



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

1. Call to Order

2. Committee Minutes



Oversight Committee Meeting Minutes, Feb. 1, 2018

Pg 4

3. 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.


4. Chief Executive Officer's Report


5. Finance & Audit Committee Report


6. Oversight Committee Report


7. Committee Agenda Items

- A.  Authorization to Amend LYNX' Equal Employment Opportunity (EEO) Program Policies Pg 14


-Attachments 


- B.  Authorization to Update the Title VI Complaint Documentation Procedure Pg 17













-Attachments 

- C.  Authorization to Amend LYNX' Disadvantaged Business Enterprise (DBE), Program Policy Pg 20

-Attachments 

- D.  Authorization to Approve a Lactation Accommodation Policy to Comply with Provisions Under the Pregnancy Discrimination Act Pg 23









-Attachments 

- E.  Authorization to update the Family Medical Leave Act (FMLA) Policy to Comply with Provisions Under the Family Medical Leave Act of the Department of Labor, Wage and Hour Division Pg 26
-Attachments 
- F.  Authorization to Approve the Updated LYNX Information Security Policy Pg 39
-Attachments 
- G.  Authorization to Submit a Grant Application to the Federal Transit Administration (FTA) FY18 Competitive Funding Opportunity, Section 5339 Low or No Emission Grant Program, for Downtown Electric Buses and Charging Equipment Pg 45
- H.  Authorization to Submit FY2018/2019 Service Development Grant Proposals to the Florida Department of Transportation (FDOT) and the Authority to Execute a Joint Participation Agreement (JPA) Upon Notification of Funding For Route Expansion/Enhancements and/or Technology Enhancements Pg 48
-Attachments 
- I.  Authorization to Submit a Grant Application to the U.S. Department of Transportation (USDOT) FY18 Competitive Funding Opportunity, Better Utilizing Investments to Leverage Development (BUILD) Program, for Southern Operations Facility Project Pg 53
-Attachments 
- J.  Presentation on the Annual Financial Audit and Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2017 Pg 77
-Attachments  


8. Committee Discussion Items

- A.  FY2019 Operating Budget (Preliminary) Pg 188
-Attachments 


9. Committee Action Items

- A.  LYNX Reserves Presentation Pg 200
-Attachments  
- B.  Recommendation to Amend the FY2018 Operating and Capital Budgets Pg 223
-Attachments 
- C.  Authorization to Implement Proposed Service Changes Effective July 15, 2018 Pg 233
- D.  Authorization to Adopt a System Safety Program Plan (SSPP) that Complies with or Exceeds the Established Safety Standards Set Forth by Chapter 14-90 of the Florida Administrative Code Pg 238
-Attachments 

10. Committee Information Items

A.  Update on LYNX Forward

Pg 296

-Attachments 

11. Other Business

Section 286.0105, Florida Statutes 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 Benjamin Gonzalez at 455 N. Garland Ave, Orlando, FL 32801 (407) 254-6038, 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
Oversight Committee Meeting Minutes

PLACE: LYNX Central Station
455 N. Garland Avenue
2nd Floor, Open Space Conference Room
Orlando, FL 32801

DATE: February 1, 2018

TIME: 10:30 a.m.

Members in Attendance:

Viviana Janer, Chair, Osceola County
Jim Harrison, Orange County
Edward Bass, Seminole County
Pat Christiansen, Legal Counsel
Billy Hattaway, City of Orlando
Mike Shannon, FDOT

Members Absent:

Lee Constantine, Vice Chair, Seminole County
Theresa Jacobs, Mayor, Orange County

Staff Members in Attendance:

Edward L. Johnson, Chief Executive Officer
Tiffany Homler-Hawkins, Chief Administrative Officer
Bert Francis, Chief Financial Officer
Thomas Stringer, Chief Operations Officer
Tellis Chandler, Deputy Director of Safety
Matt Friedman, Director of Marketing Communications
Brian Anderson, Acting Director of Human Resources
Tomika Monterville, Director of Planning & Development
Rose Hernandez, Executive Assistant
Dyana Blickle, Fiscal Assistant
Leonard Antmann, Director of Finance
Chris Plummer, Finance Assistant
Doug Jamison, Senior ITS Development
Doug Robinson, Manager of Strategic Planning
Jeff Reine, Senior Project Manager
Kim Forbragd, Mgr. of Financial Planning and Budgets
Louemma Cromity, Manager of Procurement
Marketing Team: Jessica Casa, Katie Lockard, Janet

1. Call to Order

Chair Janer called the meeting to order at 10:30 a.m.

Chair Janer introduced Mike Shannon, as the new Secretary of FDOT and the newest member of our Board.

2. Approval of Minutes

Chair Janer asked the Committee if there was any discussion about the Feb 1, 2018 meeting minutes. A motion was made by Billy Hattaway and seconded by Ed Bass to approve the minutes. Motion carried unanimously.

3. Public Comments

No members of the public requested to speak.

4. **Chief Executive Officer's Report**

Edward L. Johnson, Chief Executive Officer welcomed Mike Shannon to the LYNX Board of Directors.

Mr. Johnson stated that the Senate Appropriations Subcommittee on Transportation, Tourism & Economic Development included a 2 million dollar line item for LYNX LOC Facility. If the bill passes and the Governor signs it, we will be able to build the land we purchased behind LOC.

Mr. Johnson recognized the LYNX Marketing Team for their outstanding job in developing products that help get the message out to the community. LYNX was awarded the 1st **Place APTA Adwheel Award. Transit Agency's Marketing Teams throughout the country** compete for this Award and he is proud of the efforts and collaboration of his Marketing Team.

Mr. Johnson stated that we will be asking the Board to extend **Gertrude's Walk** (Orlando Trail) contract that has been proposed in this community for quite some time, for an additional six months. The project is moving at a rapid pace now, but was delayed due to negotiations for the contract and rainy days. No additional funds will be requested.

Mr. Johnson indicated that we had been in discussion with UCF to oversee and manage their transit system, and had drafted the agreement and was ready to present to the board, but UCF decided not to move forward with the contract as they did not feel comfortable that the students would be riding with the general public.

Mr. Johnson stated that we will have representatives from Rollins College attend our next **meeting as we'd like** to present a partnership opportunity with their MBA program.

Mr. Johnson announced that LYNX will be sending out information regarding the Softball Challenge to all the members of government, which will take place in May of this year.

Mr. Johnson requested to add the Authorization to Amend the Current Drug & Alcohol Program to the Oversight Committee Agenda, as the item was inadvertently omitted.

Chair Janer stated she was disappointed with the UCF News, but is happy that we are working with Rollins College specifically with the Internship program.

Chair Janer noted that Ray Walls was not in attendance at the meeting, but called upon Jim Harrison to provide the Finance and Audit Committee Report to the members of the committee.

5. Finance & Audit Committee Report

Jim Harris provided the Finance and Audit Committee report given to him by Ray Walls who chaired his last Finance and Audit Committee meeting on Tuesday, January 30, 2018 and announced he had accepted another position and will no longer be chairing this meeting.

Ray Walls provided Mr. Harrison with his report of what the Finance and Audit Committee voted on and approved:

- The extension of Legal Services Contract while the contract goes through the RFP process.
- To approve awarding the contract to convert the Fleet system to the Trapeze system. (Funding is available for that).
- To approve all items related to shelters for rehabilitation, fabrication and installation
- To approve a resolution designating March as Procurement Month
- To allow LYNX to pursue a grant for autonomous vehicle charging station (details will follow once grant application is set).

Jim Harrison congratulated Ed Bass as Chair of the Finance and Audit Committee Meeting until they hold officer elections.

Chair Janer, stated that in the last meeting the Finance and Audit Committee was going to review the Financial Statement. It is her understanding that he did not have a chance to review them in the January meeting. Mr. Bass said it would be taken up in the next meeting.

6. Committee Agenda Items

A. Authorization to Award a Contract to Trapeze for Ranger Units for Full Fleet Conversion

Chair Janer recognized Doug Jamison who provided a Power Point presentation supporting the request to award a contract to Trapeze for Ranger Units. Mr. Jamison stated that our goal is to operate a fleet of vehicles on one CAD system to support real time technology. The challenges we have with our current dual system is that buses operate on two separate CAD systems of which neither provides an overall system wide view. The Federal Transit Data reporting is cumbersome and the real time application must merge data from both systems, making it very difficult for dispatch supervisors to monitor both systems simultaneously and schedule changes must be updated in both systems.

If the Board approves, it will allow LYNX to replace the on-board clever device equipment with Trapeze CAD equipment and integrate into a single CAD system.

A motion to approve was made by Jim Harrison and seconded by Billy Hattaway. Motion passed unanimously.

B. Authorization to Increase Contract for Legal Services with Akerman, LLP

Chair Janer recognized Bert Francis, Chief Financial Officer to present. Mr. Francis stated, that this was basically adding money to the not to exceed amount for the Akerman LLC contract. The extension was presented to the Board in December, but funds were not added to the extension. The request is for \$250,000 to the extension.

