lease and Miscellaneous Expenses	4,107	3,035	74%	1,369	912	67%
Casualty and Liability Insurance	-	-	0%	-	-	0%
Utilities	13,338	10,218	77%	4,446	3,547	80%
Taxes and Licenses	9,201	16,573	180%	3,067	7,833	255%
Interest Expense	-	-	0%	-	-	0%
Total Operating Expenses	5,761,764	5,603,295	97%	1,920,588	1,642,802	86%
OPERATING GAIN / (LOSS)	$ (7,434)	$ (18,216)	N/A	$ (2,478)	$ 249,667	N/A

Monthly Report B: Financial Reports

To: **LYNX Board of Directors**

From: **Blanche Sherman**
DIRECTOR OF FINANCE
Starlin Rolle
(Technical Contact)

Phone: **407.841.2279 ext: 6100**

Item Name: **Monthly Financial Reports - November 30, 2011**

Date: **1/26/2012**

Please find attached the monthly financial report for the two months ending November 30, 2011. LYNX' Statement of Revenues, Expenses, and Changes in Net Assets (Operating Statement) for the two months ending November 30, 2011 reflect total revenue earned in the amount of $19,037,997 and total expenses incurred in the amount of $17,862,605 resulting in a net operating profit of $1,175,392.

- Fixed route, Vanpool, and Pick-Up Line services resulted in an operating profit of $1,443,275 for the two months of the fiscal year.
- Paratransit services resulted in an operating loss of $(267,883) for the two months of the fiscal year.

Fixed Route Operations:

The year-to-date Operating Revenues are higher than the budget at 116%. Customer fares are at 129% of the budgeted amount year-to-date, and are 27% above the budget amount for the month of November. LYNX ridership continues to increase into the new fiscal year. Ridership is up by 7.29% year-over-year as of November 30, 2011. If this trend continues, LYNX ridership will reflect a greater increase for the new fiscal year.

LYNX has experienced a decrease in advertising revenue for the month of November 2011. As such, LYNX' advertising revenue year-to-date is slightly lower than anticipated. Actual revenues through November 2011 for advertising on buses, shelters, and in-kind (trade) transactions are $155,144, $8,825, and $-0-, respectively. The Advertising sales' staff continues to actively seek new clients and work with existing clients to offer an attractive and affordable advertising program. In addition, LYNX has entered into a new contract with Direct Media, Incorporated, with an effective date of January 1, 2012, to further enhance LYNX' advertising program and to increase the advertising revenue stream.
In an attempt to stabilize fuel cost in the future, LYNX staff entered into a fuel hedging arrangement with Merrill Lynch Commodities, Incorporated. During the month of November 2011, LYNX locked in eighty-four percent (84%) of the total monthly purchases, resulting in cap

(LYNX locked) prices lower than the future (float) prices. However, at this time, we are still 3% above the budget as of November 30, 2011, due to the prior month fuel hedging losses and higher than anticipated fuel consumptions for LYNX' Pick-Up Line services. In the month of November, LYNX paid an average net price of $3.16 (net) per gallon for diesel fuel and $2.82 (net) per gallon for bio-diesel, less some fuel hedging gains which is effectively lower than the budgeted price of $3.17 (net). However, the price of diesel fuel purchased for the Osceola Satellite Facility is slightly higher than budgeted. The national diesel fuel price for the month of November 2011 was $3.64 (net), which is an indication of continued increases in the price of fuel for LYNX throughout the year. We are currently $70,334 over the budget for the fiscal year.

LYNX' staff proactively seeks ways to maximize operational efficiencies and improve services. As a result, fixed route operating expenses for salaries, wages, and fringe benefits are under budget due to various vacancies, and less vacation, sick, and holiday pay than anticipated as of November, 2011. In addition, expenses related to materials and supplies, security and contact maintenance services, leases, and other miscellaneous expenses are less than budgeted.

Professional services related to various planning projects and the "Public Awareness and Multidiscipline Training", "Fast Track Training", and other training grant programs are also less than anticipated. Casualty and liability insurance expenses are under budget due to the timing of the settlement of several outstanding claims anticipated for the year.

Paratransit Operations:

The operating loss from Paratransit operations is related to the higher trips than anticipated for the month of November 2011. Also, Medicaid and TD revenue is less than anticipated for the month. Although, the price of unleaded fuel for the month is lower than the budget, the consumption of unleaded fuel is higher than anticipated as of November 30, 2011 due to the increase in revenue miles. The fuel is budgeted at a net price of $2.93 (net) per gallon in the FY2012 budget. LYNX is currently paying $2.63 (net) per gallon. The national unleaded fuel price for the month of November 2011 was $3.15 (net). This is an indication of an anticipated increase in the price of fuel for LYNX throughout the year. Year-to-date purchased transportation costs are higher than the amounts budgeted. An analysis follows:

ACCESS LYNX			
FY2012	**Trips (Year-to-Date)**	**Blended Trip Rate**	**Costs**
Actual (with est.)	**107,154**	**$31.74**	**$3,401,421**
Budget (rounding)	**99,348**	**$32.82**	**$3,270,456**
Excess Trips/Costs	**7,806**	**$(1.08)**	**$ 130,965**

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF NOVEMBER 2011 AND THE TWO MONTHS ENDED NOVEMBER 30, 2011
(UNAUDITED)

	Year to Date			Month of November		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 3,878,298	$ 4,945,716	128%	$ 1,939,149	$ 2,422,291	125%
Contract Services:						
Local Financial Assistance	1,241,148	1,245,753	100%	620,574	620,421	100%
Other Contractual Services	1,883,676	1,571,034	83%	941,838	744,134	79%
Advertising	184,166	163,969	89%	92,083	69,447	75%
Other Operating Income	62,708	55,120	88%	31,354	33,524	107%
Total Operating Revenues	7,249,996	7,981,592	110%	3,624,998	3,889,817	107%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	125,000	125,000	100%	62,500	62,500	100%
State of Florida	1,515,244	1,503,600	99%	757,622	751,800	99%
Local	6,353,354	6,353,350	100%	3,176,677	3,176,675	100%
Planning and other assistance grants:						
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	3,354,464	2,746,193	82%	1,677,232	1,344,001	80%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	269,608	306,623	114%	134,804	135,574	101%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	25,000	8,507	34%	12,500	4,130	33%
Gain / (Loss) on Sale of Assets	-	13,132	N/A	-	13,132	N/A
Total Nonoperating Revenues	11,642,670	11,056,405	95%	5,821,335	5,487,812	94%
Total Revenues	18,892,666	19,037,997	101%	9,446,333	9,377,629	99%
OPERATING EXPENSES						
Salaries and Wages	6,610,570	6,484,718	98%	3,305,285	3,245,696	98%
Fringe Benefits	3,578,638	2,972,834	83%	1,789,319	1,602,288	90%
Purchased Transportation Services	3,482,616	3,600,539	103%	1,741,308	1,799,147	103%
Fuel	2,530,632	2,648,292	105%	1,265,316	1,278,372	101%
Other Materials and Supplies	978,630	900,415	92%	489,315	498,841	102%
Professional Services	510,276	88,568	17%	255,138	68,176	27%
Other Services	814,124	437,250	54%	407,062	281,047	69%
Lease and Miscellaneous Expenses	137,306	118,173	86%	68,653	67,324	98%
Casualty and Liability Insurance	352,212	276,641	79%	176,106	259,143	147%
Utilities	222,726	179,260	80%	111,363	109,381	98%
Taxes and Licenses	69,022	112,936	164%	34,511	85,166	247%
Interest Expense	79,942	42,979	54%	39,971	21,258	53%
Total Operating Expenses	19,366,694	17,862,605	92%	9,683,347	9,315,839	96%
OPERATING GAIN / (LOSS)	$ (474,028)	$ 1,175,392	N/A	$ (237,014)	$ 61,790	N/A

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
FIXED-ROUTE, VANPOOL AND PICK-UP LINE SEGMENT
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF NOVEMBER 2011 AND THE TWO MONTHS ENDED NOVEMBER 30, 2011
(UNAUDITED)

	Year to Date			Month of November		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 3,636,486	$ 4,698,481	129%	$ 1,818,243	$ 2,306,583	127%
Contract Services:						
Local Financial Assistance	1,241,148	1,245,753	100%	620,574	620,421	100%
Other Contractual Services	404,290	240,679	60%	202,145	69,832	35%
Advertising	184,166	163,969	89%	92,083	69,447	75%
Other Income	62,708	55,120	88%	31,354	33,524	107%
Total Operating Revenues	5,528,798	6,404,002	116%	2,764,399	3,099,807	112%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	125,000	125,000	100%	62,500	62,500	100%
State of Florida	1,515,244	1,503,600	99%	757,622	751,800	99%
Local	4,538,332	4,538,330	100%	2,269,166	2,269,165	100%
Planning and other assistance grants:				-	-	
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	3,054,464	2,446,193	80%	1,527,232	1,194,001	78%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	269,608	306,623	114%	134,804	135,574	101%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	25,000	8,507	34%	12,500	4,130	33%
Gain / (Loss) on the Sale of Assets	-	13,132	N/A	-	13,132	N/A
Total Nonoperating Revenues	9,527,648	8,941,385	94%	4,763,824	4,430,302	93%
Total Revenues	15,056,446	15,345,387	102%	7,528,223	7,530,109	100%
OPERATING EXPENSES						
Salaries and Wages	6,554,032	6,422,942	98%	3,277,016	3,212,544	98%
Fringe Benefits	3,542,426	2,942,103	83%	1,771,213	1,585,067	89%
Purchased Transportation Services	212,160	199,118	94%	106,080	97,826	92%
Fuel	2,165,214	2,235,504	103%	1,082,607	1,096,290	101%
Other Materials and Supplies	974,130	900,227	92%	487,065	498,803	102%
Professional Services	454,314	88,010	19%	227,157	67,618	30%
Other Services	779,798	401,753	52%	389,899	245,550	63%
Lease and Miscellaneous Expenses	134,568	116,050	86%	67,284	67,254	100%
Casualty and Liability Insurance	352,212	276,641	79%	176,106	259,143	147%
Utilities	213,834	172,589	81%	106,917	102,710	96%
Taxes and Licenses	62,888	104,196	166%	31,444	82,286	262%
Interest Expense	79,942	42,979	54%	39,971	21,258	53%
Total Operating Expenses	15,525,518	13,902,112	90%	7,762,759	7,336,349	95%
OPERATING GAIN / (LOSS)	$ (469,072)	$ 1,443,275	N/A	$ (234,536)	$ 193,760	N/A

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
PARATRANSIT SEGMENT
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF NOVEMBER 2011 AND THE TWO MONTHS ENDED NOVEMBER 30, 2011
(UNAUDITED)

	Year to Date			Month of November		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 241,812	$ 247,235	102%	$ 120,906	$ 115,708	96%
Contract Services:						
Local Financial Assistance	-	-	0%	-	-	0%
Other Contractual Services	1,479,386	1,330,355	90%	739,693	674,302	91%
Advertising	-	-	0%	-	-	0%
Other Operating Income	-	-	0%	-	-	0%
Total Operating Revenues	1,721,198	1,577,590	92%	860,599	790,010	92%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	-	-	0%	-	-	0%
State of Florida	-	-	0%	-	-	0%
Local	1,815,022	1,815,020	100%	907,511	907,510	100%
Planning and other assistance grants:				-	-	
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	300,000	300,000	100%	150,000	150,000	100%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	-	-	0%	-	-	0%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	-	-	0%	-	-	0%
Gain / (Loss) on the Sale of Assets	-	-	0%	-	-	0%
Total Nonoperating Revenues	2,115,022	2,115,020	100%	1,057,511	1,057,510	100%
Fund Balance	-	-	0%	-	-	0%
Total Revenues	3,836,220	3,692,610	96%	1,918,110	1,847,520	96%
OPERATING EXPENSES						
Salaries and Wages	56,538	61,776	109%	28,269	33,152	117%
Fringe Benefits	36,212	30,731	85%	18,106	17,221	95%
Purchased Transportation Services	3,270,456	3,401,421	104%	1,635,228	1,701,321	104%
Fuel	365,418	412,788	113%	182,709	182,082	100%
Other Materials and Supplies	4,500	188	4%	2,250	38	2%
Professional Services	55,962	558	1%	27,981	558	2%
Other Services	34,326	35,497	103%	17,163	35,497	207%
Lease and Miscellaneous Expenses	2,738	2,123	78%	1,369	70	5%
Casualty and Liability Insurance	-	-	0%	-	-	0%
Utilities	8,892	6,671	75%	4,446	6,671	150%
Taxes and Licenses	6,134	8,740	142%	3,067	2,880	94%
Interest Expense	-	-	0%	-	-	0%
Total Operating Expenses	3,841,176	3,960,493	103%	1,920,588	1,979,490	103%
OPERATING GAIN / (LOSS)	$ (4,956)	$ (267,883)	N/A	$ (2,478)	$ (131,970)	N/A

Monthly Report C: Financial Reports

To: **LYNX Board of Directors**

From: **Blanche Sherman**
DIRECTOR OF FINANCE
Starlin Rolle
(Technical Contact)

Phone: **407.841.2279 ext: 6100**

Item Name: **Monthly Financial Reports - October 31, 2011**

Date: **1/26/2012**

Please find attached the monthly financial report for the one month ending October 31, 2011. LYNX' Statement of Revenues, Expenses, and Changes in Net Assets (Operating Statement) for the one month ending October 31, 2011 reflect total revenue earned in the amount of $9,660,368 and total expenses incurred in the amount of $8,546,766 resulting in a net operating profit of $1,113,602.

- Fixed route, Vanpool, and Pick-Up Line services resulted in an operating profit of $1,249,515 for the one month of the fiscal year.
- Paratransit services resulted in an operating loss of $(135,913) for the one month of the fiscal year.

Fixed Route Operations:

The year-to-date Operating Revenues are higher than the budget at 120%. Customer fares are at 132% of the budgeted amount year-to-date, and are 32% above the budget amount for the month of October. LYNX ridership continues to increase into the new fiscal year. Ridership is up by 5.8% year-over-year as of October 31, 2011. If this trend continues, LYNX ridership will reflect a greater increase for the new fiscal year.

Although, the Orlando advertising market continues to decline, LYNX has experienced an increase in advertising revenue for the month of October 2011. As such, LYNX' advertising revenue year-to-date is slightly higher than anticipated. Actual revenues through October 2011 for advertising on buses, shelters, and in-kind (trade) transactions are $90,097, $4,425, and $-0-, respectively. The Advertising sales' staff continues to actively seek new clients and work with existing clients to offer an attractive and affordable advertising program. In addition, LYNX has entered into a new contract with Direct Media, Incorporated, with an effective date of January 1, 2012, to further enhance LYNX' advertising program and to increase the advertising revenue stream.