Mr. Francis stated that we are in the process of an RFP for legal services, but have been delayed in coordinating with everyone that is on the SEC. It is scheduled for Feb. 13th, after which will go back to the Board with a recommendation for either a new contract with Akerman or a new vendor. A rate increase went into effect on January 1st of this year. Akerman is offering a 5% discount if we pay their bills within 30 days, that will be about a 16% increase in the blended rates.

A motion to approve was made by Billy Hattaway and seconded by Jim Harrison. Motion passed unanimously.

C. Authorization to Issue an Extension of Contract for LYNX Orlando Trail aka **Gertrude's Walk Project**

Chair Janer recognized Tomika Monterville, Director of Planning and Development. Ms. Monterville **provided a presentation to illustrate Gertrude's trail. She is requesting an** administrative extension to make sure we can close out the project in accordance with FTA requirements.

A motion to approve was made by Billy Hattaway and seconded by Jim Harrison. Motion passed unanimously.

D. Authorization to Increase the Contract Amount for Bus Shelters Rehabilitation

Chair Janer recognized Jeff Reine, Senior Project Manager to make the presentation on items 6 D, 6 E & 6 F.

Jeff stated that we have an existing contract with Spencer Fabrication for some of our shelters on SR 436 near North Gateway Orlando. There is a need to repaint and rehabilitate the bus shelters along that corridor (new seats, new roofs) also doing improvements at the Apopka Super Stop, for a total of 41 shelters. We have funding for this project but when we presented it last September the board item did not have the verbiage for the proper dollar amount, what this does is give us the ability to increase the contract amount to take that into account. It is using the 2018 budget that we received for shelter. There will be no increase to the budget.

A motion to approve was made by Ed Bass and seconded by Billy Hattaway. Motion passed unanimously.

E. Authorization to Release a Request for Proposal (RFP) for the Installation, Repair, and Removal of LYNX Transit Shelters and Associated Amenities

Jeff stated that we currently have an installation contract for 2 shelter vendors with Spencer. We awarded the bid to TourOur Manufacturing. Their contract is ready to come up this fall and it will be the end of their 2nd option year, this will seek to do a request for proposal to go out to bid for a new shelter manufacturer. We are proposing 3 year contracts with 2 one year extensions. This will give LYNX the ability to construct not only the shelter pads that we need, but the Americans with Disability Act connection from the edge of curb to the sidewalk and any other associated amenities.

A motion to approve was made by Billy Hattaway and seconded by Ed Bass. Motion passed unanimously.

F. Authorization to Release a Request for Proposal (RFP) for the Manufacturing of LYNX Transit Shelters

Jeff stated that this item will be for the manufacturer of LYNX transit shelters. The 2 major manufacturers are Polar Manufacturing and Spencer Manufacturing. Jeff illustrated **images on the screen to show the 15' x 15' shelter or 10' x 10' and 6' x 9' and 6' x 13'.** These are primarily seen in Seminole, Osceola and some places in Orange County. This

will allow for the shelter, solar panels, benches, trash cans and associated bike racks. This will be a 3 year contract with 2 one year extensions and a portion of that 40-60 shelters will come from this vendor.

Chair Janer asked if we had the design of the shelters and Jeff confirmed we have some designs but we are trying to stay with the street architecture. We are doing this as an RFP instead of an IFB, to allow the flexibility of looking at design changes.

A motion to approve was made by Jim Harrison and seconded by Billy Hattaway. Motion passed unanimously.

7. Committee Action Items

A. The Anti-Drug and Alcohol Misuse Prevention Program.

Mr. Johnson introduced Tellis Chandler, Director of Safety and Risk Management to present the program. Tellis stated that the staff is requesting that the Board provide Authorization for the CEO to make the recommended changes to the current drug and alcohol policy. He provided a Power Point presentation.

Tellis stated that all Public Agencies that receive Federal Funding are required to have a drug and alcohol program to include testing for drug and alcohol as well as enforcement. **FTA's requirement is training, display, distribute and post material associated with drug** and alcohol as well as materials for deterrence. Operators, dispatchers, maintenance staff, tow truck contractors, although they are not hired by us, must be in compliance. G4S, LYNX Security Armed Guards have to comply with FTA drug & Alcohol Policy as well. Mr. Chandler explained the types of testing to include random testing.

Proposed changes include:

Updating the CEO's name to reflect current Chief Executive Officer

Include dispatchers to the safety sensitive positions

Change Opiates to Opioids as regulated

Revise Policy statement for Shy Bladder (clarify medical evaluation process and what the FTA informs regarding a licensed physician; add medical time frame for evaluation; consequences).

A motion to approve was made by Jim Harrison and seconded by Billy Hattaway. Motion passed unanimously.

Mr. Johnson wanted to emphasize the terms misuse as there are certain drugs that our employees can take, but somehow abuse it. They must inform the Medical Review Officer at the time that they are taking certain medications.

B. Authorization to Declare March as Procurement Month

Chair Janer recognized Bert Francis, Chief Financial Officer to present the Proclamation.

Bert Francis, Chief Financial Officer stated that the National Institute of Government Procurement as well as the Institute for Supply Management has designated March as National Procurement month and would like to ask that we also designate March as Procurement month. Mr. Francis stated that this is a good opportunity to recognize our Procurement staff and understand their important role in our organization.

A motion to approve was made by Ed Bass and seconded by Jim Harrison. Motion passed unanimously.

Mr. Harris stated that typically Proclamations do not need to come to the Board for approval and are typically presented at the beginning of the meetings.

8. Committee Information Item

A. Update on LYNX forward

Chair Janer recognized Tim Crobons, Vice President of Connecticut Transportation Group to make the presentation.

Mr. Crobons provided an update on the Route Optimization study and discussed some of the challenges which include the quality of service; service performance; service supply and service design.

As part of this effort, guidelines, standards and evaluation processes are being set. This will aid the staff with decisions on new service recommendations.

Long term network provides transit services for all types of trips within the community and allows people to connect from one mode onto primary routes around the community.

The near term plan consist of a complete restructure of the system, wiping it clean and starting over, prioritizing improvements with what fits within the budget in the coming year.

Bus route numbers will change completely around the system. The change of the 4500 bus stops is a big chore in itself. Many of the services will require smaller vehicles that get into the neighborhood that may require procurement of additional vehicles on the small size or leasing those vehicles as well as training.

Lastly, there will be a timeframe for refinement of the plan out to the public, getting comments, running it through the committee, internal evaluations, making sure title VI is **covered and designing mitigation strategies to offset that and getting BOD's final approval.**

The plan implementation consists of writing the schedules, hiring and training, procurement, marketing and outreach. Final training and publication of materials for the public can take from 13-18 months.

Mr. Johnson stated the Mr. Crobons has done an exceptional job leading us through this process and is very pleased with the work that is going into this project.

Chair Janer expressed a concern that when it was first spoken of LYNX forward, everyone knew of the route optimization and this is the first that she hears of the full restructure of the system. She understands there is a whole education piece, but that is not what she originally heard when they signed up for the optimizations study. She is most interested in the routes in Osceola County.

Jim Harrison said restructuring is not a bad idea, but we need to be very engaged.

Mr. Johnson stated that the funding will remain the same and is looking at making sure that what is put out there is as efficient & effective as we can get it.

Chair Janer stated she would like to see some preliminary cost estimate of what this is going to cost before we continue plowing forward through this. She wants to understand the ramifications of the impact this may have. We have all agreed to move forward with the route optimization study, but we have not agreed to move forward with a complete restructure.

Mr. Edward Bass said it was critical that we have a cost analysis, not just for the current year but a 5 year plan or even further to see what kind of impact this will have.

Chair Janer stated she does not want to delay the Forward momentum but does not feel comfortable continuing until she understands the actual ramifications.

Mr. Johnson stated that this was an information item only for what is to come to set the tone for what is going to drive the policy that we want to put in place so that we can establish a much more cost effective system.

B. Update on Mobility Services

Chair Janer recognized Thomas Stringer, Chief Operating Officer who provided an over view of Mobility Services.

After enforcing our fare policy and sending notices to consumers, advising them of their outstanding balances, it has brought uncollected fares down to .5 percent through January 2018. Staff is working with consumers and offering uncollected fares payment plans.

Transition trips to our TNC's and Taxi's from private service provider, MV. Staff started in December including the integrated call center which was the fixed and paratransit route which operated out of one call center at the LYNX Lane location and the initial goal through December was 20% of the trips transitioned. Actual was 16%, and in January reached 20.5 %. Big dip days were Christmas and New Years as Mears was the primary provider at this time, could not take those extra trips for the holidays and asked that we do our own operation because they had their holiday service provider provisions.

Dec 5th or 6th we had 2,555 trips on a particular day, biggest spike for us on. In Dec. we re-assigned from MV transportation 9,300 trips. The Mears invoice was just under 154,000 for the month of December and our average trip costs, trips moved was \$16.55 our hourly cost on our prior contract was \$37. Per revenue hour, our productivity is 1.15 and the trips would have be \$302,000. With Mears our invoice of \$154,000. Resulted in the cost of \$149,000. If we would have stuck with the old model. That has been good for us.

The on-time performance in the system has also increased due to the trip transition from one provider. Under the old contract the on-time performance was in **the 80's**. December was 90.8; September was 91.4 and January was 91.6. It is picking up consistently. No other transit system is doing it the way we are doing it. The staff is doing an outstanding job.

It has been a challenge with the call hold times, a 2 minute hold time may be too aggressive of a goal. Looking at reviewing the hold minute to 3 minutes goal.

Down on ETA calls to 4.1 and booking down to 6 minutes. Once fully staffed, there will be a better metric on that as well.

Mr. Johnson stated that prior to merging the two call centers, one of the major complaints about paratransit was the call wait time, which on average, was greater than 15 minutes. By bringing the call takers from the paratransit provider, assists with the hold time and the increase in in trip requests from about 2,000 to over 2,500 per day.

Mr. Stringer stated he was working with the Lyft team which joined the Mobility Service Program effective yesterday. Staff will start filling the vacant call center positions starting on the 5th, and an aggressively training period to ensure optimum staffing readiness.

9. Committee Discussion Item

A. The Anti-Drug and Alcohol Misuse Prevention Program

This item was moved to Committee Action Item # 7 A.

10. Other Business: Chair Janer said it was for review purposes only.

Chair Janer said she had requested to review the reserve analysis at the last Oversight meeting and it is not on this agenda. There is a need to get it on the agenda for review as she would like to see where we are since we have dipped into it a lot with all the events and occurrences that have happened (hurricanes etc.).

Mr. Johnson said he will provide the reserve analysis at the next board meeting as we are still reviewing it and needs a little more time.

Tim Crobons stated that he saw the route optimization study as a positive project. Chair Janer agreed that the study is needed and does not want her comments to come across as though she wants this project to cease, but rather understand the costs and keeping these costs to a minimum. She stands firmly to better understand the project and that Mr. Crobons will work closely with each of our jurisdictions to make sure that our individual **communities'** needs are met.

The meeting adjourned at 12:07 p.m.

Certification of Minutes:

I certify that the foregoing minutes of the December 7, 2017 Oversight Committee meeting are true and correct, approved by the Oversight Committee.

X

Assistant

Oversight Committee Agenda Item #7.A.

To: LYNX Oversight Committee

From: **Edward Johnson**
CHIEF EXECUTIVE OFFICER
Desna Hunte
(Technical Contact)
Rose Hernandez
(Technical Contact)

Phone: 407.841.2279 ext: 6017

Item Name: Authorization to Amend LYNX' Equal Employment Opportunity (EEO) Program Policies

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to Amend LYNX' Equal Employment Policy (EEO).

BACKGROUND:

As required by The FTA Office of Civil Rights, LYNX is responsible for ensuring compliance with all nondiscrimination requirements. The office oversees the implementation of laws and regulations that prohibit discrimination on the basis of race, color, national origin, religion, sex, disability, and age in the provision of services to the public. The office provides technical assistance and training and conducts complaint investigations and onsite compliance reviews to ensure public transit providers fulfill civil rights requirements of the following programs.

- Title VI of the Civil Rights Act of 1964
- Disadvantaged Business Enterprise Program (DBE)
- Equal Employment Opportunity Program (EEO)

As a requirement of receiving Federal Transit Administration (FTA)/Florida Department of Transportation (FDOT) funding LYNX is required to undergo a Triennial Review conducted in conjunction with other required activities.

The Florida Department of Transportation (FDOT) conducted its 2018 Triennial Review of LYNX Policy and Procedures on May 7, 2018. The DBE, EEO and Title VI programs was a part of this audit. The FDOT Audit team made a recommendation for LYNX to revise the

applicable policies and procedures. LYNX will submit to the State DOT its DBE Program Policy for compliance with statutes and regulations.

Compliance Area	Observation	Recommendation	Revision
DBE	Contractors are periodically checked for adherence to DBE Policy.	It is recommended that policy be revised to require that checks be conducted at regular intervals.	In accordance with FTA program guidelines, ongoing monitoring of participation on the contracts on not less than on a quarterly basis.
TITLE VI	Title VI Program list of Complaints, Investigations, and Lawsuits does not meet the level of detail required by FTA C 4702.1B.	Revised the list to include dates, summary of the allegations, status, actions taken or final findings related to the investigation, lawsuit, or complaint.	List revised to be included in the 2020 Program Plan Update to FTA and FDOT.
EEO	Policy does not include procedure for submittal to FDOT (FTA C 4704.1A).	Revise policy to specify that program will be submitted to FDOT when requested.	Policy revised to state. LYNX will in accordance with FTA Circular C4704.1A submit to the State DOT its Equal Employment Opportunity Program document for compliance with statutes and regulations.

FISCAL IMPACT:

LYNX staff anticipates no fiscal impact if the proposed amendment is approved.



EQUAL EMPLOYMENT OPPORTUNITY POLICY

Central Florida Regional Transportation Authority/LYNX

1. LYNX is an Equal Employment Opportunity employer. LYNX affirms its commitment to treat all applicants for employment and employees equally without regard to race, religion, creed, color, national origin, sex, age, disability, veteran status, marital status, compensations discussions, or disclosures, or other class protected by local, state, or federal law. LYNX and its employees are prohibited from discriminating against an applicant for employment or employee on the basis of race, color, religion, creed, sex, age, national origin, or any other basis protected by local, state, or Federal law, or to be excluded from participation in, or denied the benefits of, or be subject to discrimination under any project, program, or activity funded in whole or in part through Federal financial assistance. This policy extends to all areas of employment including recruitment, selection and placement, compensation, promotion, transfer, discipline, demotion, lay-off, termination, training, daily working conditions, benefits and all other terms and conditions of employment.
2. LYNX will in accordance with FTA Circular C4704.1A submit to the State DOT its Equal Employment Opportunity Program document for compliance with statutes and regulations.
3. LYNX supports the concept of an active affirmative action program consistent with Federal laws, court decisions, Executive Orders, and regulations, including goals and timetables, in order to overcome the effects of past discrimination on minorities and women.
4. The responsibility for the implementation of the EEO Program rests with me Edward Johnson as Chief Executive Officer (CEO). The management of the EEO Program and day-to-day responsibilities shall be the responsibility of Desna Hunte, Compliance Manager, (407) 254-6117, as EEO Officer.
5. All LYNX managers and supervisors share in the responsibility of ensuring compliance is achieved through, understanding, communicating, and participation through active involvement in the support of this policy.
6. Applicants and employees have the right to file complaints alleging discrimination with Desna Hunte as the EEO Officer, (407) 254-6117, Federal or State Civil Rights Commissions, the U.S. Department of Transportation, and the EEOC.
7. Performance evaluations of managers and supervisors shall include evaluating the success of the EEO program in the same manner as performance on other goals.
8. Achievement of EEO goals will benefit recipient/sub-recipient/contractors through fuller utilization and development of previously underutilized human resources.

This statement shall be reissued annually and disseminated/posted in public forums.

Approved by: Edward L Johnson, Chief Executive Officer

Oversight Committee Agenda Item #7.B.

To: LYNX Oversight Committee

From: Edward Johnson
CHIEF EXECUTIVE OFFICER
Desna Hunte
(Technical Contact)
Rose Hernandez
(Technical Contact)

Phone: 407.841.2279 ext: 6017

Item Name: Authorization to Update the Title VI Complaint Documentation Procedure

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to Update to the Title VI Complaint Document List.

BACKGROUND:

As required by The FTA Office of Civil Rights, LYNX is responsible for ensuring compliance with all nondiscrimination requirements. The office oversees the implementation of laws and regulations that prohibit discrimination on the basis of race, color, national origin, religion, sex, disability, and age in the provision of services to the public. The office provides technical assistance and training and conducts complaint investigations and onsite compliance reviews to ensure public transit providers fulfill civil rights requirements of the following programs.

- Title VI of the Civil Rights Act of 1964
- Disadvantaged Business Enterprise Program (DBE)
- Equal Employment Opportunity Program (EEO)

As a requirement of receiving Federal Transit Administration (FTA)/Florida Department of Transportation (FDOT) funding LYNX is required to undergo a Triennial Review conducted in conjunction with other required activities.

The Florida Department of Transportation (FDOT) conducted its 2018 Triennial Review of LYNX Policy and Procedures on May 7, 2018. The DBE, EEO and Title VI programs was a part of this audit. The FDOT Audit team made a recommendation for LYNX to revise the

applicable policies and procedures. LYNX will submit to the State DOT Program Policies for compliance with statutes and regulations.

Compliance Area	Observation	Recommendation	Revision
DBE	Contractors are periodically checked for adherence to DBE Policy.	It is recommended that policy be revised to require that checks be conducted at regular intervals.	In accordance with FTA program guidelines, ongoing monitoring of participation on the contracts on not less than on a quarterly basis.
TITLE VI	Title VI Program list of Complaints, Investigations, and Lawsuits does not meet the level of detail required by FTA C 4702.1B.	Revised the list to include dates, summary of the allegations, status, actions taken or final findings related to the investigation, lawsuit, or complaint.	List revised to be included in the 2020 Program Plan Update to FTA and FDOT.
EEO	Policy does not include procedure for submittal to FDOT (FTA C 4704.1A).	Revise policy to specify that program will be submitted to FDOT when requested.	Policy revised to state. LYNX will in accordance with FTA Circular C4704.1A submit to the State DOT its Equal Employment Opportunity Program document for compliance with statutes and regulations.