In an attempt to stabilize fuel cost in the future, LYNX staff entered into a fuel hedging arrangement with Merrill Lynch Commodities, Incorporated. During the month of October 2011, LYNX locked in seventy-three percent (73%) of the total monthly purchases, resulting in

cap (LYNX locked) prices higher than the future (float) prices. As such, we are 5% above the budget as of October 31, 2011. In the month of October, LYNX paid an average net price of $3.07 (net) per gallon for diesel fuel and $2.73 (net) per gallon for bio-diesel, plus fuel hedging losses which is effectively higher than the budgeted price of $3.17 (net). The national diesel fuel price for the month of October 2011 was $3.48 (net), which is an indication of continued increases in the price of fuel for LYNX throughout the year. We are currently $56,607 over the budget for the fiscal year.

LYNX' staff proactively seeks ways to maximize operational efficiencies and improve services. As a result, fixed route operating expenses for salaries, wages, and fringe benefits are under budget due to various vacancies, and less vacation, sick, and holiday pay than anticipated as of October 31, 2011. In addition, expenses related to materials and supplies, security and contact maintenance services, leases, and other miscellaneous expenses are less than budgeted.

Professional services related to various planning projects and the "Public Awareness and Multidiscipline Training", "Fast Track Training", and other training grant programs are also less than anticipated. Casualty and liability insurance expenses are under budget due to the timing of the settlement of several outstanding claims anticipated for the year.

Paratransit Operations:

The operating loss from Paratransit operations is related to the higher trips than anticipated for the month of October 2011. Also, Medicaid and TD revenue is less than anticipated for the month. Although, the price of unleaded fuel for the month is lower than the budget, the consumption of unleaded fuel is higher than anticipated as of October 31, 2011 due to the increase in revenue miles. The fuel is budgeted at a net price of $2.93 (net) per gallon in the FY2012 budget. LYNX is currently paying $2.78 (net) per gallon. The national unleaded fuel price for the month of October 2011 was $3.22 (net). This is an indication of an anticipated increase in the price of fuel for LYNX throughout the year.

Year-to-date purchased transportation costs are higher than the amounts budgeted. An analysis follows:

ACCESS LYNX			
FY2012	**Trips (Year-to-Date)**	**Blended Trip Rate**	**Costs**
Actual (with est.)	**53,577**	**$31.73**	**$1,700,100**
Budget (rounding)	**49,824**	**$32.82**	**$1,635,228**
Excess Trips/Costs	**3,735**	**$(1.09)**	**$ 64,872**

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF OCTOBER 2011 AND THE ONE MONTH ENDED OCTOBER 31, 2011
(UNAUDITED)

	Year to Date			Month of October		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 1,939,149	$ 2,523,425	130%	$ 1,939,149	$ 2,523,425	130%
Contract Services:						
Local Financial Assistance	620,574	625,332	101%	620,574	625,332	101%
Other Contractual Services	941,838	826,900	88%	941,838	826,900	88%
Advertising	92,083	94,522	103%	92,083	94,522	103%
Other Operating Income	31,354	21,596	69%	31,354	21,596	69%
Total Operating Revenues	3,624,998	4,091,775	113%	3,624,998	4,091,775	113%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	62,500	62,500	100%	62,500	62,500	100%
State of Florida	757,622	751,800	99%	757,622	751,800	99%
Local	3,176,677	3,176,675	100%	3,176,677	3,176,675	100%
Planning and other assistance grants:						
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	1,677,232	1,402,192	84%	1,677,232	1,402,192	84%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	134,804	171,049	127%	134,804	171,049	127%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	12,500	4,377	35%	12,500	4,377	35%
Gain / (Loss) on Sale of Assets	-	-	0%	-	-	0%
Total Nonoperating Revenues	5,821,335	5,568,593	96%	5,821,335	5,568,593	96%
Total Revenues	9,446,333	9,660,368	102%	9,446,333	9,660,368	102%
OPERATING EXPENSES						
Salaries and Wages	3,305,285	3,239,022	98%	3,305,285	3,239,022	98%
Fringe Benefits	1,789,319	1,370,546	77%	1,789,319	1,370,546	77%
Purchased Transportation Services	1,741,308	1,801,392	103%	1,741,308	1,801,392	103%
Fuel	1,265,316	1,369,920	108%	1,265,316	1,369,920	108%
Other Materials and Supplies	489,315	401,574	82%	489,315	401,574	82%
Professional Services	255,138	20,392	8%	255,138	20,392	8%
Other Services	407,062	156,203	38%	407,062	156,203	38%
Lease and Miscellaneous Expenses	68,653	50,849	74%	68,653	50,849	74%
Casualty and Liability Insurance	176,106	17,498	10%	176,106	17,498	10%
Utilities	111,363	69,879	63%	111,363	69,879	63%
Taxes and Licenses	34,511	27,770	80%	34,511	27,770	80%
Interest Expense	39,971	21,721	54%	39,971	21,721	54%
Total Operating Expenses	9,683,347	8,546,766	88%	9,683,347	8,546,766	88%
OPERATING GAIN / (LOSS)	$ (237,014)	$ 1,113,602	N/A	$ (237,014)	$ 1,113,602	N/A

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
FIXED-ROUTE, VANPOOL AND PICK-UP LINE SEGMENT
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF OCTOBER 2011 AND THE ONE MONTH ENDED OCTOBER 31, 2011
(UNAUDITED)

	Year to Date			Month of October		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 1,818,243	$ 2,391,898	132%	$ 1,818,243	$ 2,391,898	132%
Contract Services:						
Local Financial Assistance	620,574	625,332	101%	620,574	625,332	101%
Other Contractual Services	202,145	170,847	85%	202,145	170,847	85%
Advertising	92,083	94,522	103%	92,083	94,522	103%
Other Income	31,354	21,596	69%	31,354	21,596	69%
Total Operating Revenues	2,764,399	3,304,195	120%	2,764,399	3,304,195	120%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	62,500	62,500	100%	62,500	62,500	100%
State of Florida	757,622	751,800	99%	757,622	751,800	99%
Local	2,269,166	2,269,165	100%	2,269,166	2,269,165	100%
Planning and other assistance grants:						
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	1,527,232	1,252,192	82%	1,527,232	1,252,192	82%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	134,804	171,049	127%	134,804	171,049	127%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	12,500	4,377	35%	12,500	4,377	35%
Gain / (Loss) on the Sale of Assets	-	-	0%	-	-	0%
Total Nonoperating Revenues	4,763,824	4,511,083	95%	4,763,824	4,511,083	95%
Total Revenues	7,528,223	7,815,278	104%	7,528,223	7,815,278	104%
OPERATING EXPENSES						
Salaries and Wages	3,277,016	3,210,398	98%	3,277,016	3,210,398	98%
Fringe Benefits	1,771,213	1,357,036	77%	1,771,213	1,357,036	77%
Purchased Transportation Services	106,080	101,292	95%	106,080	101,292	95%
Fuel	1,082,607	1,139,214	105%	1,082,607	1,139,214	105%
Other Materials and Supplies	487,065	401,424	82%	487,065	401,424	82%
Professional Services	227,157	20,392	9%	227,157	20,392	9%
Other Services	389,899	156,203	40%	389,899	156,203	40%
Lease and Miscellaneous Expenses	67,284	48,796	73%	67,284	48,796	73%
Casualty and Liability Insurance	176,106	17,498	10%	176,106	17,498	10%
Utilities	106,917	69,879	65%	106,917	69,879	65%
Taxes and Licenses	31,444	21,910	70%	31,444	21,910	70%
Interest Expense	39,971	21,721	54%	39,971	21,721	54%
Total Operating Expenses	7,762,759	6,565,763	85%	7,762,759	6,565,763	85%
OPERATING GAIN / (LOSS)	$ (234,536)	$ 1,249,515	N/A	$ (234,536)	$ 1,249,515	N/A

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
PARATRANSIT SEGMENT
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH OF OCTOBER 2011 AND THE ONE MONTH ENDED OCTOBER 31, 2011
(UNAUDITED)

	Year to Date			Month of October		
	Budget	Actual	%	Budget	Actual	%
OPERATING REVENUES						
Customer Fares	$ 120,906	$ 131,527	109%	$ 120,906	$ 131,527	109%
Contract Services:						
Local Financial Assistance	-	-	0%	-	-	0%
Other Contractual Services	739,693	656,053	89%	739,693	656,053	89%
Advertising	-	-	0%	-	-	0%
Other Operating Income	-	-	0%	-	-	0%
Total Operating Revenues	860,599	787,580	92%	860,599	787,580	92%
NONOPERATING REVENUES						
Operating assistance grants:						
Federal	-	-	0%	-	-	0%
State of Florida	-	-	0%	-	-	0%
Local	907,511	907,510	100%	907,511	907,510	100%
Planning and other assistance grants:						
Federal - Commuter Rail Project	-	-	0%	-	-	0%
Federal - Other	150,000	150,000	100%	150,000	150,000	100%
State of Florida - Commuter Rail Project	-	-	0%	-	-	0%
State of Florida - BRT Circulator Project	-	-	0%	-	-	0%
State of Florida - Other	-	-	0%	-	-	0%
Local Matching - BRT Circulator Project	-	-	0%	-	-	0%
Local Matching - Other	-	-	0%	-	-	0%
Interest Income	-	-	0%	-	-	0%
Gain / (Loss) on the Sale of Assets	-	-	0%	-	-	0%
Total Nonoperating Revenues	1,057,511	1,057,510	100%	1,057,511	1,057,510	100%
Fund Balance	-	-	0%	-	-	0%
Total Revenues	1,918,110	1,845,090	96%	1,918,110	1,845,090	96%
OPERATING EXPENSES						
Salaries and Wages	28,269	28,624	101%	28,269	28,624	101%
Fringe Benefits	18,106	13,510	75%	18,106	13,510	75%
Purchased Transportation Services	1,635,228	1,700,100	104%	1,635,228	1,700,100	104%
Fuel	182,709	230,706	126%	182,709	230,706	126%
Other Materials and Supplies	2,250	150	7%	2,250	150	7%
Professional Services	27,981	-	N/A	27,981	-	N/A
Other Services	17,163	-	N/A	17,163	-	N/A
Lease and Miscellaneous Expenses	1,369	2,053	150%	1,369	2,053	150%
Casualty and Liability Insurance	-	-	0%	-	-	0%
Utilities	4,446	-	N/A	4,446	-	N/A
Taxes and Licenses	3,067	5,860	191%	3,067	5,860	191%
Interest Expense	-	-	0%	-	-	0%
Total Operating Expenses	1,920,588	1,981,003	103%	1,920,588	1,981,003	103%
OPERATING GAIN / (LOSS)	$ (2,478)	$ (135,913)	N/A	$ (2,478)	$ (135,913)	N/A

Monthly Report D: LYNX American Recovery and Reinvestment Act Project Status Report

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)
Andrea Ostrodka
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **LYNX American Recovery and Reinvestment Act Project Status Report**

Date: **1/26/2012**

LYNX received over $31.5 million in a 2009 American Recovery and Reinvestment Act (ARRA) Grant. Of the 19 projects approved in this grant, ten (10) are substantially completed and the majority of the remaining projects are well underway. As of November 30, 2011, a total of $24,797,342, or 78.7% of the work has been completed and paid out. In December, LYNX reached substantial completion on renovations at the LYNX Operations Center (LOC) and installation of over 300 shelters.

LYNX is working with the Florida Department of Transportation (FDOT) to enter into a joint agreement for the procurement of two ticket vending machines for LYNX Central Station (LCS). This is to ensure system compatibility with FDOT and SunRail. LYNX continues to progress on the Superstop CCTV project and expects to close out several additional projects in the spring of 2012, including energy efficiency upgrades at LCS and the procurement of six (6) low-floor buses.

A complete list of projects and the status of each, as of November 30, 2011, can be found on the attached table. The stages of completion being reported include: Out-to-Bid, Under Contract, Underway and Completed categories. Also included is the amount of ARRA funds paid out to date, number of jobs created/retained and the associated hours worked and payroll.

The ARRA PMOC most recently met with LYNX' staff on December 20, 2011 to review the ARRA projects' status and to discuss strategies for use of savings. At this time LYNX anticipates having approximately $1.7M in savings.

LYNX submitted the quarterly 1512 report to the FTA on October 10, 2011 and the Milestone Progress Review report on October 30, 2011. The next quarterly report is due January 10, 2012 for the quarter ending December 31.

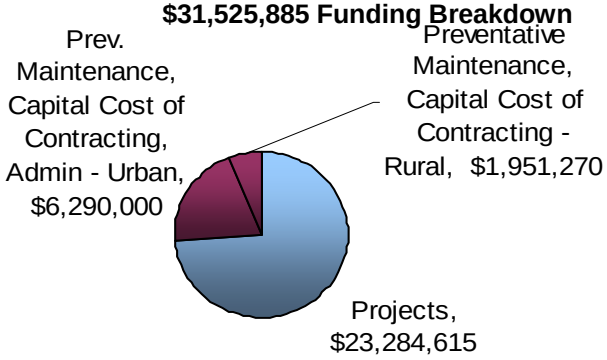
LYNX

American Recovery & Reinvestment Act (ARRA)

TOTAL AWARDED: $31,525,885

November 2011 STATUS

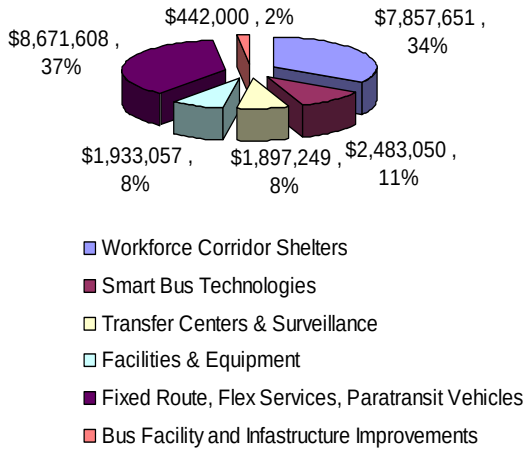
$31,525,885 Funding Breakdown



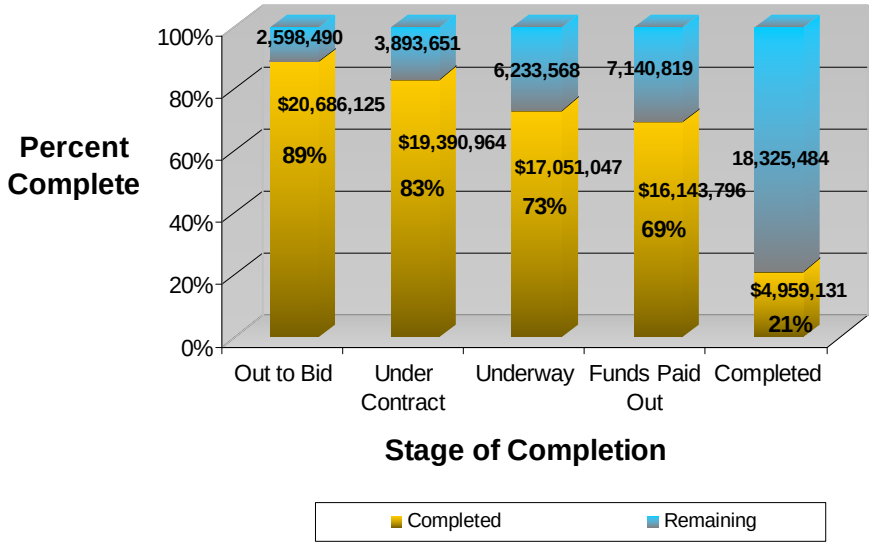
LYNX & LYNX Contractors using ARRA Funding:

Total ARRA Funds Paid Out (Urban & Rural): $24,797,342
Number of Direct On-Project Jobs Created/Retained = 1,042
Number of Job Hours Created/Retained = 486,165
Payroll for Job Hours Created/Retained = $10,489,991

Approved Projects = $23,284,615



Recovery Act Funds Associated With Projects ($23,284,615)



Note: The above Progress Chart reflects Cumulative, Per-Project Amounts (not per-contract amounts). Completed amounts shown in each subsequent stage are first shown in the previous stage (for example, in order for a project to be "Underway" it is also "Out to Bid" and "Under Contract").