FISCAL IMPACT:

LYNX staff anticipates no fiscal impact if the proposed amendment is approved.

[illegible]

Oversight Committee Agenda Item #7.C.

To: LYNX Oversight Committee

From: Edward Johnson
CHIEF EXECUTIVE OFFICER
Desna Hunte
(Technical Contact)
Rose Hernandez
(Technical Contact)

Phone: 407.841.2279 ext: 6017

Item Name: Authorization to Amend LYNX' Disadvantaged Business Enterprise (DBE),
Program Policy

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to Amend LYNX' Disadvantaged Business Enterprise Program Policy.

BACKGROUND:

As required by The FTA Office of Civil Rights, LYNX is responsible for ensuring compliance with all nondiscrimination requirements. The office oversees the implementation of laws and regulations that prohibit discrimination on the basis of race, color, national origin, religion, sex, disability, and age in the provision of services to the public. The office provides technical assistance and training and conducts complaint investigations and onsite compliance reviews to ensure public transit providers fulfill civil rights requirements of the following programs.

- Title VI of the Civil Rights Act of 1964
- Disadvantaged Business Enterprise Program (DBE)
- Equal Employment Opportunity Program (EEO)

As a requirement of receiving Federal Transit Administration (FTA)/Florida Department of Transportation (FDOT) funding LYNX is required to undergo a Triennial Review conducted in conjunction with other required activities.

The Florida Department of Transportation (FDOT) conducted its 2018 Triennial Review of LYNX Policy and Procedures on May 7, 2018. The DBE, EEO and Title VI programs was a

part of this audit. The FDOT Audit team made a recommendation for LYNX to revise the applicable policies and procedures. LYNX will submit to the State DOT the Program Policy for compliance with statutes and regulations.

Compliance Area	Observation	Recommendation	Revision
DBE	Contractors are periodically checked for adherence to DBE Policy.	It is recommended that policy be revised to require that checks be conducted at regular intervals.	In accordance with FTA program guidelines, ongoing monitoring of participation on the contracts on not less than on a quarterly basis.
TITLE VI	Title VI Program list of Complaints, Investigations, and Lawsuits does not meet the level of detail required by FTA C 4702.1B.	Revised the list to include dates, summary of the allegations, status, actions taken or final findings related to the investigation, lawsuit, or complaint.	List revised to be included in the 2020 Program Plan Update to FTA and FDOT.
EEO	Policy does not include procedure for submittal to FDOT (FTA C 4704.1A).	Revise policy to specify that program will be submitted to FDOT when requested.	Policy revised to state. LYNX will in accordance with FTA Circular C4704.1A submit to the State DOT its Equal Employment Opportunity Program document for compliance with statutes and regulations.

FISCAL IMPACT:

LYNX staff anticipates no fiscal impact if the proposed amendment is approved.



DISADVANTAGED BUSINESS ENTERPRISE (DBE) PROGRAM POLICY STATEMENT

The Central Florida Regional Transportation Authority, d.b.a. LYNX, has established a Disadvantaged Business Enterprise (DBE) program in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26. As a recipient of Federal financial assistance from the Department of Transportation and as a condition of receiving this assistance, LYNX has signed an assurance that it will comply with 49 CFR Part 26 and LYNX will submit to the State DOT its DBE Program Policy for compliance with statutes and regulations.

It is the policy of LYNX to ensure that DBEs as defined in part 26, have an equal opportunity to receive and participate in DOT-assisted contracts. It is also our policy:

1. To ensure nondiscrimination in the award and administration of DOT – assisted contracts;
2. To create a level playing field on which DBEs can compete fairly for DOT-assisted contracts;
3. To ensure that the DBE Program is narrowly tailored in accordance with applicable law;
4. To ensure that only firms that fully meet 49 CFR Part 26 eligibility standards are permitted to participate as DBEs;
5. To help remove barriers to the participation of DBEs and Small Business in DOT assisted contracts;
6. To promote the use of DBEs in all types of Federally-assisted contracts and procurement activities, while undertaking ongoing monitoring of participation on the contracts on not less than on a quarterly basis.
7. To assist the development of firms that can compete successfully in the market place out-side the DBE Program.
8. To provide appropriate flexibility to recipients of Federal financial assistance in establishing, and providing opportunities to DBEs.

Desna Hunte, the Manager of Compliance has been delegated as the DBE Liaison Officer. In that capacity, the Manager of Compliance is responsible for implementing all aspects of the DBE program. Implementation of the DBE program is afforded the same priority as compliance with all other legal obligations incurred by the LYNX in its financial assistance agreements with the Department of Transportation. Ms. Hunte is located at

455 North Garland Avenue
Orlando, Florida 32801
(407) 254-6117,
dhunte@golynx.com

Edward L. Johnson, Chief Executive Officer, shall be for the DBE program purposes the Reconsideration official. Mr. Johnson is located at 455 North Garland Avenue, Orlando, Florida 32801.

LYNX will disseminate this policy statement to the *Board of Directors of LYNX* and all of the components of our organization. We have distributed this statement to DBE and non-DBE business communities that perform work for us on DOT-assisted contracts. Publishing this statement in a newspaper or of general circulation focused on minority readers, annually. Also, the policy statement will be posted on the LYNX website.

Edward L. Johnson
Chief Executive Officer

Date:

Oversight Committee Agenda Item #7.D.

To: LYNX Oversight Committee

From: Brian Anderson
HR GENERALIST
Sylvia Pinzon
(Technical Contact)
Anabelle Henry
(Technical Contact)

Phone: 407.841.2279 ext: 6219

Item Name: Authorization to Approve a Lactation Accommodation Policy to Comply with Provisions Under the Pregnancy Discrimination Act

Date: 5/24/2018

ACTION REQUESTED:

Authorization for the Chief Executive Officer (CEO) or designee to approve a Lactation Accommodation Policy to comply with provisions under the Pregnancy Discrimination Act.

BACKGROUND:

Under the Pregnancy Discrimination Act, lactation is a medical condition related to pregnancy and an employer may not discriminate against an employee because of her breastfeeding schedule. LYNX would like to adopt a Lactation Accommodation policy to assist the transition of women from maternity leave back to work following the birth of a child. Lactation accommodation allows a nursing mother to express milk periodically during the work day. Lactation accommodation also allows LYNX to provide equal employment opportunity to employees with family responsibilities who desire to breastfeed their child.

For up to one (1) year after the child's birth, any employee who is breastfeeding her child will be provided reasonable break times to express breast milk for her baby. LYNX will designate a room at each of its locations for this purpose. A small refrigerator reserved for the specific storage of breast milk is also available. Nursing mothers wishing to use this room can use the room at their convenience during their break(s). Breaks of more than 20 minutes will be unpaid, and the employee should clock out when taking breaks in excess of 20 minutes.

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Non-conforming products stored in the refrigerator may be disposed of. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage, refrigeration and tampering. Additional rules for use of the room reserved for expression of breast milk and refrigerator storage are posted in the room.

Additional rules include:

- Users may access the lactation room only for the purposes of expressing, storing and collecting breast milk.
- The door to the lactation rooms will remain unlocked to allow access. Please lock the door while using the room. Please leave door unlocked when leaving.
- Users of the lactation rooms are responsible for bringing their own breast pump.
- A refrigerator is provided to store the breast milk only. No other food items are allowed.
- It is the responsibility of everyone using the lactation rooms to maintain a clean room.
- Expressed milk stored in the refrigerator must be labeled with user's name and date the milk was expressed.

Nursing mothers wishing to use this room can use the room at their convenience during their break(s). Breaks of more than 20 minutes in length will be unpaid, and the employee should clock out when taking breaks in excess of 20 minutes.

It is expected that all LYNX employees will assist in providing a positive atmosphere for breastfeeding mothers at LYNX.

Oversight Committee Agenda Item #7.E.

To: LYNX Oversight Committee

From: Brian Anderson
HR GENERALIST
Sylvia Pinzon
(Technical Contact)

Phone: 407.841.2279 ext: 6219

Item Name: Authorization to update the Family Medical Leave Act (FMLA) Policy to Comply with Provisions Under the Family Medical Leave Act of the Department of Labor, Wage and Hour Division

Date: 5/24/2018

ACTION REQUESTED:

Authorization for the Chief Executive Officer (CEO) or designee to update the Family Medical Leave Act (FMLA) policy to comply with provisions under the Family Medical Leave Act of the Department of Labor, Wage and Hour Division.

BACKGROUND:

The Family Medical Leave Act of 1993 is a United States labor law requiring covered employers to provide employees with job-protected and unpaid leave for qualified medical and family reasons. These include pregnancy, adoption, foster care placement of a child, personal or family illness, or family military leave. The FMLA is administered by the Wage and Hour Division of the United States Department of Labor.