LYNX

AMERICAN RECOVERY & REINVESTMENT ACT (ARRA)
TRANSPORTATION & INFRASTRUCTURE COMMITTEE REPORT
DATA REPORTED THROUGH November 30, 2011

PROJECT	Recovery Act Funds Allocated	Recovery Act Funds Obligated	Recovery Act Funds Paid Out	Number of Projects Put Out to Bid	Funds Associated with Projects Put Out to Bid	Number of Projects Under Contract	Funds Associated with Projects Under Contract	Number of Projects in which Work Has Begun	Funds Associated with Projects in which Work Has Begun	Number of Completed Projects	Funds Associated with Completed Projects	Direct, On-Project Jobs Created or Sustained	Total Job Hours Created or Sustained	Total Payroll of Job Hours Created or Sustained
Emergency Generators	872,770	432,196	418,176	1	872,770	1	432,196	1	432,196	-	-	54	5,164	115,175
Roller Brake Dynamometer	175,000	92,745	92,745	1	175,000	1	92,745	1	92,745	1	92,745	1	417	12,295
Paint Booth	225,523	417,431	404,428	1	225,523	1	417,431	1	417,431	-	-	-	-	-
Parking Lot Improvements- LOC	400,000	518,454	516,883	1	400,000	1	518,454	1	518,454	-	-	33	978	36,097
Elect/Mech Improvements	259,764	36,566	36,566	1	259,764	1	36,566	1	36,566	-	-	53	4,027	64,549
Bus Shelters (Counties & City)	7,857,651	5,943,998	5,634,773	1	7,857,650	1	8,080,652	1	5,943,998	-	-	574	48,011	1,226,465
Fare Payment System Upgrade	937,710	-	-	-	-	-	-	-	-	-	-	-	-	-
Bus Surveillance/Cameras	1,545,340	1,246,083	1,246,083	1	1,545,340	1	1,246,083	1	1,246,083	-	-	25	3,680	88,320
Kissimmee Transfer Ctr Design	200,000	-	-	1	200,000	1	200,000	-	-	-	-	-	-	-
Rosement Transfer Center	416,083	104,553	32,207	1	8,327	1	25,011	1	104,553	-	-	18	281	12,017
West Oaks Transfer Center	416,083	65,252	40,977	1	15,987	1	65,252	1	65,252	-	-	1	-	-
Sanford Transfer Center	416,083	113,114	46,923	1	12,156	1	113,114	1	113,114	-	-	-	-	-
Integrate CCTV System	449,000	-	-	-	-	-	-	-	-	-	-	-	-	-
LYMMO Buses	5,000,000	4,590,437	4,590,437	1	5,000,000	1	4,590,437	1	4,590,437	1	4,590,437	4	8,000	520,496
Circulator Vehicles	451,608	-	-	1	451,608	-	-	-	-	-	-	-	-	-
Paratransit Vehicles	3,220,000	3,286,208	3,286,208	1	3,220,000	1	3,286,208	1	3,286,208	-	-	76	54,720	524,050
Energy Eff Lighting Upgrade	125,000	59,525	57,672	1	125,000	1	59,525	1	59,525	-	-	18	499	16,534
Energy Eff/Sec Window Film	192,000	151,711	151,711	1	192,000	1	151,711	1	151,711	1	151,711	4	200	15,150
Duct Disinfecting System	125,000	124,238	124,238	1	125,000	1	124,238	1	124,238	1	124,238	-	-	-
LYNX PROJECTS	23,284,615	17,182,510	16,680,026	17	20,686,125	16	19,439,622	15	17,182,510	4	4,959,131	861	125,975	2,631,149
Urban Preventative Maint	4,890,000	4,890,000	4,890,000	1	4,890,000	1	4,890,000	1	4,890,000	-	-	118	259,677	5,633,245
Urban Cap Cost of Contracting	1,000,000	1,000,000	1,000,000	1	1,000,000	1	1,000,000	1	1,000,000	-	-	-	-	-
Project Administration	400,000	277,418	276,046	1	400,000	1	277,418	1	277,418	-	-	8	8,566	274,327
SUBTOTAL Urban Grant	29,574,615	23,349,929	22,846,072	20	26,976,125	19	25,607,040	18	23,349,929	4	4,959,131	987	394,219	8,538,721
*Rural Preventative Maint	534,468	1,951,270	1,951,270	-	-	-	-	-	-	-	-	55	91,946	1,951,270
Rural Cap Cost of Contracting	1,416,802	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL Rural Grant	1,951,270	1,951,270	1,951,270	-	-	-	-	-	-	-	-	55	91,946	1,951,270
TOTALS	**31,525,885**	**25,301,199**	**24,797,342**	**20**	**26,976,125**	**19**	**25,607,040**	**18**	**23,349,929**	**4**	**4,959,131**	**1,042**	**486,165**	**10,489,991**

Monthly Report E: Ridership Report

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Jerry Bryan
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

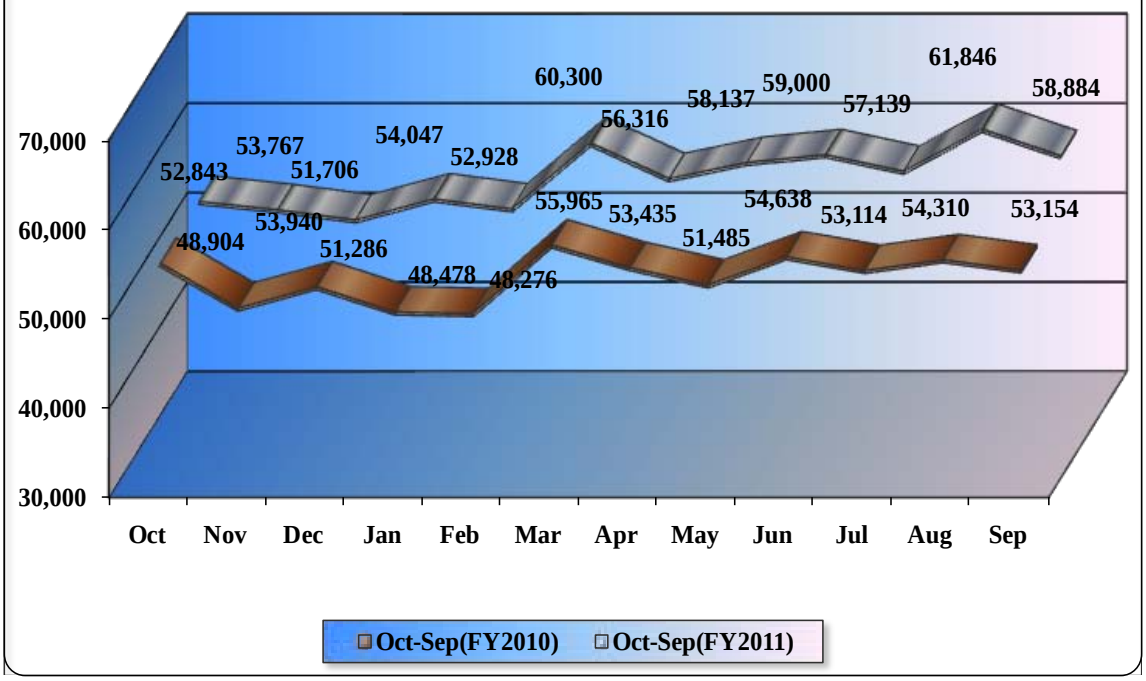
Item Name: **Ridership Final Reports for September 2011, October 2011, November 2011 and Draft December 2011**

Date: **1/26/2012**

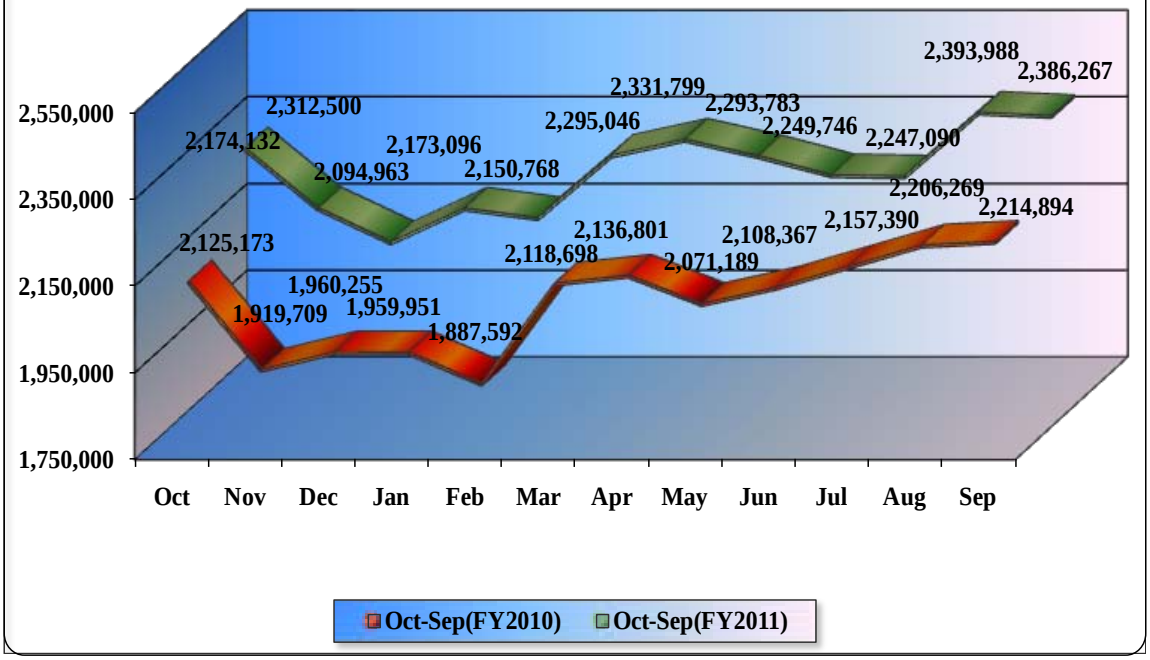
Year to date (October - September) Final

Service Mode	*Oct-Sep(FY2010)*	*Oct-Sep(FY2011)*	*% Change*
LYMMO	1,180,712	1,014,521	-14.08%
Fixed Route	23,562,960	25,944,401	10.11%
Pick Up Line	122,616	144,256	17.65%
SUBTOTAL - FIXED ROUTE	24,866,288	27,103,178	9.00%
Special Shuttles	37,032	37,236	0.55%
ACCESS LYNX	626,985	676,913	7.96%
Van Pool	189,592	205,859	8.58%
SUBTOTAL - OTHER SERVICES	853,609	920,008	7.78%
TOTAL ALL SERVICES	25,719,897	28,023,186	8.96%

ACCESS LYNX



FIXED ROUTE



Average Daily Ridership by Mode

Service Mode	*Day*	*September-10*	*September-11*	*% Change*
LYMMO	Weekday	3,925	3,241	-17.44%
	Saturday	859	1,327	54.56%
	Sunday	1,050	986	-6.13%
All Other Links	Weekday	82,235	88,902	8.11%
	Saturday	55,976	61,886	10.56%
	Sunday	32,329	36,077	11.59%
Total Fixed Route	Weekday	86,160	92,142	6.94%
	Saturday	56,835	63,213	11.22%
	Sunday	33,379	37,063	11.04%
ACCESS LYNX	Weekday	2,631	2,930	11.36%
	Saturday	1,161	1,287	10.85%
	Sunday	369	416	12.81%
Pick Up Line	Weekday	489	545	11.53%
	Saturday	258	318	23.06%
Van Pool	Weekday	729	772	5.95%
	Saturday	104	128	23.08%
	Sunday	89	132	48.31%
TOTAL	**Weekday**	**90,009**	**96,389**	**7.09%**
LYNX	**Saturday**	**58,358**	**64,946**	**11.29%**
SERVICES	**Sunday**	**33,837**	**37,611**	**11.15%**

The following new links began service in August 2011:

Fastlink 441 - Limited stop express service from Osceola Square Mall to LCS via OBT
Fastlink 17/92 - Limited stop express service from Seminole Center to LCS via 17/92

LYNX Monthly Ridership

Fiscal Year 2011

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	102,397	103,140	84,775	79,809	72,642	82,411	82,094	81,526	83,348	78,536	85,554	78,289	1,014,521
Fixed Route	2,198,468	2,060,142	1,998,905	2,081,077	2,066,081	2,199,619	2,236,690	2,200,645	2,154,317	2,157,696	2,295,501	2,295,260	25,944,401
Pick Up Line	11,635	10,850	11,283	12,210	12,045	13,016	13,015	11,612	12,081	10,858	12,933	12,718	144,256
SUBTOTAL - FIXED ROUTE	2,312,500	2,174,132	2,094,963	2,173,096	2,150,768	2,295,046	2,331,799	2,293,783	2,249,746	2,247,090	2,393,988	2,386,267	27,103,178
Special Shuttles	13	7,370	8,696	21,048	-	-	51	45	13	-	-	-	37,236
ACCESS LYNX	53,767	52,843	51,706	54,047	52,928	60,300	56,316	58,137	59,000	57,139	61,846	58,884	676,913
Van Pool	16,454	15,574	14,798	17,124	15,852	18,358	16,927	18,074	18,572	16,588	19,510	18,028	205,859
SUBTOTAL - OTHER SERVICES	70,234	75,787	75,200	92,219	68,780	78,658	73,294	76,256	77,585	73,727	81,356	76,912	920,008
TOTAL ALL SERVICES	**2,382,734**	**2,249,919**	**2,170,163**	**2,265,315**	**2,219,548**	**2,373,704**	**2,405,093**	**2,370,039**	**2,327,331**	**2,320,817**	**2,475,344**	**2,463,179**	**28,023,186**