On February 6, 2013 the Department of Labor published its final rules on amendments to FMLA. This final rule implements military caregiver and qualifying exigency leave provisions under the National Defense Authorization Act. The FMLA policy was last approved by the LYNX Board on October 25, 2001. LYNX needs to update its policy to reflect these changes. (see below)

Eligible employees are entitled to:

1. Twelve workweeks of leave in a 12-month period for:
 - The birth of a child and to care for the newborn child within one year of birth;
 - The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;
 - To care for the employee's spouse, child or parent who has a serious health condition;

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- A serious health condition that makes the employee unable to perform the essential functions of his or her job;
 - Any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on "covered active duty;" or
2. Twenty-six workweeks of leave during a single 12-month period to care for a covered service member with a serious injury or illness if the eligible employee is the service member's spouse, son, daughter, parent, or next of kin (military caregiver leave).



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HUMAN RESOURCES POLICY/PROCEDURE		No: HR-003
OFFICE OF PRIMARY RESPONSIBILITY: Human Resources	EFFECTIVE DATE: 05/24/2018 Revision #_1_ Revision Date:05/24/2018 Replaces: N/A	Page: 1 of 11
SUBJECT: Family and Medical Leave Act Policy		
Approved By _____ Edward L. Johnson Chief Executive Officer		

OBJECTIVE:

The Central Florida Regional Transportation Authority (hereinafter “Authority”) was created by Part III, Chapter 343, Florida Statutes, to own, operate, maintain and manage a public transportation system in the Central Florida Area of Seminole, Orange, Osceola Counties, and to adopt such policies as may be necessary to govern the operating of a public transportation system and public transportation facilities. The Chief Executive Officer is authorized to establish and administer such policies. Therefore, it is necessary to establish a Family and Medical Leave Act policy.

SCOPE:

This policy applies to all employees of the Authority.

AUTHORITY:

Authority for this policy and procedures are as follows:

Part III, Chapter 343, Florida Statutes
Administrative Rule 3
Department of Labor, 29 CFR Part 825- The Family Medical Leave Act

POLICY:

It is the policy of the Authority to provide employees the opportunity to balance their work and family life by taking leave for certain qualifying reasons, in accordance with applicable law.

The Authority, by policy, will grant eligible employees up to 12 weeks of family and medical leave, during a "rolling" 12-month period, in accordance with the applicable provisions of the federal Family and Medical Leave Act of 1993 (“FMLA”).



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The Authority, by policy, will grant eligible employees who are qualified Military Caregivers up to 26 weeks of family and medical leave, during a "rolling" 12-month period, in accordance with the applicable provisions of the FMLA.

The Authority complies with all applicable family leave laws, applicable collective bargaining agreements, and provisions of the Americans with Disabilities Act.

FMLA leave may be paid, unpaid, or a combination of paid and unpaid depending on the circumstances and as specified in this policy. When the employee has accrued paid leave, they must use paid leave first and take the remainder of the twelve weeks as unpaid leave.

ELIGIBILITY:

To be "eligible" for FMLA leave under this policy, an employee must meet all of the following conditions:

- be currently employed by the Authority;
- have worked for the Authority for a period of not less than 12 months;
- have worked for at least 1,250 hours during the year preceding the start of the leave; and

LEAVE ENTITLEMENT

Eligible employees will be granted up to 12 weeks of FMLA leave during a "rolling" 12-month period for one or more of the following reasons:

1. Care for the employee's child following birth, or placement with the employee of a child for adoption or foster care.

The right to take leave under FMLA applies equally to male and female employees. The father, as well as the mother, can take FMLA leave for the birth, placement for adoption or foster care of a child. However, an expectant mother may also take FMLA leave before the birth of a child for prenatal care or if her condition makes her unable to work.

An employee may be entitled to take FMLA leave prior to the actual placement or adoption of a child if his/her absence from work is required for the placement for adoption or foster care to proceed.

Leave taken in connection with the birth, adoption or placement of a child for foster care or the care of a child following birth, adoption or placement of a child for foster care must be concluded within a 12-month period beginning on the date the qualifying event occurs. For family/ bonding leave, LYNX only allows consecutive leave. Intermittent leave will not be granted.



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2. Care for an immediate family member (spouse, child, parent) with a serious health condition.

An employee shall be entitled to take FMLA leave for the care of a spouse, son, daughter, parent (but not a parent-in-law), or "in loco parentis" parent when it can be medically certified that the family member has a "serious health condition" and the employee is "needed to care for" the family member.

3. Employee's own serious health condition resulting from an injury or illness "on or off the job" that makes the employee unable to perform his or her job.

An employee shall be entitled to and/or required to take FMLA leave when it can be medically certified that "the employee is unable to perform the functions of his/her position," as a result of a "serious health condition" stemming from an injury or illness which occurred on or off the job. FMLA leave may be taken on an intermittent or reduced schedule basis when it can be certified that a medical necessity for such leave exists.

When it can be medically certified that a health condition for which an employee had previously taken sick leave has progressed into a "serious health condition," all or part of the sick leave may be retroactively designated as FMLA leave.

4. Military Family Leave: Section 585 (a) of the National Defense Authorization Act ("NDAA") amended the FMLA to provide two new leave entitlements. This provision applies to the families of members of both the active duty and reserve components of the Armed Forces. Eligible employees will be granted up to 26 weeks of FMLA leave during a "rolling" 12-month period for one or more of the following reasons:

- 1) Military Caregiver Leave (also known as Covered Service Member Leave): Eligible employees who are family members of covered service members will be able to take up to 26 weeks of leave in a "single 12-month period" to care for a covered service member with a serious illness or injury incurred in the line of duty on active duty.

Based on a recommendation of the President's Commission on Care for America's Returning Wounded Warriors (the Dole-Shalala Commission), this 26 week entitlement is a special provision that extends FMLA job-protected leave beyond the normal 12 weeks of FMLA leave. This provision also extends FMLA protection to additional family members (i.e., next of kin) beyond those who may take FMLA leave for other qualifying reasons.

- 2) Qualifying Exigency Leave: Provides leave for eligible employees who are family members of the National Guard and Reserves who help service members



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manage their affairs while the member is on active duty in support of a contingency operation. This provision makes the normal 12 weeks of FMLA job-protected leave available to eligible employees with a covered military member serving in the National Guard or Reserves to use for “any qualifying exigency” arising out of the fact that a covered military member is on active duty or called to active duty status in support of a contingency operation.

The final rule defines qualifying exigency by referring to a number of broad categories for which employees can use FMLA leave: (1) Short-notice deployment; (2) Military events and related activities; (3) Childcare and school activities; (4) Financial and legal arrangements; (5) Counseling; (6) Rest and recuperation; (7) Post-deployment activities; and (8) Additional activities that may arise out of active duty, provided LYNX and the employee agree, including agreement on timing and duration of the leave.

LIMITATIONS ON LEAVE ENTITLEMENT

The following provisions, as well as those provided in law or specified elsewhere in this policy will apply when determining an employee's entitlement for FMLA leave.

Both Spouses Employed by the Authority

A married couple in which both spouses are employed by the Authority and are eligible for FMLA leave shall be limited to a combined total of 12 weeks of leave during any 12-month period if the leave is taken for the birth of a child, adoption or placement of a child in foster care, to care for the child following birth or placement.

For Military Caregiver Leave, both are entitled to a total of 26 weeks of leave during any 12-month period to care for their own family member who is a covered service member.

For non-Military Caregiver Leave, if one spouse is ineligible for FMLA leave, the other spouse would be entitled to a full 12 weeks of FMLA leave for qualified conditions.

Where both spouses use a portion of the combined entitlement of FMLA leave for one of the purposes listed above, each spouse would each be entitled, for a purpose other than those set forth above, to the difference between the amount he/she has taken individually and the entitled weeks of FMLA leave.



PAID OR UNPAID LEAVE

When the employee has accrued paid leave the employee **must use paid leave** (including personal days) until the paid leave is exhausted and then take the remainder of the twelve weeks of FMLA leave as unpaid leave. The following provisions, as well as those provided in the law and as specified elsewhere in this or other Authority policies and collective bargaining agreements, will be applied when determining when FMLA leave is paid or unpaid.

Vacation Leave for Family Member

An employee must use their available paid leave as approved FMLA leave prior to taking unpaid FMLA leave. For the serious health condition of a family member an employee must use all paid vacation and then personal leave prior to being eligible for sick leave. After all paid leave is exhausted, the remainder of the FMLA period will be unpaid leave. An employee who is taking leave for the adoption or foster care of a child must use all paid vacation and personal leave then sick leave prior to being eligible for unpaid leave.

Sick Leave for Self

An employee who is taking leave because of the employee's own serious health condition must first use all accrued and unused sick time followed by personal and vacation days. After all paid leave is exhausted, the remainder of the FMLA period will be unpaid leave.

An employee taking leave for the birth of their own child must use paid sick leave for physical recovery following childbirth. The employee may then use all paid vacation and personal leave, and then will be eligible for unpaid leave for the remainder of the 12 weeks.

Worker's Compensation Benefits

An employee's approved FMLA leave will run concurrently with a worker's compensation absence when the injury is one that meets the criteria of a serious health condition. Where a worker's compensation absence is paid, the provisions for substitution of accrued paid leave (i.e., vacation time, sick time, personal days) are not applicable.

However, if the health care provider treating the employee for the worker's compensation injury certifies that the employee is able to return to a light duty job, but is unable to return to the same or equivalent job, the employee may decline the employer's offer of a light duty job. As a result, the employee may lose worker's compensation benefits, but is entitled to remain on FMLA leave until the 12-week period is exhausted. The provisions for substitution of paid accrued and unused leave will become applicable and applied as of the date worker's compensation benefits cease.