% Change From Fiscal Year 2010 To Fiscal Year 2011

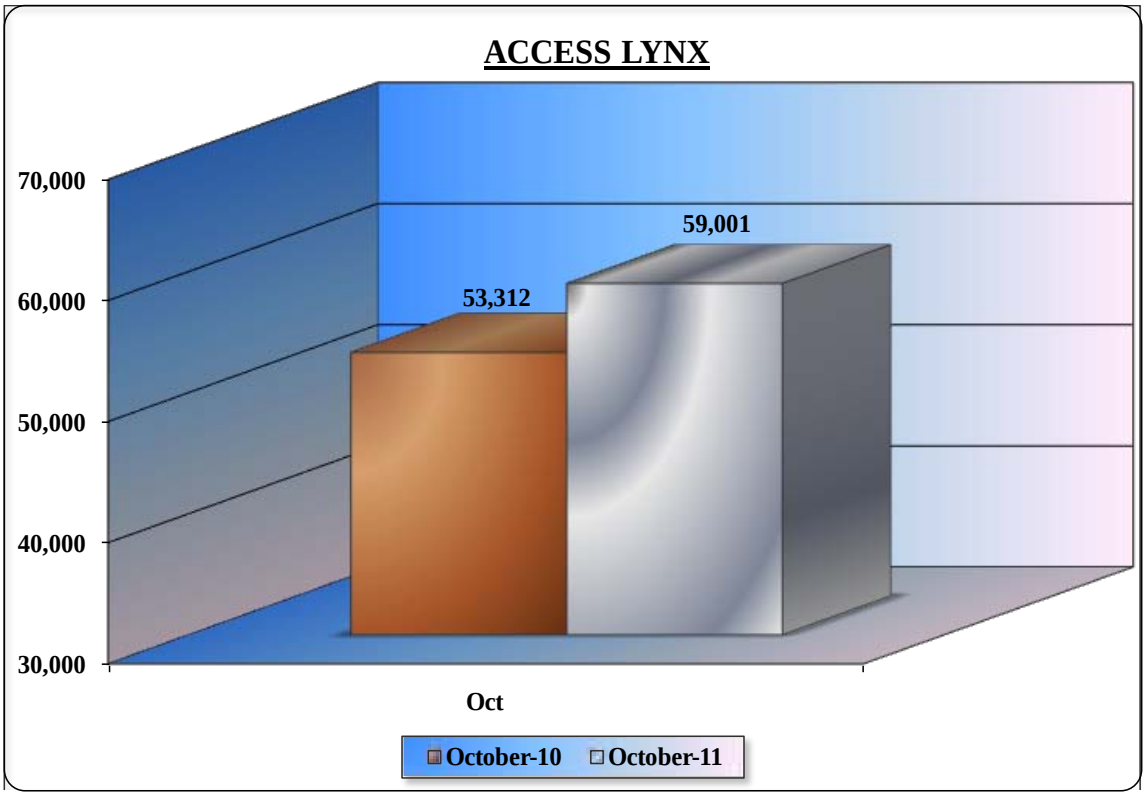
Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	-2.9%	17.8%	-5.5%	-18.6%	-11.6%	-24.1%	-28.3%	-23.3%	-14.9%	-22.4%	-12.9%	-14.1%	-14.1%
Fixed Route	9.3%	12.9%	7.4%	12.4%	15.1%	10.1%	11.3%	12.6%	7.7%	5.5%	9.4%	8.7%	10.1%
Pick Up Line	30.9%	39.2%	19.9%	19.1%	15.8%	7.6%	8.5%	18.1%	18.0%	7.5%	25.5%	12.6%	17.6%
SUBTOTAL - FIXED ROUTE	8.8%	13.3%	6.9%	10.9%	13.9%	8.3%	9.1%	10.7%	6.7%	4.2%	8.5%	7.7%	9.0%
Special Shuttles	-80.0%	12.7%	4.8%	-2.7%	-100.0%	-100.0%	21.4%	-83.5%	1200.0%		-100.0%	-100.0%	0.6%
ACCESS LYNX	-0.3%	8.1%	0.8%	11.5%	9.6%	7.7%	5.4%	12.9%	8.0%	7.6%	13.9%	10.8%	8.0%
Van Pool	5.6%	8.2%	1.3%	9.3%	3.0%	6.0%	5.0%	19.9%	15.7%	4.2%	17.3%	7.3%	8.6%
SUBTOTAL - OTHER SERVICES	0.9%	8.5%	1.4%	7.5%	7.9%	7.3%	5.3%	14.1%	9.7%	6.8%	14.6%	9.9%	7.8%
TOTAL ALL SERVICES	**8.6%**	**13.1%**	**6.7%**	**10.7%**	**13.7%**	**8.3%**	**9.0%**	**10.9%**	**6.8%**	**4.2%**	**8.7%**	**7.8%**	**9.0%**

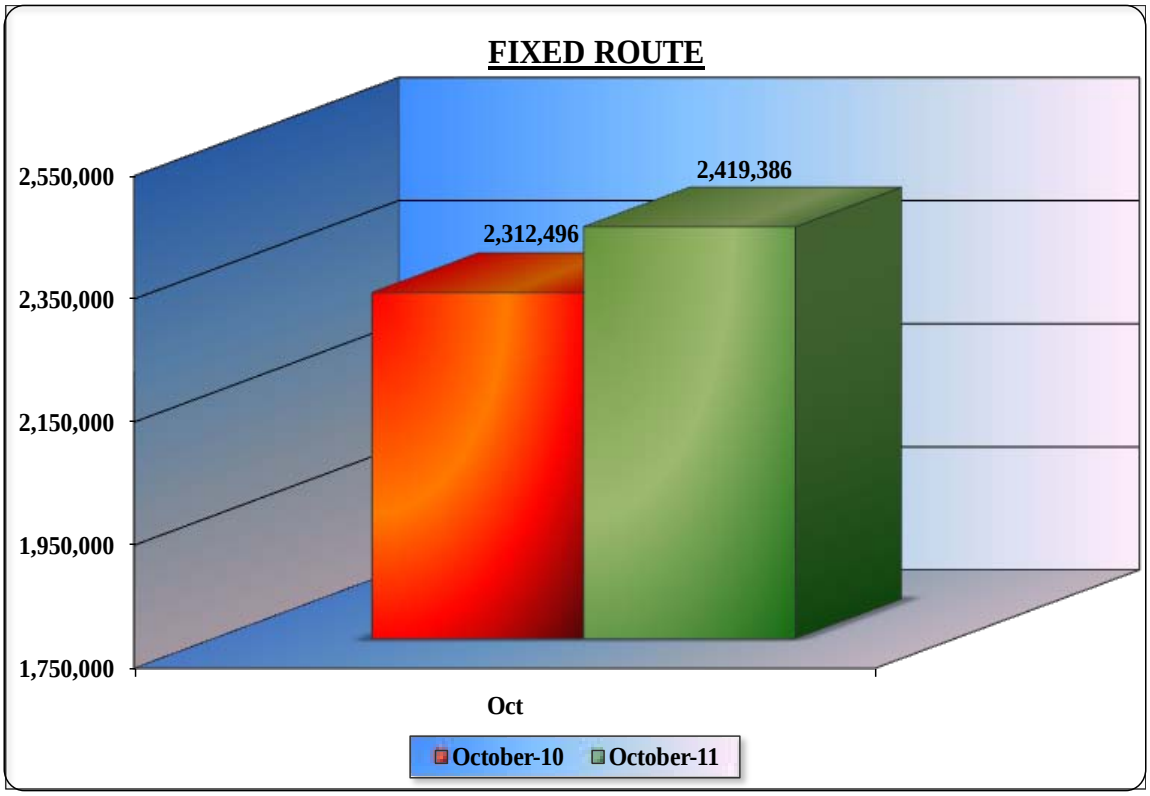
Fiscal Year 2010

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	105,428	87,542	89,711	98,032	82,188	108,593	114,484	106,254	97,892	101,257	98,219	91,112	1,180,712
Fixed Route	2,010,859	1,824,370	1,861,130	1,851,665	1,795,001	1,998,005	2,010,326	1,955,101	2,000,241	2,046,036	2,097,742	2,112,484	23,562,960
Pick Up Line	8,886	7,797	9,414	10,254	10,403	12,100	11,991	9,834	10,234	10,097	10,308	11,298	122,616
SUBTOTAL - FIXED ROUTE	2,125,173	1,919,709	1,960,255	1,959,951	1,887,592	2,118,698	2,136,801	2,071,189	2,108,367	2,157,390	2,206,269	2,214,894	24,866,288
Special Shuttles	65	6,538	8,301	21,632	82	16	42	273	1	0	45	37	37,032
ACCESS LYNX	53,940	48,904	51,286	48,478	48,276	55,965	53,435	51,485	54,638	53,114	54,310	53,154	626,985
Van Pool	15,584	14,398	14,610	15,669	15,388	17,326	16,125	15,078	16,054	15,926	16,628	16,806	189,592
SUBTOTAL - OTHER SERVICES	69,589	69,840	74,197	85,779	63,746	73,307	69,602	66,836	70,693	69,040	70,983	69,997	853,609
TOTAL ALL SERVICES	**2,194,762**	**1,989,549**	**2,034,452**	**2,045,730**	**1,951,338**	**2,192,005**	**2,206,403**	**2,138,025**	**2,179,060**	**2,226,430**	**2,277,252**	**2,284,891**	**25,719,897**

Year to date (October) Final

Service Mode	*October-10*	*October-11*	*% Change*
LYMMO	102,397	81,115	-20.78%
Fixed Route	2,198,468	2,325,994	5.80%
Pick Up Line	11,631	12,277	5.55%
SUBTOTAL - FIXED ROUTE	2,312,496	2,419,386	4.62%
Special Shuttles	13	-	-100.00%
ACCESS LYNX	53,312	59,001	10.67%
Van Pool	16,454	17,260	4.90%
SUBTOTAL - OTHER SERVICES	69,779	76,261	9.29%
TOTAL ALL SERVICES	2,382,275	2,495,647	4.76%




FIXED ROUTE
2,550,000
2,350,000
2,150,000
1,950,000
1,750,000
2,312,496
2,419,386
Oct
October-10
October-11

Average Daily Ridership by Mode

Service Mode	*Day*	*October-10*	*October-11*	*% Change*
LYMMO	Weekday	4,404	3,333	-24.31%
	Saturday	1,439	1,250	-13.17%
	Sunday	882	974	10.41%
All Other Links	Weekday	83,090	88,858	6.94%
	Saturday	57,196	56,517	-1.19%
	Sunday	33,181	35,478	6.92%
Total Fixed Route	Weekday	87,494	92,191	5.37%
	Saturday	58,635	57,766	-1.48%
	Sunday	34,063	36,452	7.01%
ACCESS LYNX	Weekday	2,723	3,003	10.28%
	Saturday	1,164	1,278	9.87%
	Sunday	387	363	-6.20%
Pick Up Line	Weekday	494	511	3.40%
	Saturday	250	309	23.40%
Van Pool	Weekday	735	730	-0.65%
	Saturday	103	120	16.67%
	Sunday	101	131	29.25%
TOTAL LYNX SERVICES	**Weekday**	**91,446**	**96,436**	**5.46%**
	Saturday	**60,152**	**59,474**	**-1.13%**
	Sunday	**34,552**	**36,946**	**6.93%**

The following new links began service in August 2011:

Fastlink 441 - Limited stop express service from Osceola Square Mall to LCS via OBT
Fastlink 17/92 - Limited stop express service from Seminole Center to LCS via 17/92

LYNX Monthly Ridership

Fiscal Year 2012

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	81,115												81,115
Fixed Route	2,325,994												2,325,994
Pick Up Line	12,277												12,277
SUBTOTAL - FIXED ROUTE	2,419,386												2,419,386
Special Shuttles	-												-
ACCESS LYNX	59,001												59,001
Van Pool	17,260												17,260
SUBTOTAL - OTHER SERVICES	76,261												76,261
TOTAL ALL SERVICES	**2,495,647**												**2,495,647**

% Change From Fiscal Year 2011 To Fiscal Year 2012

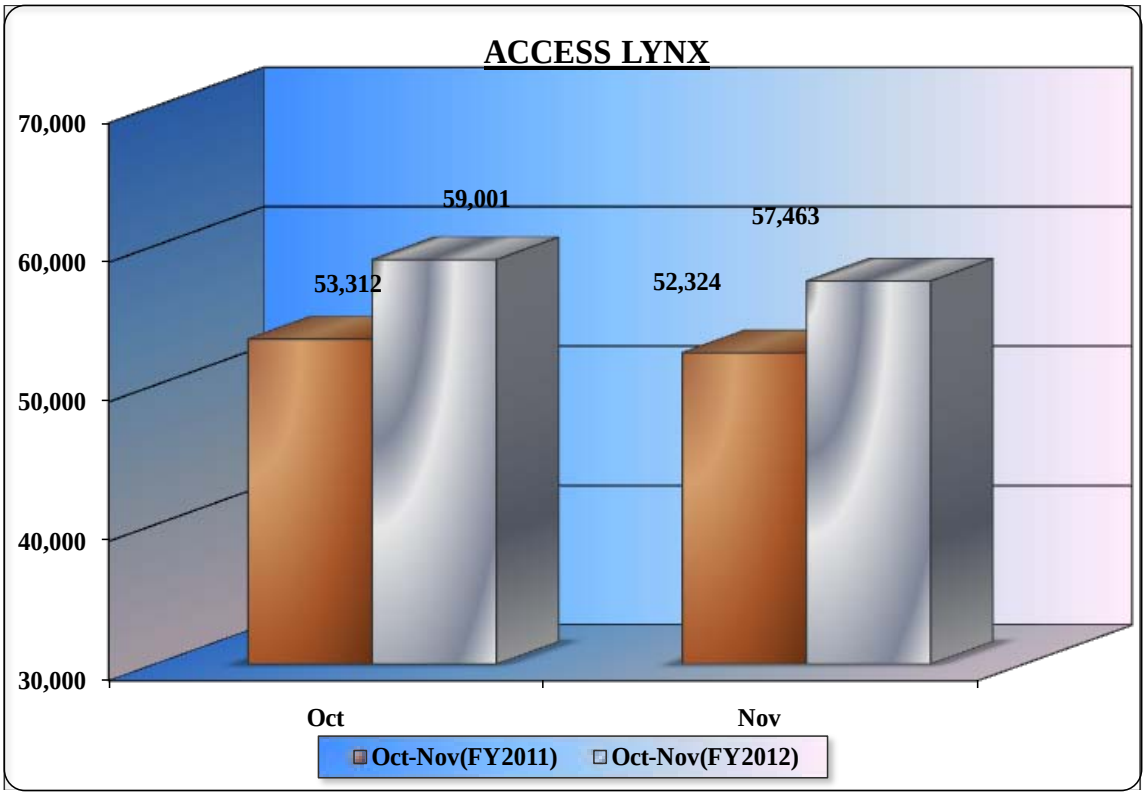
Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	-20.8%												-20.8%
Fixed Route	5.8%												5.8%
Pick Up Line	5.6%												5.6%
SUBTOTAL - FIXED ROUTE	4.6%												4.6%
Special Shuttles	-100.0%												-100.0%
ACCESS LYNX	10.7%												10.7%
Van Pool	4.9%												4.9%
SUBTOTAL - OTHER SERVICES	9.3%												9.3%
TOTAL ALL SERVICES	**4.8%**												**4.8%**

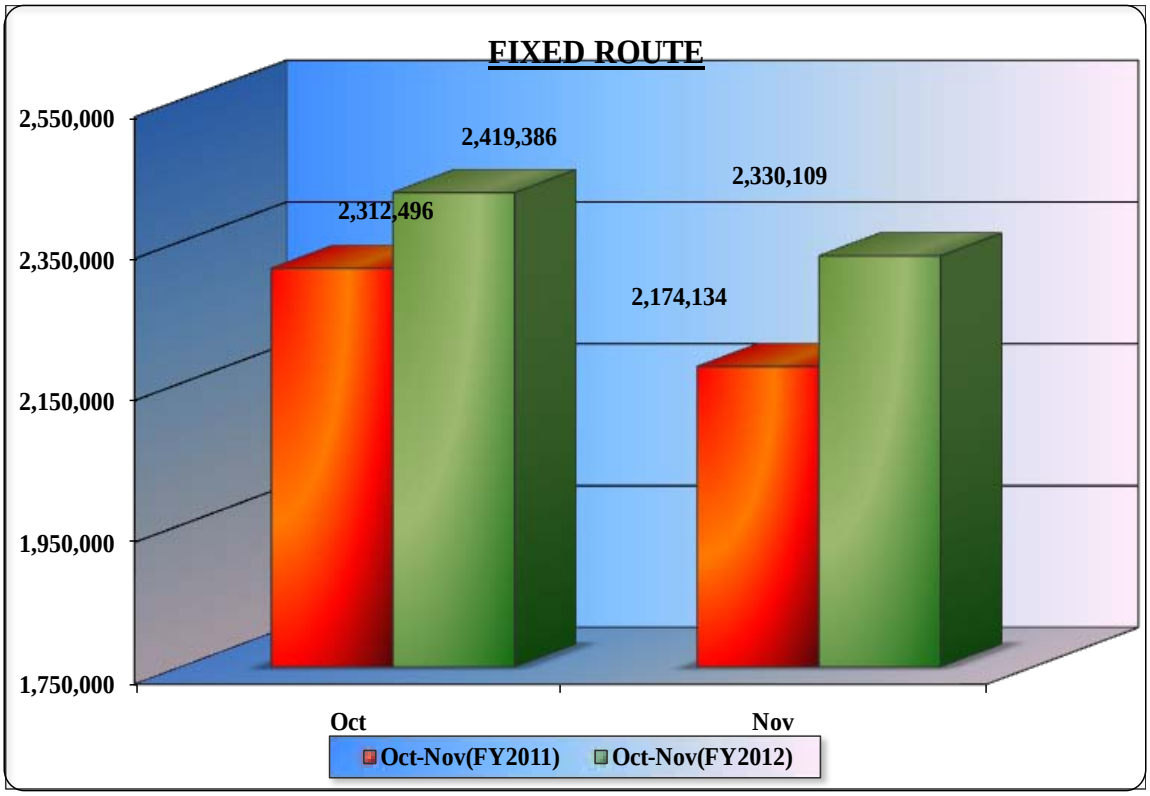
Fiscal Year 2011

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	102,397	103,140	84,775	79,809	72,642	82,411	82,094	81,526	83,348	78,536	85,554	78,289	1,014,521
Fixed Route	2,198,468	2,060,142	1,998,905	2,081,077	2,066,081	2,199,619	2,236,690	2,200,645	2,154,317	2,157,696	2,295,501	2,295,260	25,944,401
Pick Up Line	11,631	10,852	11,329	11,811	12,045	12,876	12,586	12,076	12,081	10,858	12,934	12,720	143,799
SUBTOTAL - FIXED ROUTE	2,312,496	2,174,134	2,095,009	2,172,697	2,150,768	2,294,906	2,331,370	2,294,247	2,249,746	2,247,090	2,393,989	2,386,269	27,102,721
Special Shuttles	13	7,370	8,696	21,048	0	0	51	45	13	0	0	0	37,236
ACCESS LYNX	53,312	52,324	51,117	54,003	52,388	60,074	60,364	57,249	58,236	56,736	61,302	58,545	675,650
Van Pool	16,454	15,574	14,798	17,124	15,852	18,358	16,927	18,074	18,572	16,588	19,510	18,028	205,859
SUBTOTAL - OTHER SERVICES	69,779	75,268	74,611	92,175	68,240	78,432	77,342	75,368	76,821	73,324	80,812	76,573	918,745
TOTAL ALL SERVICES	**2,382,275**	**2,249,402**	**2,169,620**	**2,264,872**	**2,219,008**	**2,373,338**	**2,408,712**	**2,369,615**	**2,326,567**	**2,320,414**	**2,474,801**	**2,462,842**	**28,021,466**

Year to date (October - November) Final

Service Mode	*Oct-Nov(FY2011)*	*Oct-Nov(FY2012)*	*% Change*
LYMMO	205,537	156,112	-24.05%
Fixed Route	4,258,610	4,569,139	7.29%
Pick Up Line	22,483	24,244	7.83%
SUBTOTAL - FIXED ROUTE	4,486,630	4,749,495	5.86%
Special Shuttles	7,383	121	-98.36%
ACCESS LYNX	105,636	116,464	10.25%
Van Pool	32,028	34,058	6.34%
SUBTOTAL - OTHER SERVICES	145,047	150,643	3.86%
TOTAL ALL SERVICES	4,631,677	4,900,138	5.80%




FIXED ROUTE
2,550,000
2,350,000
2,150,000
1,950,000
1,750,000
2,312,496
2,419,386
2,174,134
2,330,109
Oct
Nov
Oct-Nov(FY2011)
Oct-Nov(FY2012)

Average Daily Ridership by Mode

Service Mode	*Day*	*November-10*	*November-11*	*% Change*
LYMMO	Weekday	4,509	3,096	-31.32%
	Saturday	1,030	1,272	23.49%
	Sunday	868	977	12.60%
All Other Links	Weekday	80,272	87,301	8.76%
	Saturday	55,012	59,996	9.06%
	Sunday	30,872	33,968	10.03%
Total Fixed Route	Weekday	84,780	90,397	6.63%
	Saturday	56,042	61,269	9.33%
	Sunday	31,740	34,946	10.10%
ACCESS LYNX	Weekday	2,592	2,857	10.21%
	Saturday	1,112	1,258	13.11%
	Sunday	427	389	-8.91%
Pick Up Line	Weekday	473	509	7.47%
	Saturday	228	321	40.79%
Van Pool	Weekday	672	709	5.53%
	Saturday	93	151	62.37%
	Sunday	106	149	41.23%
TOTAL	**Weekday**	**88,517**	**94,471**	**6.73%**
LYNX	**Saturday**	**57,475**	**62,998**	**9.61%**
SERVICES	**Sunday**	**32,272**	**35,483**	**9.95%**

The following new links began service in August 2011:

Fastlink 441 - Limited stop express service from Osceola Square Mall to LCS via OBT
Fastlink 17/92 - Limited stop express service from Seminole Center to LCS via 17/92

LYNX Monthly Ridership

Fiscal Year 2012

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	81,115	74,997											156,112
Fixed Route	2,325,994	2,243,145											4,569,139
Pick Up Line	12,277	11,967											24,244
SUBTOTAL - FIXED ROUTE	2,419,386	2,330,109											4,749,495
Special Shuttles	-	121											121
ACCESS LYNX	59,001	57,463											116,464
Van Pool	17,260	16,798											34,058
SUBTOTAL - OTHER SERVICES	76,261	74,382											150,643
TOTAL ALL SERVICES	**2,495,647**	**2,404,491**											**4,900,138**

% Change From Fiscal Year 2011 To Fiscal Year 2012

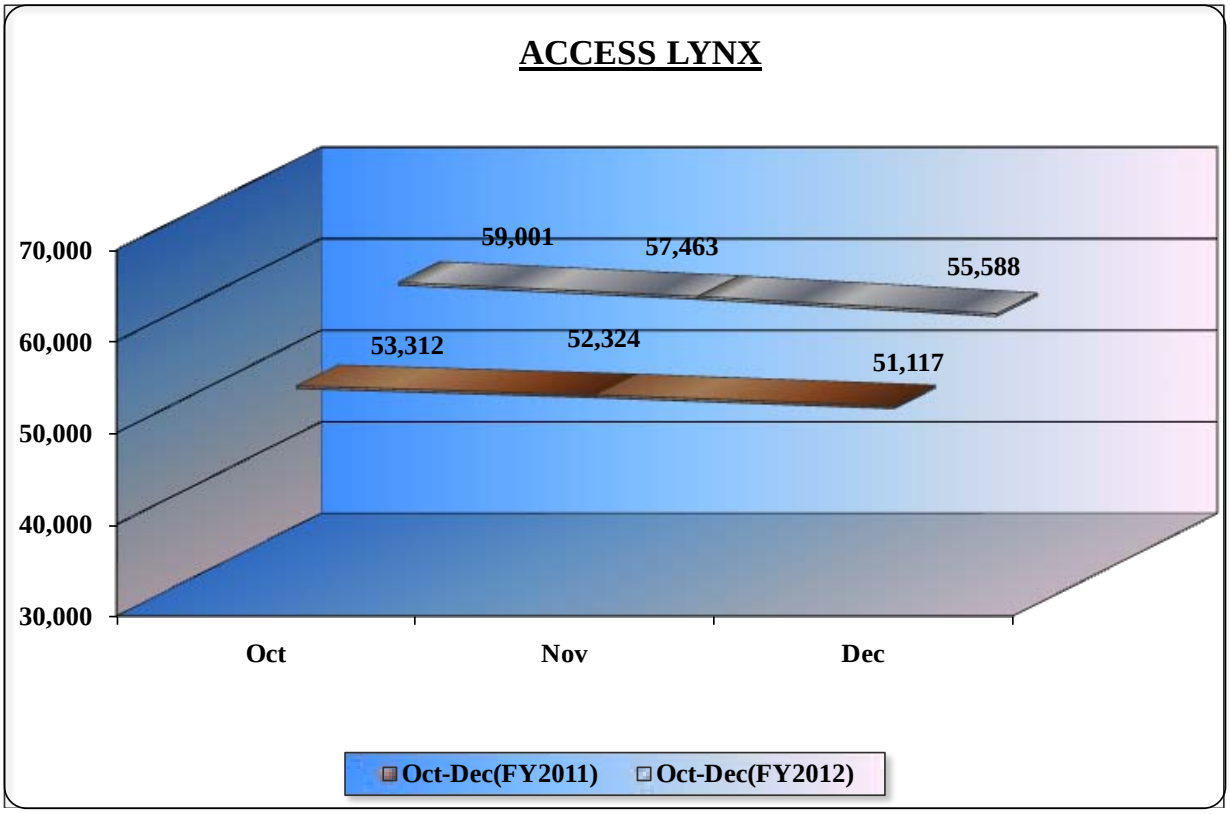
Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	-20.8%	-27.3%											-24.0%
Fixed Route	5.8%	8.9%											7.3%
Pick Up Line	5.6%	10.3%											7.8%
SUBTOTAL - FIXED ROUTE	4.6%	7.2%											5.9%
Special Shuttles	-100.0%	-98.4%											-98.4%
ACCESS LYNX	10.7%	9.8%											10.3%
Van Pool	4.9%	7.9%											6.3%
SUBTOTAL - OTHER SERVICES	9.3%	-1.2%											3.9%
TOTAL ALL SERVICES	**4.8%**	**6.9%**											**5.8%**

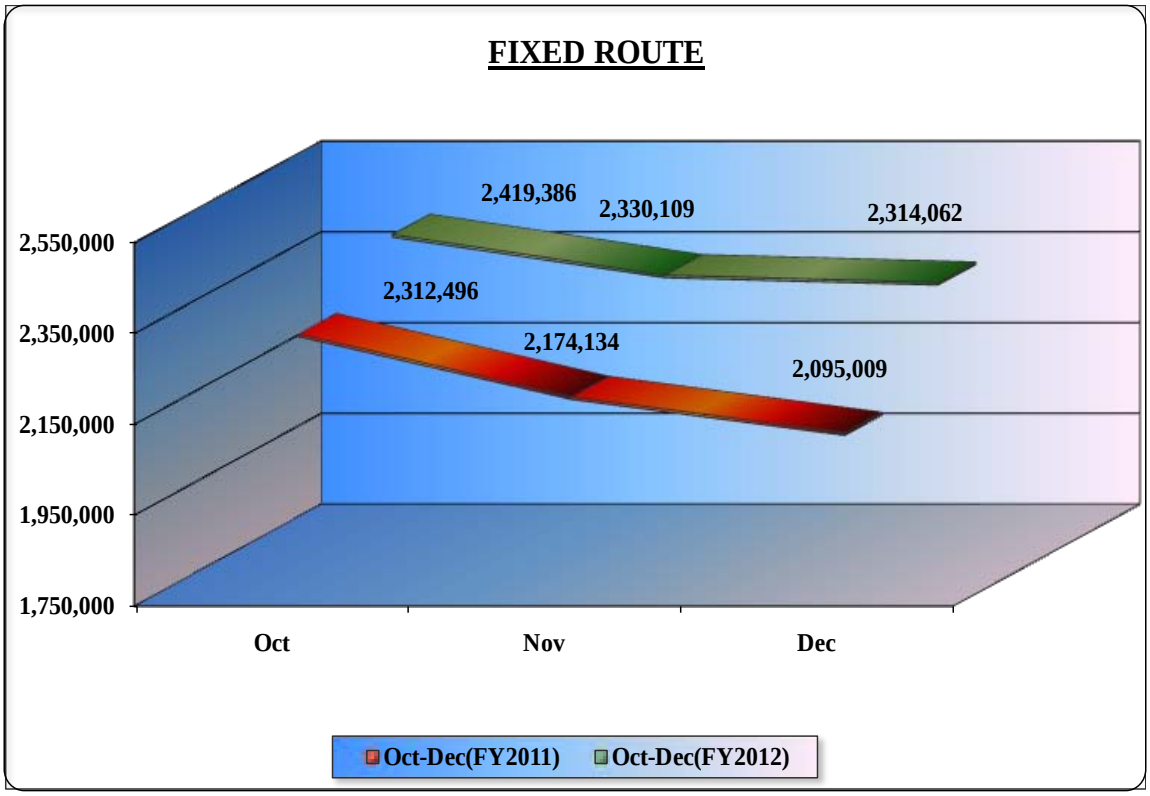
Fiscal Year 2011

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	102,397	103,140	84,775	79,809	72,642	82,411	82,094	81,526	83,348	78,536	85,554	78,289	1,014,521
Fixed Route	2,198,468	2,060,142	1,998,905	2,081,077	2,066,081	2,199,619	2,236,690	2,200,645	2,154,317	2,157,696	2,295,501	2,295,260	25,944,401
Pick Up Line	11,631	10,852	11,329	11,811	12,045	12,876	12,586	12,076	12,081	10,858	12,934	12,720	143,799
SUBTOTAL - FIXED ROUTE	2,312,496	2,174,134	2,095,009	2,172,697	2,150,768	2,294,906	2,331,370	2,294,247	2,249,746	2,247,090	2,393,989	2,386,269	27,102,721
Special Shuttles	13	7,370	8,696	21,048	0	0	51	45	13	0	0	0	37,236
ACCESS LYNX	53,312	52,324	51,117	54,003	52,388	60,074	60,364	57,249	58,236	56,736	61,302	58,545	675,650
Van Pool	16,454	15,574	14,798	17,124	15,852	18,358	16,927	18,074	18,572	16,588	19,510	18,028	205,859
SUBTOTAL - OTHER SERVICES	69,779	75,268	74,611	92,175	68,240	78,432	77,342	75,368	76,821	73,324	80,812	76,573	918,745
TOTAL ALL SERVICES	**2,382,275**	**2,249,402**	**2,169,620**	**2,264,872**	**2,219,008**	**2,373,338**	**2,408,712**	**2,369,615**	**2,326,567**	**2,320,414**	**2,474,801**	**2,462,842**	**28,021,466**