INTERMITTENT LEAVE OR A REDUCED WORK SCHEDULE

Employees may take FMLA leave in consecutive weeks, or upon certification of medical necessity for such leave, may use the leave intermittently in separate blocks of time ranging from hours to



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several weeks. The FMLA must not exceed a total of 12 weeks over a rolling 12-month period unless it is Military Caregiver Leave, then the time must not exceed a total of 26 weeks over a rolling 12-month period.

Employees requesting intermittent leave must provide certification from their health care provider that such leave is medically necessary; the expected duration and schedule of such leave; and that the medical need can best be accommodated through an intermittent or reduced work schedule leave.

The Authority may temporarily transfer an employee to an available alternative position with equivalent pay and benefits if the alternative position would better accommodate the intermittent or reduced schedule.

PROCEDURES AND RESPONSIBILITIES

PROCEDURES

REQUESTING LEAVE

All requests for FMLA Leave must be submitted to the Human Resources Department on an authorized FMLA Request Form. FMLA Request Forms can be obtained in the Human Resource Department or on the Self-Service Website. All leave requests will be reviewed for compliance with the intent and provisions of the FMLA and these policies and procedures. Only Human Resources will approve eligible requests.

Employees must provide the Authority 30 days advance notice of the need to take FMLA leave when it is foreseeable, i.e., for the birth or placement of a child for adoption or foster care, or for planned medical treatment. If an employee fails to provide 30 days' notice for foreseeable leave with no reasonable excuse for the delay, the leave request may be denied until 30 days from the date the Authority receives notice.

When it is not possible to formally request leave in advance, employees must provide the Authority such notice within five (5) business days of the qualifying event, or as soon as is reasonably practical. When advance notice is not practical, employees are expected to comply with the Authority's usual procedures for requesting leave as soon as it can be reasonably expected.

An employee undergoing planned medical treatment is required to make a reasonable effort to schedule the treatment to minimize disruptions to the Authority's operations.

EMPLOYER NOTICE REQUIREMENTS

The Authority will post, in locations readily available to employees, a notice explaining employee rights under the FMLA.



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The Authority will provide the employee with the following notification upon receipt of their request for FMLA Leave:

- The leave will count against the annual FMLA entitlement;
- Which FMLA certification requirements apply;
- The applicant is required to exhaust available paid leave;
- The applicant should pay any medical premium payments for continuation of health care benefits.
- Should the applicant not pay while out on leave, he/she must make arrangements with the Authority for reimbursement. ; and
- Reinstatement rights.

EMPLOYEE REQUIREMENTS

Employees requesting FMLA leave must provide the following:

- 30-day advance notice of the need to take FMLA leave when the need is foreseeable;
- Follow normal call on / call off procedures when returning from a qualified FMLA leave , when leave is unforeseeable;
- Verifications or medical certifications supporting the need for requested leave;
- If required, and at the Authority's expense, second or third medical opinions and periodic recertification; and
- Periodic reports to the Authority during the leave period regarding the employee's status and intent to return to work.

CERTIFICATIONS

Employees are required to provide medical certification of a serious health condition to take FMLA leave. Such certification must be provided within 15 days following the employee's request for FMLA leave, or a reasonable explanation for the delay must be provided. Failure to provide certification may result in delay or denial of the requested leave until such certification is received.

Certification of the serious health condition shall include: the date when the condition began, its expected duration, diagnosis, and a brief statement of treatment. For medical leave for the employee's own medical condition, the certification must also include a statement that the employee is unable to perform work of any kind or a statement that the employee is unable to perform the essential functions of the employee's position. For a seriously ill family member, the certification must include a statement that the patient requires assistance and that the employee's presence would be beneficial.

If the employee plans to take intermittent leave or work a reduced schedule, the certification must also include dates and the duration of treatment and a statement of medical necessity for taking intermittent leave or working a reduced schedule.



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The Authority, at its expense, may request an employee to obtain a certification from a second health care provider to support the request for leave. Should the first and second opinions differ, the Authority, at its expense, may require a third opinion. The third opinion shall be considered final.

Upon the request of the Authority, employees may be required to obtain subsequent recertification when necessary to support continued leave. Recertification may be required not more often than every 30 days, unless an employee requests an extension of the original authorized leave period, circumstances have changed since the original certification, or the Authority has information raising a question regarding the validity of the original certification.

Employees returning from FMLA leave as a result of their serious illness are required to provide a fitness-for-duty certification showing the employee can perform the job requirements. An employee not providing the required fitness-for-duty certification may be denied reinstatement until such time as the certification is provided.

CONTINUATION OF BENEFITS DURING LEAVE

During the time an employee is on paid FMLA leave, the Authority will continue the employee's health benefits during the leave period at the same level and under the same conditions as if the employee were at work. The employer and employee's portion of the medical premium payment (if any) will be paid in the customary manner.

While on unpaid FMLA leave, the employee is responsible for continuing to pay his or her portion of the medical insurance premium. If the employee is receiving paid time off the normal deductions for benefits will be taken from their pay. Once paid time off is exhausted the employee is responsible to contact Human Resources and make a reimbursement arrangement to collect benefit premiums from the employees check once they return to work. If the employee is unable to return to work all past due premiums are due to the authority at termination.

If an employee chooses not to return to work for reasons other than a continued serious health condition, or circumstances beyond their control, the Authority may require the employee to reimburse the Authority the full amount it paid on behalf of the employee to maintain their health insurance coverage and such other benefits as identified in the act, during the leave period. Request for reimbursement will be made as part of the normal separation procedure.

REINSTATEMENT

Employees who meet all requirements for reinstatement are entitled to a return to their original job or a job with equivalent status, pay, benefits and other employment terms which entails substantially equivalent skill, effort, responsibility and authority.



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UNLAWFUL ACTS

The Authority will not interfere with, discharge or discriminate or retaliate against any employee attempting to exercise their rights under the FMLA.

ENFORCEMENT

The U.S. Department of Labor is authorized to investigate and resolve complaints of violations of the FMLA. Eligible employees may bring civil action against the Authority for violations.

The employer is authorized to investigate and resolve complaints of violations of FMLA.

The FMLA does not affect any federal or state law prohibiting discrimination, or supersede any state or local law or collective bargaining agreement, which provides greater family or medical leave rights.

RELATED POLICIES:

Sick Leave

Attendance and Punctuality

Vacation



DEFINITIONS:

As used in this policy, the following terms shall have the meanings indicated.

Continuing treatment -- a period of incapacity of more than three (3) consecutive calendar days and also involves:

- two or more visits to a health care provider or at least one visit to a health care practitioner that results in a regimen of continuing treatment under the supervision of the healthcare provider;
- any period of incapacity because of pregnancy or prenatal care;
- any period of incapacity for a chronic serious health condition;
- permanent or long-term incapacity for treatment; or
- any period of absence to receive multiple treatments.

Covered Service Member -- a spouse, son, daughter, parent, or next of kin who is:

1. a **current service member** undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness incurred or aggravated in the line of duty on active duty.

or

2. a **veteran** of the Armed Forces (including the National Guard or Reserves) discharged within the five-year period before the family member first takes military caregiver leave to care for the veteran and who is undergoing medical treatment, recuperation, or therapy for a qualifying serious injury or illness. A veteran who was dishonorably discharged does not meet the FMLA definition of a covered service member.

This provision applies to the families of members of both the active duty and reserve components of the Armed Forces.

Family member -- a son or daughter, spouse, parent (does not include parent-in-law). The definition of son or daughter includes individuals for whom the employee stood or is standing “in loco parentis.” The definition of parent includes individuals who stood “in loco parentis” to the employee. See below for the definition of “in loco parentis.”

FMLA Misuse – instances in which the employer may investigate absences that appear not to match the FMLA guidelines for excused absences by the employee. Examples include but are not limited to: absence patterns, absences coinciding with non-work events; absences that differ from the medical certification in frequency or duration; and/or



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sightings or reports of the employee being in inappropriate places or engaged in non-FMLA activities.

Health care provider -- a licensed doctor(s) of medicine or osteopathy, podiatrists, dentists, clinical psychologists, optometrists, chiropractors, nurse midwives, nurse practitioners, clinical social workers, and physician assistants practicing within the scope authorized by the State, and registered Christian Science practitioners.

(in) Loco Parentis -- Latin for "in the place of a parent" refers to the legal responsibility of a person or organization to take on some of the functions and responsibilities of a parent.

Military Caregiver -- a spouse, son, daughter, parent, or next of kin of a covered service member.

Parent -- a biological parent or an individual who stands or stood in loco parentis to an employee when the employee was a child. **This term does not include "parent- in-law."**

Rolling 12-month period -- the method used to determine the period in which the 12 weeks of leave entitlement occurs. Under this method, each time an employee takes FMLA leave, the remaining leave entitlement would be any balance of the 12 weeks, which has not been used during the immediately preceding 12 months.

Serious health condition -- an illness, injury, impairment or physical or mental condition that involves in-patient care in a medical facility, or continuing treatment by (or under the supervision of) a health care provider.

Serious injury or illness for a current service member -- is one that may render the service member medically unfit to perform his or her military duties.

Serious injury or illness for a veteran -- is one that rendered the veteran medically unfit to perform his or her military duties, or an injury or illness that qualifies the veteran for certain benefits from the Department of Veterans Affairs or substantially impairs the veteran's ability to work. For veterans, it includes injuries or illnesses that were incurred or aggravated during military service but that did not manifest until after the veteran left active duty.

Son or daughter -- a biological, adopted, or foster child, a stepchild, a legal ward, or a child of a person standing in loco parentis, who is either under age 18, or age 18 or older and "incapable of self-care because of a mental or physical disability."

Spouse -- a husband or wife as defined or recognized under state law for purposes of marriage.

Oversight Committee Agenda Item #7.F.

To: LYNX Oversight Committee

From: **Tiffany Homler**
CHIEF ADMINISTRATIVE OFFICER
Brian Anderson
(Technical Contact)
Craig Bayard
(Technical Contact)

Phone: 407.841.2279 ext: 6064

Item Name: Authorization to Approve the Updated LYNX Information Security Policy

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Oversight Committee's approval of the LYNX Information Security Policy.

BACKGROUND:

In 2016, two major audits were completed that related to LYNX Information Technology (IT) and LYNX internal controls over information security. The first was performed by Cherry Bekaert through the annual financial audit of the LYNX financial statements. The second audit was the AT&T LYNX IT Service Management (ITSM) and Security Services Assessment (SSA). Both audits expressed an opinion that LYNX lacked a comprehensive umbrella policy to address information security and the related procedures and guide.

The new LYNX Information Security Policy objectives are three-fold:

1. Confidentiality: Data and information assets are confined to individuals authorized to access and not to be disclosed to others.
2. Integrity: Keeping the data intact, complete, and accurate, and ensuring that IT systems are operational.
3. Availability: Information or system is at the disposal of authorized users when needed.

The LYNX Information Security Policy will rely on the LYNX Information Security Guidelines Handbook for implementation. The handbook will be a living document and could change from time to time. Information security training will be provided to all new employees and refresher training will be provided to all employees on an annual basis.

A copy of the policy is attached for reference.

FISCAL IMPACT:

LYNX Staff anticipates this policy will be budget neutral. Any fiscal impacts related to the implementation of this policy will be included in a budget amendment for FY2018 or proposed for the draft FY2019 budget.

HUMAN RESOURCES POLICY/PROCEDURE	Policy Number:
SUBJECT:	EFFECTIVE DATE:
SIGNATURE OF APPROVAL: Edward L. Johnson Chief Executive Officer, LYNX	REVISION NUMBER: REPLACES: APPROVED DATE:

OBJECTIVE:

The Central Florida Regional Transportation Authority (hereinafter "Authority") was created by Part III, Chapter 343, Florida Statutes, to own, operate, maintain and manage a public transportation system in the area of Seminole, Orange, Osceola Counties, and to adopt such policies as may be necessary to govern the operating of a public transportation system and public transportation facilities. The Chief Executive Officer is authorized to establish and administer such policies. Therefore, it is necessary to establish an electronic Information Security Policy.

AUTHORITY:

Authority for this policy and procedure are as follows:

- Florida Statutes, Title XXVI, Chapter 343, Part III
- Administrative Rule 2, Board Governance (By Laws), Rule 2.6 Policies and Procedures
- Administrative Rule 3, Human Resources

1. Introduction

1.1 OVERVIEW

The Authority is committed to providing an environment that encourages the use of computers and electronic information. It is the responsibility of each employee to ensure that this technology is used for proper business purposes and in a manner that does not compromise the confidentiality of proprietary or other sensitive information. This policy covers all uses of Authority electronic communications and computer systems. Violations of this policy will subject the employee to disciplinary measures up to and including dismissal.

1.2 PURPOSE

The purpose of this policy is to protect LYNX with respect to its ethical and legal responsibilities when creating, transmitting, storing, processing electronic information and/or prevention of intrusion of LYNX systems and software. It is also a document to provide requirements and restrictions concerning the acceptable use of LYNX network

infrastructures, databases, external media, encryption, hardcopy reports, films, slides, models, wireless, telecommunication, conversations, and any other methods used to convey knowledge and ideas across all hardware, software, and data transmission mechanisms.

1.3 SCOPE

This policy applies to all users (permanent and temporary employees, vendors, and contractors) of LYNX electronic information whether it be created, transmitted, stored, or processed; electronic information systems (software and hardware); networks; applications; locations; and connected communication equipment either stand-alone or cloud-based and safeguarding in the integration of systems.

1.4 INFORMATION SECURITY OBJECTIVES

The objectives of LYNX Information Security policy is to safeguard three main items:

- Confidentiality – data and information assets are confined to individuals authorized to access and not to be disclosed to others;
- Integrity – keeping the data intact, complete and accurate, and IT systems operational;
- Availability – information or system is at the disposal of authorized users when needed.

2. Elements of Information Security

2.1 OWNERSHIP

All computer system networks, computer equipment, Point of Sale systems, other electronic communications systems, and all communications and stored information transmitted, received or contained in Authority information systems are the Authority's property and are to be used for business related purposes. Any personal use of such systems should be incidental and limited to avoid unnecessary interference with business responsibilities and unnecessary burden on any of the Authority's electronic communications systems.

2.2 IDENTIFICATION AND AUTHENTICATION

The confidentiality and integrity of data stored on the Authority's systems as expressed in section 2.1 is protected by controls to ensure that only authorized employees have access. User access to information and systems shall be restricted to authorized users who have a bona fide business need to access the information. User IDs and passwords are required in order to gain access to all LYNX networks and workstations. This access shall be restricted to only those capabilities that are appropriate to each employee's job duties. The host security management program shall maintain current user application activity authorizations. Each initial request for a connection or a session is subject to the authorization process.

2.3 NETWORK ACCESS

Access to LYNX information resources through modems or other dial-in devices / software, if available, shall be subject to authorization and authentication by the access control process. As a protective security measure Firewalls will be in place and maintained.

2.4 CLASSIFICATION OF DATA

All data at LYNX is assigned one of the following classifications.

- Restricted: Data in any format collected, developed, maintained or managed by or on behalf of the Agency, or within the scope of the Agency activities that are subject to specific protections under federal or state law or regulations or under applicable contracts. Examples include, but are not limited to medical records, social security numbers, credit card numbers, work product, surveillance videos, etc.
- Public: Data that is subject to the Florida Sunshine laws and any data deemed by LYNX to be accessible to all individuals.

2.5 DATA SUPPORT, OPERATIONS, AND CONTROLS

IT Operations shall be responsible for maintaining resource access logs, system access logs, operating system access logs, and activity logs. IT will maintain basic data protection requirements such as up-to-date virus protection, a firewall, encryption, and routine maintenance to maintain protection from intrusion. IT will also routinely assess computer systems and personnel for potential risks and vulnerabilities to business critical information in the Agency's possession. IT will develop, implement, and maintain appropriate contingency plans and technical security measures (administrative and physical) for both computer systems and personnel.

2.6 DATA STORAGE AND TRANSFER SECURITY

Back-ups of data will be encrypted in line with industry standards and hosted in an area of physical security to protect against the loss of information. Back up media must, at all times, be stored in one of the following areas:

- (a) Fire Proof safes within the secured Information Technology Computerrooms.
- (b) LYNX Safety deposit boxes at approved financial institutions.
- (c) LYNX approved secure data storage providers

Data transfers will be encrypted and transferred only via agency provided secure transfer mechanisms. Any information being transferred on a portable device (mass storage device, or a laptop) outside of LYNX or across a public network will be encrypted in line with industry best practices and applicable law and regulations.

3 Security Awareness

3.1 COMPLIANCE

All employees and contractors must adhere at all times to the processes, procedures and guidelines as set forth in the "Information Security Guidelines Handbook". Employees will be tested on a routine basis for adherence to the Information Security policy, processes, procedures, and handbook. All solicitations and agreements made by LYNX shall be reviewed by IT to ensure compliance with LYNX' Information Security Policy prior to issuance and award of agreement.

Failure to adhere with the provisions of these respective documents, as applicable to employee or contractor, could result in employee disciplinary action up to and including termination and/or civil penalties and fines for contractors. All Information Security documents are living documents and subject to change from time to time in order to add, delete, or modify processes, procedures and / or guidelines.

3.2 INFORMATION SECURITY AWARENESS TRAINING

Information security awareness training will be provided to all existing members of LYNX initially and on an annual basis. All new hires will receive information security awareness in the orientation training sessions with refresher training annually.

3.3 RESPONSIBILITIES, RIGHTS, AND DUTIES

At a minimum, the LYNX Information Technology Departments responsibilities will be:

- A. The IT Department shall conduct annual penetration tests to assess vulnerabilities to the access of the system.
- B. IT Department shall ensure LYNX complies with Payment Card Industry standards.

Ultimate responsibility for information security rests with the Chief Executive Officer of LYNX. All employees shall comply with information security procedures including the maintenance of data confidentiality and data integrity. Failure to do so may result in disciplinary action. Each employee shall be responsible for the operational security of the information systems they use. Each system user shall comply with the security requirements that are currently in force, and shall also ensure that the confidentiality, integrity, and availability of the information they use is maintained to the highest standard.