Year to date (October - December) Draft

Service Mode	*Oct-Dec(FY2011)*	*Oct-Dec(FY2012)*	*% Change*
LYMMO	290,312	226,732	-21.90%
Fixed Route	6,257,515	6,800,626	8.68%
Pick Up Line	33,812	36,199	7.06%
SUBTOTAL - FIXED ROUTE	6,581,639	7,063,557	7.32%
Special Shuttles	16,079	122	-99.24%
ACCESS LYNX	156,753	172,052	9.76%
Van Pool	46,826	49,006	4.66%
SUBTOTAL - OTHER SERVICES	219,658	221,180	0.69%
TOTAL ALL SERVICES	6,801,297	7,284,737	7.11%




FIXED ROUTE
2,550,000
2,350,000
2,150,000
1,950,000
1,750,000
2,419,386
2,330,109
2,314,062
2,312,496
2,174,134
2,095,009
Oct
Nov
Dec
Oct-Dec(FY2011)
Oct-Dec(FY2012)

Average Daily Ridership by Mode

Service Mode	*Day*	*December-10*	*December-11*	*% Change*
LYMMO	Weekday	3,348	2,818	-15.83%
	Saturday	1,248	1,093	-12.44%
	Sunday	807	792	-1.84%
All Other Links	Weekday	73,270	81,978	11.88%
	Saturday	54,070	59,451	9.95%
	Sunday	29,415	32,657	11.02%
Total Fixed Route	Weekday	76,618	84,795	10.67%
	Saturday	55,318	60,544	9.45%
	Sunday	30,222	33,449	10.68%
ACCESS LYNX	Weekday	2,469	-	-100.00%
	Saturday	975	-	-100.00%
	Sunday	442	-	-100.00%
Pick Up Line	Weekday	459	473	3.07%
	Saturday	259	310	19.63%
Van Pool	Weekday	603	604	0.28%
	Saturday	122	180	48.15%
	Sunday	113	188	67.11%
TOTAL	**Weekday**	**80,148**	**85,872**	**7.14%**
LYNX	**Saturday**	**56,673**	**61,034**	**7.69%**
SERVICES	**Sunday**	**30,776**	**33,637**	**9.30%**

The following new links began service in August 2011:

Fastlink 441 - Limited stop express service from Osceola Square Mall to LCS via OBT
Fastlink 17/92 - Limited stop express service from Seminole Center to LCS via 17/92

The following new links began service in December 2011:

Link 104 - East Colonial
Link 105 – West Colonial

LYNX Monthly Ridership

Fiscal Year 2012

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	81,115	74,997	70,620										226,732
Fixed Route	2,325,994	2,243,145	2,231,487										6,800,626
Pick Up Line	12,277	11,967	11,955										36,199
SUBTOTAL - FIXED ROUTE	2,419,386	2,330,109	2,314,062										7,063,557
Special Shuttles	-	121	1										122
ACCESS LYNX	59,001	57,463	55,588										172,052
Van Pool	17,260	16,798	14,948										49,006
SUBTOTAL - OTHER SERVICES	76,261	74,382	70,537										221,180
TOTAL ALL SERVICES	**2,495,647**	**2,404,491**	**2,384,599**										**7,284,737**

% Change From Fiscal Year 2011 To Fiscal Year 2012

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	-20.8%	-27.3%	-16.7%										-21.9%
Fixed Route	5.8%	8.9%	11.6%										8.7%
Pick Up Line	5.6%	10.3%	5.5%										7.1%
SUBTOTAL - FIXED ROUTE	4.6%	7.2%	10.5%										7.3%
Special Shuttles	-100.0%	-98.4%	-100.0%										-99.2%
ACCESS LYNX	10.7%	9.8%	8.7%										9.8%
Van Pool	4.9%	7.9%	1.0%										4.7%
SUBTOTAL - OTHER SERVICES	9.3%	-1.2%	-5.5%										0.7%
TOTAL ALL SERVICES	**4.8%**	**6.9%**	**9.9%**										**7.1%**

Fiscal Year 2011

Service Mode	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL YEAR
LYMMO	102,397	103,140	84,775	79,809	72,642	82,411	82,094	81,526	83,348	78,536	85,554	78,289	1,014,521
Fixed Route	2,198,468	2,060,142	1,998,905	2,081,077	2,066,081	2,199,619	2,236,690	2,200,645	2,154,317	2,157,696	2,295,501	2,295,260	25,944,401
Pick Up Line	11,631	10,852	11,329	11,811	12,045	12,876	12,586	12,076	12,081	10,858	12,934	12,720	143,799
SUBTOTAL - FIXED ROUTE	2,312,496	2,174,134	2,095,009	2,172,697	2,150,768	2,294,906	2,331,370	2,294,247	2,249,746	2,247,090	2,393,989	2,386,269	27,102,721
Special Shuttles	13	7,370	8,696	21,048	0	0	51	45	13	0	0	0	37,236
ACCESS LYNX	53,312	52,324	51,117	54,003	52,388	60,074	60,364	57,249	58,236	56,736	61,302	58,545	675,650
Van Pool	16,454	15,574	14,798	17,124	15,852	18,358	16,927	18,074	18,572	16,588	19,510	18,028	205,859
SUBTOTAL - OTHER SERVICES	69,779	75,268	74,611	92,175	68,240	78,432	77,342	75,368	76,821	73,324	80,812	76,573	918,745
TOTAL ALL SERVICES	**2,382,275**	**2,249,402**	**2,169,620**	**2,264,872**	**2,219,008**	**2,373,338**	**2,408,712**	**2,369,615**	**2,326,567**	**2,320,414**	**2,474,801**	**2,462,842**	**28,021,466**

Monthly Report F: Planning and Development Report

To: **LYNX Board of Directors**

From: **Rudolph Walter**
DIRECTOR OF PLANNING
Catherine Porter
(Technical Contact)
Doug Jamison
(Technical Contact)
Mira Bourova
(Technical Contact)

Phone: **407.841.2279 ext: 6009**

Item Name: **Planning and Development Report**

Date: **1/26/2012**

FlexBus

The solicitation for technical project management for the update of the design and deployment of the FlexBus project was released with two proposals received on October 26, 2011. The Source Evaluation Committee (SEC) met on November 21, 2011 to evaluate, score and rank the two proposals received. The SEC consisted of a representative of LYNX and one from each of the cities of Altamonte Springs, Casselberry, Longwood, and Maitland. Subsequently the FlexBus procurement was canceled pending a re-work of scope.

LYNX Transportation Resources and Community Services (TRACS)

LYNX has been awarded Federal grant funding to improve transportation choices and job access for military families through a Veterans Transportation and Community Living Initiative (VTCLI) federal grant. The grant will allow LYNX in partnership with the Department of Veteran Affairs, AMVETS, United Way and other local support agencies to create a region-wide web based One-Call One-Click center for connecting veterans with the services available to them. The project continues the infrastructure of the larger MORETMCC project. It was proposed under the name LYNX TRACS (Transportation Resources and Community Services). Staff is requesting LYNX Board of Directors' approval at the January 2012 meeting to issue a Request for Proposals (RFP) for consultant service to assist in the design and implementation of this project.

MORETMCC

The "English" version of the internet trip information and booking software has been implemented and is in use by limited number of ACCESS LYNX customers. The "Spanish" version has been deployed and has undergone text updates during the month of December 2011. ACCESS LYNX will now begin a phased deployment by marketing the system to groups of customers. This phased deployment will allow staff to process password updates and assist

customers without becoming overwhelmed with a large group of customers. Any customers not represented in the phased deployment but requesting access will also be accommodated.

Shelters

LYNX continues to install shelters under both the fiscal year and ARRA funded budgets. An update of shelter numbers installed since January 2010 is included below. LYNX installed 403 shelters in a two year time frame.

Orange County:

Shelters: LYNX installed a total of 50 shelters with ARRA funding and 32 shelters with FY funding. In addition, LYNX installed 4 art shelters on International Drive. Currently another 26 locations are either in permitting or design. Installation of these sites will start in January 2012.

Transit Centers:

Reconstruction of the West Oaks Transit Center was completed in December 2011. Improvements to this ARRA-funded project included new shelters, two solar-powered trash compactors and infrastructure for future ticket vending machines and CCTV. LYNX is working with UCF on improvements to the deteriorated drive aisle of its transit center.

Seminole County

Shelters: LYNX installed a total of 39 shelters with ARRA funding and 19 shelters with FY funding. LYNX and the County are working on an agreement to include the County's advertising shelter vendor to allow LYNX to install additional shelters in unincorporated portions of the County.

Transit Centers:

Reconstruction of the Seminole Center Transit Center (Sanford Wal-Mart on 17-92) was completed in December. The facility now has a total of 6 shelters and 3 solar-powered compactors and the infrastructure needed for CCTV and ticket vending machines.

Osceola County:

Shelters: LYNX installed a total of 47 shelters with ARRA funding and 20 shelters with FY funding. Another 12 shelters began construction in late December 2011 to replace the shelters removed with the cancellation of the contract between 20/20 Media and the City of Kissimmee.

Transit Centers:

The Kissimmee Transfer Center is moving forward to the City of Kissimmee Development Review Committee (DRC) and the Planning Advisory Board (PAB). The project already has approval by the LYNX Board of Directors to go out to bid. The engineering costs associated with DRC and PAB, as well as the bid process will use ARRA-specific dollars.

The Categorical Exclusion for the Poinciana Transfer Center expansion was approved by FTA in July. Final design is progressing and an addendum to the existing Transit License Agreement is being executed by Wal-Mart. This project is anticipated to be funded by ARRA savings.

City of Orlando:
Shelters: LYNX installed a total 166 shelters with ARRA funding and 26 shelters with FY funding. Another 25 shelters are currently under construction with completion anticipated in late January.

Transit Centers:
LYNX is currently analyzing needed improvements to both Colonial Plaza (replacement of the drive aisle with reinforced concrete and shelter improvements) and Washington Shores (shelter improvements). LYNX obtained permission at previous board meetings to go out to bid for these locations.

Transit Development Plan

The Transit Development Plan (TDP) is the basis of millions of dollars of funding every year from the Florida Department of Transportation (FDOT). In order to receive funding a major update must be developed every 7 years, with a 10 year window. LYNX' next 10 year major update is due September 1, 2012. A project kick-off was held in December.

Also after the July 28, 2011 LYNX Board meeting, where the draft Transit Development Plan for FY 2012-2020 (TDP) Annual Update and Progress Report was adopted, the document was sent to the Florida Department of Transportation for review and approval. The Florida Department of Transportation's comments were minor and have been addressed. FDOT has found the Transit Development Plan for FY 2012-2020 to be in compliance with Rule 14-73 F.A.C. and is available at www.golynx.com

Major Projects

East/West Circulator BRT:
PLC Construction was selected as the design/build team to perform the design and construction of the East/West Circulator BRT. Their team consists of PCL Construction, WBQ Design & Engineering, Inc., HDR, Inc., JCB Consulting, Inc., GEC, Inc., HHI Design and PEC Surveying and Mapping, Inc. The contract is on this month's Board agenda for award with an anticipated kick-off meeting in February.

Parramore BRT:
ZMG Construction was selected as the design/build team to perform the design and construction of the Parramore BRT. Their team consists of Balfour Beatty Construction, LLC, Cardno TBE, WBQ, Vanasse Hagen Brustlin, GEC, Inc. and Baker Barrios Architects. The contract is on this month's Board agenda for award with an anticipated kick-off meeting in February.

Monthly Report G: Communications Report

To: **LYNX Board of Directors**

From: **Kathy Clary**
DIRECTOR OF COMMUNICATIONS
Maria Colon
(Technical Contact)
Ro Norman
(Technical Contact)
Matthew Friedman
(Technical Contact)

Phone: **407.841.2279 ext: 6161**

Item Name: **Communications Report**

Date: **1/26/2012**

Advertising Sales

ADVERTISING SALES	OCTOBER 2011	NOVEMBER 2011
Advertising Sales Revenue	$90,097	$65,047
Net Revenue to LYNX Fiscal Year to Date	$90,097	$155,144

Website Usage

WEBSITE USAGE	NOVEMBER 2011	DECEMBER 2011
Total Page Views	406,390	404,791
Total User Visits	92,407	93,871
% Trip Planner	*	*

*Analytics under construction will be updated with January numbers.

Vanpool Program

VANPOOLS	OCTOBER 2011	NOVEMBER 2011	DECEMBER 2011
Vanpool Participants	547	527	523
Total Revenue Miles YTD	102,925	213,349	307,177
New Vanpools	0	0	0
Returned Vanpools	1	1	1
Current Vans in Service	70	69	68
Pending Vanpool Interest	COLEMAN PRISON (1)	COLEMAN PRISON (2)	COLEMAN PRISON (2)
	KSC (1)	KSC (1)	KSC (1)
	TSA (3)	TSA (3)	TSA (3)
	DEPARTMENT OF DEFENSE (2)	DEPARTMENT OF DEFENSE (2)	DEPARTMENT OF DEFENSE (2)
	HODGES GROUP (2)	HODGES GROUP (2)	HODGES GROUP (2)
		FLORIDA TECHNICAL COLLEGE (1)	FLORIDA TECHNICAL COLLEGE (1)
Phone Inquiries	12	22	18

***December Numbers will be ready 1/15/12.**

Pick Up Line Renaming

In an effort to better connect with the community we serve, the PickUpLine will be renamed NeighborLink. The 14 new vehicles will have a fresh exterior silver, blue and green paint design and interior upholstery. The new vehicles are expected to arrive in mid-January. The LYNX Body Shop will be tasked with painting the vehicles. The LYNX Communications staff will develop a communications plan to introduce the renaming of the service.

The color palate for this year's bus fleet will consist of: green, orange, red, blue and pink.

Employee Alternative Program EAT!

The objective of the Employee Alternative Transportation (EAT!) program is a fresh way to reengage and encourage LYNX employees to bus, bike, walk or carpool to work. Formerly known to employees as the Commuter Choice program, the EAT program launched on Nov. 14 with 43 employees enrolling within the first few weeks resulting in an increase of 335% from the former Commuter Choice program. Having employees use alternative transportation - especially the bus - will help them better understand the system.

Pride, Passion and Performance

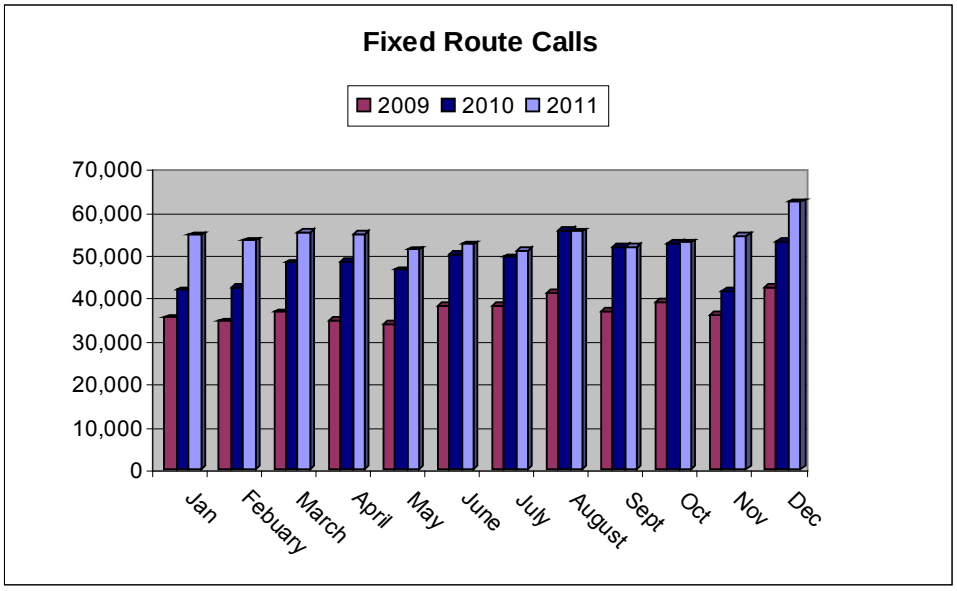
The goal of the LYNX Passion, Pride and Performance program is to recognize employees who take the extra step to make a difference in the lives of our customers. Starting in January 2012, the program will consist of a monthly award to an employee who exemplifies the characteristics expressed in the agency's mission statement: "We enhance people's lives everyday through passion, pride and performance." The recipient will be recognized at the Board of Directors meeting.

Orlando Sentinel Employee Holiday Convenience Fair

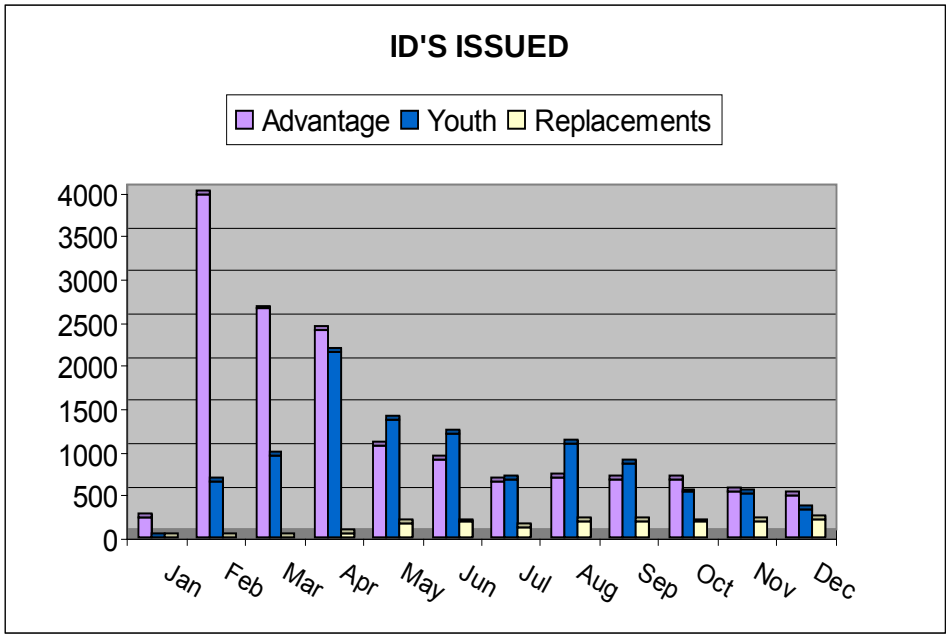
LYNX Customer Service and Communications staff attended the Orlando Sentinel's Employee Holiday Convenience Fair on Dec. 6. LYNX staff sold a total of 50 tickets in a "Buy One, Get One Free" one time offer. The purpose for the promotion was to encourage Sentinel employees to use alternative transportation to commute to work effecting a behavioral change.

Customer Service

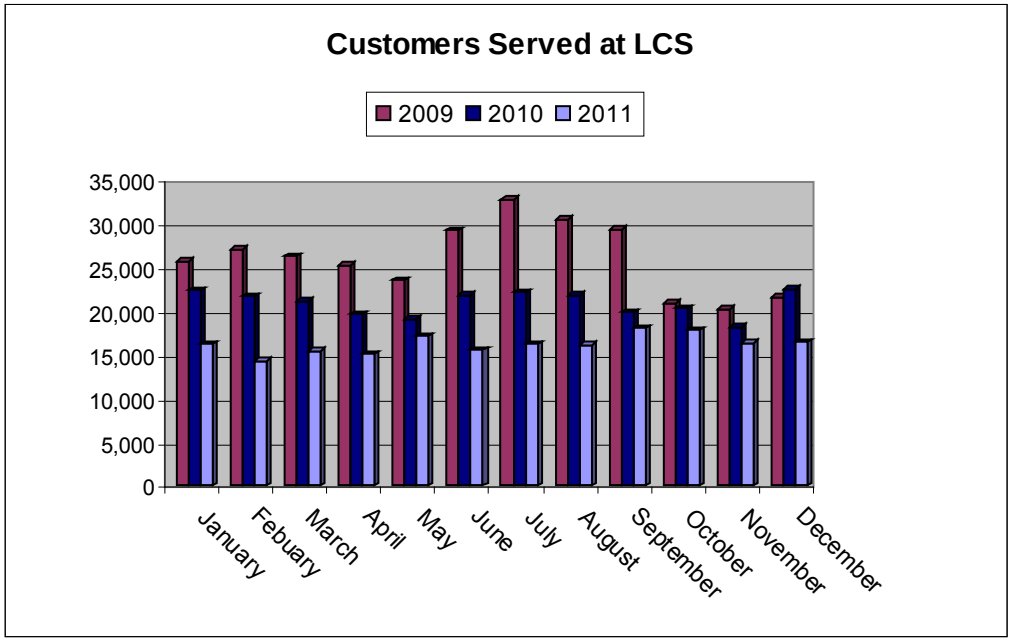
Customer Service coordinates the following communication tools to the public; the call center (providing travel information), fare media sales and information, customer relations, lost & found, LYNX ID programs and "How To Ride" presentations.



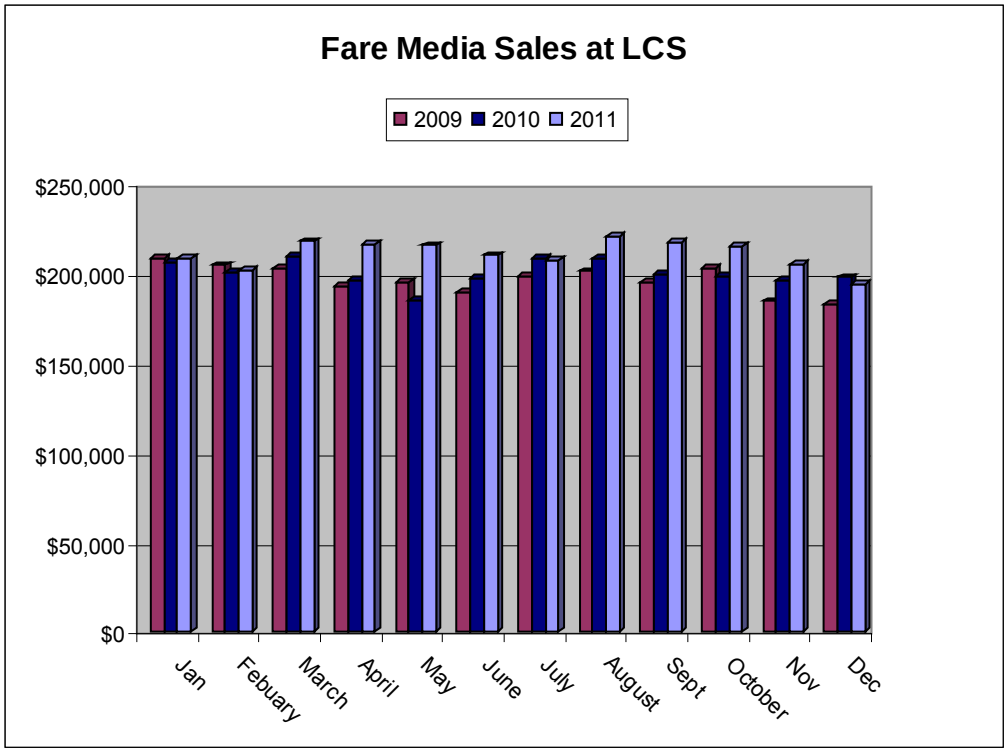
	2011	2010	2009
November	54,293	41,487	35,886
December	62,203	53,007	42,170



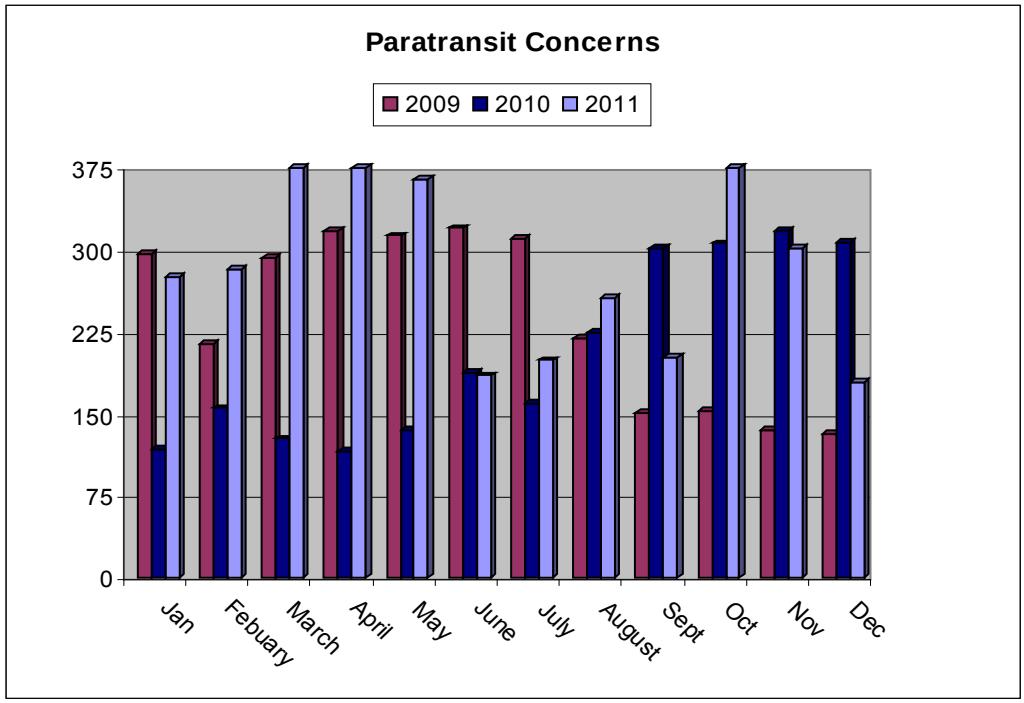
	Advantage	Youth	Replacement
November	533	495	176
December	477	324	199



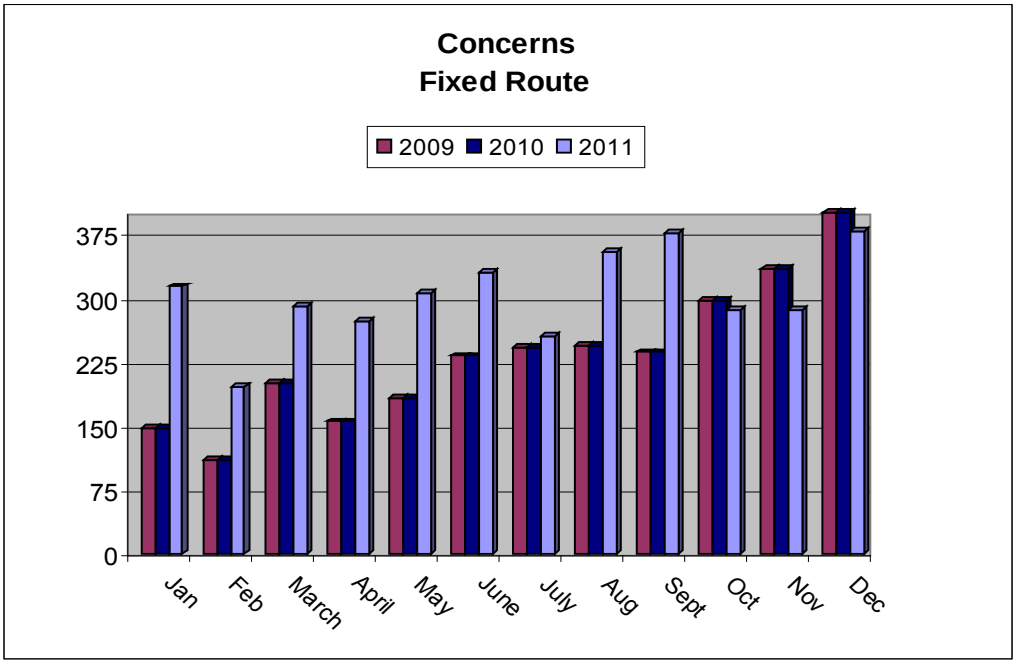
	2011	2010	2009
November	16,315	18,209	20,218
December	16,502	22,476	21,653



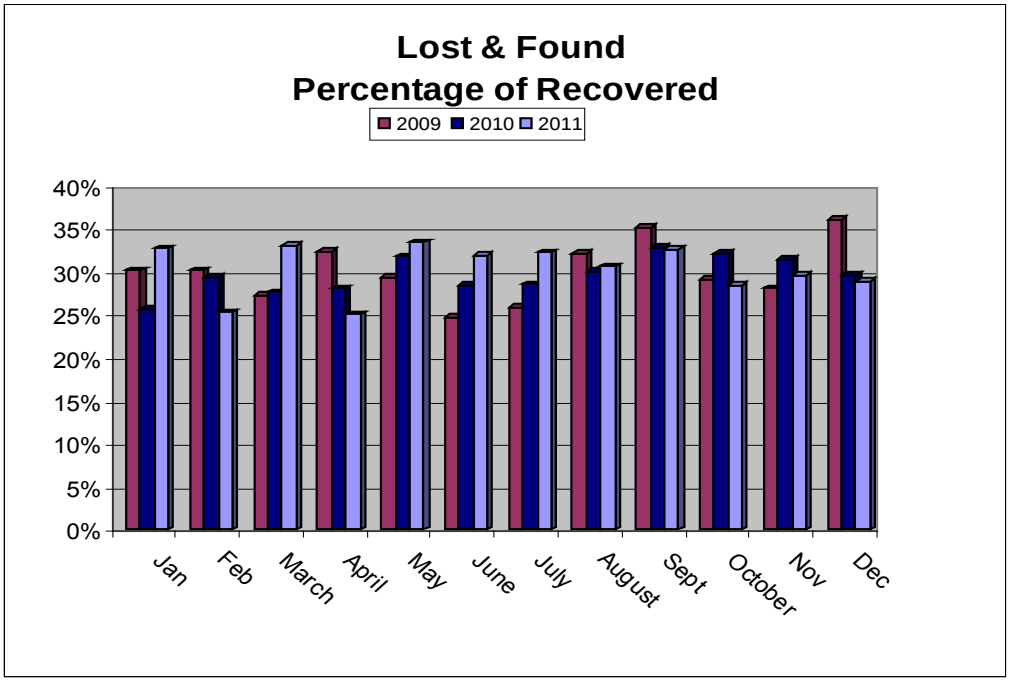
	2011	2010	2009
November	205,561	196,080	184,439
December	194,015	197,956	182,775



	2011	2010	2009
November	301	318	135
December	179	307	131



	2011	2010	2009
November	286	333	128
December	377	412	160



	2011	2010	2009
November	29.45	32.27	28.00
December	28.84	29.55	36.00

November & December Presentations	
Rosen Shingle Creek - School	How to Ride
Seminole Schools Homeless Project	How to Ride & ID's
Orlando Sentinel Convenience Fair	How to Ride & Pass Sales

Press Releases November - December 2011

Nov. 4.Audit Meeting canceled.
Nov. 10.December service changes.
Nov. 17.Holiday bus.
Dec. 12.Customer appreciation.
Dec. 13.Holiday service level.
Dec. 20.Customer appreciation reminder.
Dec. 28.Traffic delays and maximum capacity in I-Drive area.

Stories

Nov. 1. WFTV-TV/Channel 9 on the benefit of solar trash compactors.
Nov. 2.Orlando Sentinel on solar trash compactors.
Nov. 7.Orlando Sentinel on homeless fares.
Nov. 8.WFTV-TV/Channel 9 on LYMMO ridership and fuel costs.
Nov. 9 and 10.Orlando Sentinel and WKMG-TV/Channel 6 on veterans mobility grant.
Nov. 17.Orlando Sentinel story on LYMMO expansion to Creative Village.
Nov. 17.WFTV-TV/Channel 9 on LYMMO ridership.
Nov. 22.Orlando Sentinel My Word (Joanie Schirm) on LYMMO groundwork for growth.
Nov. 26.Orlando Sentinel mention in story on SunRail development.
Dec. 11.Orlando Sentinel mention in editorial on Bithlo.

Social Media

Nov. 10.Veterans mobility grant announcement.
Nov. 10.Service efficiency announcement.
Nov. 29.Reminder to keep the writing appropriate.
Dec. 2.Service efficiency reminder.
Dec. 7.Customer appreciation.
Dec. 12.Customer appreciation reminder.
Dec. 13.Link 200 and 204 no service on Dec. 26 and Jan. 2.
Dec. 20. Customer appreciation reminder.
Dec. 23.Reminder of no Link 200 and 204 no service on Dec. 26 and Jan. 2.
Dec. 28.Traffic delays and maximum capacity in I-Drive area.

Monthly Report H: Government Relations Report

To: **LYNX Board of Directors**

From: **James McLawhorn**
CHIEF GOVT AFFAIRS OFFICER
James McLawhorn
(Technical Contact)
Helen Miles
(Technical Contact)

Phone: **407.841.2279 ext: 6064**

Item Name: **Government Relations Report**

Date: **1/26/2012**

As previously reported, there are twelve appropriations bills that Congress must pass each year that, taken together, make up the entire federal budget. The federal fiscal year starts on October 1. None of the twelve appropriations bills were enacted into law before October 1. To cover the ongoing operations of running the government, Congress passed two Continuing Resolutions. The second Continuing Resolution expired December 16th.

In late December, the House passed a year-end tax extender bill with only 10 Democrats voting in support. The Senate approved its own version of a tax extenders bill, but their version only extended the tax provisions for two months to allow Congress to come back next year and revisit the issue. The House voted to disagree with the Senate bill, insisting on a full year extension. The issue was resolved when the House bowed to pressure from the public and Senate Republican leadership.

The bill that eventually passed extended the tax provisions for only two months and did not include an extension of the transit commuter tax benefit.

The budget battles this year have been among the most divisive in memory. The basic theme is that the House conservatives pushed for much deeper spending cuts. The House passed most of the regular appropriations bills earlier this year; however the low spending totals included in those bills were unacceptable to the Senate Democrats and the President.

The existing law, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) actually expired on September 30, 2009. Unable to pass new legislation to date, the provisions of SAFETEA-LU have been extended a number of times. One of those extensions kept the old bill in force until September 30, 2011. When that deadline was reached, Congress passed another extension until March 31, 2012.

There had been hope that the bill would get done in 2011 before the election year got started. The House Speaker announced that he wanted the bill to pass the House by December 31st.

The Speaker also responded to the criticism that the spending levels in the concept paper were too low and suggested that he would find new revenue sources. The first revenue source he targeted was energy fees derived from opening more federal lands to oil and gas exploitation. However, the environmental community strongly opposed that idea.

As the year ended, the House Transportation and Infrastructure Committee Chair, Congressman John Mica from Florida, announced that action on the bill in the House would be deferred until 2012. He maintained that a new bill can be written and passed by the March 31 deadline - the House is only scheduled to be in session a total of six days in January (the House returns to session on January 17 and the Senate on January 23). The two bodies will only be in session at the same time for four days in all of January and the State of the Union address is to be held on January 24.

The Senate bill has progressed further. In the Senate a total of four Committees have jurisdiction over different parts of the bill. The Environment and Public Works Committee handles the highway sections of the bill. **The Senate Banking, Housing and Urban Affairs Committee handles the transit portions**. The Senate Commerce, Science and Transportation Committee handles highway safety and freight movement provisions. Finally, the Senate Finance Committee writes the tax and revenue sections.

In the Senate concept paper, the bill marked up by the Environmental and Public Works Committee only runs for two years. The total funding for highway programs -- $85 billion -- continues spending at rates equal to current levels plus inflation. The bill also has a $12 billion funding gap. The bill received bipartisan support as all 18 members of the Committee voted for it. However, the Committee Republicans stressed that their support was contingent on finding a way to cover the shortfall. The Ranking Republican, Senator Inhofe from Oklahoma, said the bill is "not going anywhere outside of this Committee until we find the funding."

The Senate Commerce, Science and Transportation Committee also held a markup just before the Senate adjourned. Senator Lautenberg pushed for language that would:

- Development of a National Freight Transportation Policy
- Creation of a National Freight Infrastructure Investment Grant Program
- Establishment of an Office of Freight Planning and Development in US DOT

The Senate Banking Committee has not marked up the transit sections and the Senate Finance Committee has not marked up the revenue sections.

So where does that leave us?

In the House no markups have occurred. The Speaker has suggested using energy fees to raise additional revenue. That proposal will run into significant opposition.

In the Senate, two of the four Committees with jurisdiction over different parts of the bill have had markups. Two have not. There is strong Republican opposition for the Commerce Committee sections and a threat of massive Republican opposition if the funding problem is not solved.

In the past three decades, highway bills eventually got passed because of the amount of money involved. There was more money for each State and more money for new programs. There were fights between States over the funding formula, but at the end of the day, everyone wanted to see the bills enacted into law. Times are different. Congress must either face funding cuts or must raise revenues.

TIGER III Grants

On December 15, US DOT made the formal announcement of the third round of TIGER Grants. Secretary Ray LaHood announced that 46 projects across the country will receive a total of $511M. The projects were selected from a total of 848 applications, with funding requests totaling more than $14B.

LYNX, The City of Orlando, Osceola County and Tavistock holdings were unsuccessful in securing a grant for new BRT to serve the Airport, the New VA Hospital and Medical City even though the joint application had a local match from the private sector of nearly 60%!

TIGER IV - FY'12 DOT Appropriations

The bill includes $500M for another round of TIGER discretionary grants. US DOT is expected to issue of Notice of Funding Availability for a fourth round of TIGER funds in early 2012.

Monthly Report I: Employee Travel Report

To: **LYNX Board of Directors**

From: **John Lewis**
CHIEF EXECUTIVE OFFICER
Deborah Morrow
(Technical Contact)
Blanche Sherman
(Technical Contact)

Phone: **407.841.2279 ext: 6017**

Item Name: **Monthly Employee Travel Report - January 2012**

Date: **1/26/2012**

EMPLOYEE / DEPARTMENT	DESTINATION	PURPOSE	DEPARTURE AND RETURN DATES	TOTAL ESTIMATED AGENCY COST	AGENCY COST
James Mc Lawhorn Gov't. Affairs	Tallahassee, FL	To attend the 2012 Legislative Session	01/09/12 - 01/12/12	437	437
Maria Colon Communications	Kansas City, MO	To attend CAD/AVL Information gathering visit to Kansas City Transit Authority	01/09/12 - 01/10/12	710	710
Jerry Bryan Planning	Kansas City, MO	To attend CAD/AVL Information gathering visit to Kansas City Transit Authority	01/09/12 - 01/10/12	710	710
Cedric Johnson Operations	Kansas City, MO	To attend CAD/AVL Information gathering visit to Kansas City Transit Authority	01/09/12 - 01/10/12	710	710
Debbie Thomas Operations	Kansas City, MO	To attend CAD/AVL Information gathering visit to Kansas City Transit Authority	01/09/12 - 01/10/12	710	710
Keith Tillet Operations	Kansas City, MO	To attend CAD/AVL Information gathering visit to Kansas City Transit Authority	01/09/12 - 01/10/12	831	831

EMPLOYEE / DEPARTMENT	DESTINATION	PURPOSE	DEPARTURE AND RETURN DATES	TOTAL ESTIMATED AGENCY COST	AGENCY COST
Samuel Pagan Operations	Kansas City, MO	To attend CAD/AVL Information gathering visit to Kansas City Transit Authority	01/09/12 - 01/10/12	710	710
Jayne Walker Operations	Kansas City, MO	To attend CAD/AVL Information gathering visit to Kansas City Transit Authority	01/09/12 - 01/10/12	710	710
Teule Chisolm Operations	Tampa, FL	Instructor's Course In Bus Operator Training	01/09/12 - 01/12/12	0	0
Remond Harris Operations	Tampa, FL	Instructor's Course In Bus Operator Training	01/09/12 - 01/12/12	0	0
Eddie Burgos Operations	Tampa, FL	Instructor's Course In Bus Operator Training	01/09/12 - 01/12/12	0	0
Mira Bourova Planning	Deltona, FL	Trainer for: 1 Day Improve Your GIS Skills Training	01/10/12 - 01/11/12	0	0
James Mc Lawhorn Gov't. Affairs	Tallahassee, FL	To attend the 2012 Winter Legislative Session	01/17/12 - 01/19/12	328	328
John Lewis Executive	Tampa, FL	Attend Florida Public Transportation Authority (FPTA) Board of Directors Meeting	01/20/12 - 01/20/12	77	77
James Mc Lawhorn Gov't. Affairs	Tampa, FL	Attend Florida Public Transportation Authority (FPTA) Board of Directors Meeting	01/20/12 - 01/20/12	0	0
James Mc Lawhorn Gov't. Affairs	Tallahassee, FL	To attend the 2012 Winter Legislative Session	01/23/12 - 01/25/12	343	343
Doug Jamison Planning	Washington, DC	Integrated Dynamic Transit Operations Stakeholders Workshop (Part 1 of 2) at the invitation of FTA	01/26/12 - 01/27/12	622	622
TOTAL ESTIMATED COSTS and AGENCY COSTS				**6,896**	**6,896**

Monthly Report J: Employee Travel Report

To: **LYNX Board of Directors**

From: **John Lewis**
CHIEF EXECUTIVE OFFICER
Deborah Morrow
(Technical Contact)
Blanche Sherman
(Technical Contact)

Phone: **407.841.2279 ext: 6017**

Item Name: **Monthly Employee Travel Report - December 2011**

Date: **1/26/2012**

EMPLOYEE / DEPARTMENT	DESTINATION	PURPOSE	DEPARTURE AND RETURN DATES	TOTAL ESTIMATED AGENCY COST	AGENCY COST
Lorna Hall Risk Management	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	70	70
Ben Green Operations	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	30	30
Junior Mason Operations	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	30	30
Teodor Leka Operations	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	30	30

EMPLOYEE / DEPARTMENT	DESTINATION	PURPOSE	DEPARTURE AND RETURN DATES	TOTAL ESTIMATED AGENCY COST	AGENCY COST
Ronnie Hurst Operations	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	30	30
Rey Quniones Operations	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	30	30
Keith Tillet Operations	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	30	30
Raul Adames Operations	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	30	30
Efrain Marti Operations	South Daytona. FL	To attend Transportation Safety Institute Transit Safety and Security Div-Bus Collision Prevention & Investigation Seminar	12/19/11	30	30
TOTAL ESTIMATED COSTS and AGENCY COSTS				**310**	**310**

Monthly Report K: Employee Travel Report

To: **LYNX Board of Directors**

From: **John Lewis**
CHIEF EXECUTIVE OFFICER
Deborah Morrow
(Technical Contact)
Blanche Sherman
(Technical Contact)

Phone: **407.841.2279 ext: 6017**

Item Name: **Monthly Employee Travel Report - November 2011**

Date: **1/26/2012**

EMPLOYEE / DEPARTMENT	DESTINATION	PURPOSE	DEPARTURE AND RETURN DATES	TOTAL ESTIMATED AGENCY COST	AGENCY COST
Nancy Navarro Finance	Atlanta, GA	To attend FTA Financial Management Oversight Workshop	11/6/11 - 11/8/11	925	925
Mira Bourova Administrative	Tallahassee, FL	To attend 2011 SHRUG GIS Workshop Presentation on "A Regional Structures Layer Program-past, present and future. All costs covered by Central Florida GIS Workshop	11/8/11 - 11/11/11	0	0
James McLawhorn Gov't. Affairs	Tallahassee, FL	To attend 2011 Fall Legislative Sessions	11/15/11 - 11/17/11	293	293
John Lewis Executive	Baltimore, MD	As Chairman of Leadership APTA Class of 2012, attend meeting. Session Moderator for Executive Round Table: Industry Dialogue with Leading Transit Leaders	11/30/11 - 12/1/11	392	392
TOTAL ESTIMATED COSTS and AGENCY COSTS				**1,610**	**1,610**