3.4 REFERENCE TO RELEVANT LEGISLATION AND POLICIES

LYNX shall comply with applicable legislation and policies relevant to Information Security. A complete reference list shall be found in the Information Security Guidelines Handbook.

Oversight Committee Agenda Item #7.G.

To: LYNX Oversight Committee

From: **Tiffany Homler**
CHIEF ADMINISTRATIVE OFFICER
James Fetzer
(Technical Contact)
Belinda Balleras
(Technical Contact)
Thomas Stringer Jr
(Technical Contact)

Phone: 407.841.2279 ext: 6064

Item Name: **Authorization to Submit a Grant Application to the Federal Transit Administration (FTA) FY18 Competitive Funding Opportunity, Section 5339 Low or No Emission Grant Program, for Downtown Electric Buses and Charging Equipment**

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to submit a grant application to the Federal Transit Administration (FTA) for the FY18 Competitive Funding Opportunity Section 5339 Bus and Bus Facility Low or No Emission Program.

Funding is requested in the amount of \$8.15 million eight (8) electric 35'buses, including plug-ins, charging stations, specialty tools for maintenance and bus inspection costs. These buses are planned to be utilized for the LYMMO service to coincide with the anticipated service needs for the opening of the University of Central Florida/Valencia Community College campus and Creative Village developments.

BACKGROUND:

On May 23, 2018, FTA released a Notice of Funding Opportunity (NOFO) and availability of \$84.45 million of Fiscal Year 2018 funds under the Low or No Emission bus discretionary grant program. Grant applications are due June 18, 2018.

A low or no-emission bus is defined as "a passenger vehicle used to provide public transportation that significantly reduces energy consumption or harmful emissions, including direct carbon emissions, when compared to a standard vehicle." As required by Federal transit law (49 U.S.C. 5339(c)) and subject to funding availability, funds will be awarded competitively

for the **purchase or lease** of low or no emission vehicles that use advanced technologies for transit revenue operations, including related equipment or facilities. Projects may include costs incidental to the acquisition of buses or to the construction of facilities, such as the costs of related workforce development and training activities, and project administration expenses. The Low No program allows for partnerships with other entities that intend to participate in the implementation of the project, including, but not limited to, specific vehicle manufacturers, equipment vendors, owners or operators of related facilities, or project consultants. LYNX staff has been in contact with some of the leading electric bus manufacturers for potential partnerships, including the Orlando Utilities Commission for the powering station.

FTA will only consider eligible projects relating to the acquisition or leasing of low or no emission buses or bus facilities that make greater reductions in energy consumption and harmful emissions than comparable standard buses or other low or no emission buses. All proposed projects must be part of the intended recipient's long-term integrated fleet management plan.

Low or No Emission applications will be evaluated based on the following:

- **Demonstration of Need:** Address an unmet need for capital investment in vehicles and/or supporting facilities
- **Consistency with Long-Term Fleet Management Plan:** Project proposals must demonstrate that they are part of the intended recipient's long-term integrated fleet management plan. FTA will evaluate the consistency of the proposed project with the applicant's long-term fleet management plan, as well as the applicant's previous experience with the relevant low or no emissions vehicle technologies.
- **Demonstration of Benefits:** FTA will consider the quality and extent to which the applications demonstrate how the proposed project will: (1) Reduce Energy Consumption; (2) Reduce Harmful Emissions; and (3) Reduce Direct Carbon Emissions.
- **Planning and Local/Regional Prioritization:** Quality and extent to which the project is consistent with the transit priorities identified in the long range plan
- **Local Financial Commitment:** Availability of the local cost share as evidence of local financial commitment to the project.

All eligible expenses under the Low-No Program are attributable to compliance with the Clean Air Act. The maximum Federal participation in the costs of leasing or acquiring a transit bus financed under the Low-No Program is 85 percent of the total transit bus cost. The maximum Federal participation in the cost of leasing or acquiring low or no emission bus related equipment and facilities under the Low-No Program, such as recharging or refueling facilities, is 90 percent of the net project cost of the equipment or facilities that are attributable to compliance with the Clean Air Act.

On May 8, 2018, LYNX hosted presentations by electric vehicle manufacturers, in Tampa during the APTA Bus and Paratransit Conference. LYNX appreciates the City of Orlando and the Orlando Utilities Commission staff for attending these meetings and providing their expertise on the subject. Four potential bus manufacturers: BYD, Proterra, New Flyer and Gillig made presentations and offered opportunities for partnering in our project for a downtown electric vehicle conversion project. These presentations and project partner selection will be evaluated by our local partners, including the City of Orlando and the Orlando Utilities Commission.

LYNX Board Agenda

LYNX staff also conducted due diligence and contacted transit agencies that had purchased electric vehicles from these manufacturers.

Project Budget Summary:

Number	Description	Unit Price	Total Cost
8	35' All Electric Buses	\$850,000	\$6,800,000
1	On Street Charging Station	\$650,000	\$650,000
8	60 KW Garage Chargers	\$75,000	\$600,000
1	Miscellaneous Tools	\$100,000	\$100,000
			\$8,150,000

As we meet with potential bus manufacturer and project partner, LYNX staff will be assessing leasing as a financing strategy for funding the LYMMO fleet conversion to electric vehicles.

Local cash match as well as in-kind technical and infrastructure support are currently under discussions with the City of Orlando and the Orlando Utilities Commission. As additional potential partners are secured, LYNX will identify what local shares can be provided as part of the budget.

FISCAL IMPACT:

LYNX staff will include the award for this program in the appropriate LYNX fiscal year budget upon confirmation of award and securing the local match

Oversight Committee Agenda Item #7.H.

To: LYNX Oversight Committee

From: Tomika Monterville
DIRECTOR OF PLAN & DEVELOP
Belinda Balleras
(Technical Contact)
Kenneth Jamison
(Technical Contact)
Tomika Monterville
(Technical Contact)

Phone: 407.841.2279 ext: 6019

Item Name: Authorization to Submit FY2018/2019 Service Development Grant Proposals to the Florida Department of Transportation (FDOT) and the Authority to Execute a Joint Participation Agreement (JPA) Upon Notification of Funding For Route Expansion/Enhancements and/or Technology Enhancements

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chairman to execute Resolution #18-002 (attached hereto) authorizing the Chief Executive Officer (CEO) to submit FY2018/19 Service Development Grant Applications to the Florida Department of Transportation (FDOT) and to execute a Service Development Grant Joint Participation Agreement (JPA) provided by FDOT upon project selection in FY2019/20.

BACKGROUND:

On April 20, 2018, the Florida Department of Transportation (FDOT) released a solicitation for state FY2018/19 Service Development Grants. Applications are due June 8, 2018. This program is selectively applied to determine whether a new or innovative technique or measure can be used to improve or expand public transit. Service Development projects specifically include the use of new technologies, enhanced services/routes or increase in vehicle frequencies; the purchase of special transportation services and other techniques for increasing service to the riding public; and new technologies or methods for improving operations, maintenance and marketing. The FDOT priority for funding award is to select those projects that have the potential to benefit other transit systems and have not been undertaken by other agencies.

The proposed services, if awarded, will be programmed in the FDOT Work Program due for development beginning October 2018. State funding availability for this solicitation is still unknown.

LYNX has identified three potential projects to submit for Service Development Grants. Upon further discussion and approval of partner jurisdictions and the required local match, one of the projects identified below will be submitted to FDOT for the two year grant opportunity. To help our partners, LYNX has proposed three types of projects to include vehicle purchases for both NeighborLink and fixed route services and a technology enhancement to support improved service efficiencies. The proposed projects are as follows:

- Based on the preliminary analysis from the LYNX Forward Route Optimization Study (ROS), up to 13 new “Flex Zones” will be created to serve neighborhoods where larger 29’, 35’ and 40’ vehicles are not ideal for transit service. These zones will require 15 additional NeighborLink/Microtransit vehicles. The estimated cost for 15 Cutaway vehicles is \$1,710,000. The grant amount requested for this item is **\$855,000**.
- Based on the preliminary analysis from the LYNX Forward Route Optimization Study (ROS) and the SR 436 Corridor Study LYNX can reduce transit travel time by introducing limited stop services this corridor on Routes 436N and 436 S. The current 30-minute headways with limited stops can save passengers up to 10-20% of their travel time, based on where they get on the bus in the corridor. There are currently 110 bus stops on the 436S and 111 bus stops for 436N. Operating from 6:00 AM to 8:00 PM, this will require six additional vehicles to demonstrate this time savings in FY 2020. To maintain quicker service delivery and to operate truly as a limited stop service, transit stops are only proposed at 21 stops as follows:
 1. Orlando International Airport;
 2. Lee Vista (@ Hazeltine National Drive);
 3. Hoffer Avenue; Gatlin Avenue;
 4. Lake Margaret Drive;
 5. Michigan Street;
 6. Curry Ford Road;
 7. Stonewall Jackson Road;
 8. Dahlia Drive;
 9. Colonial Drive;
 10. Baldwin Park Street;
 11. University Boulevard;
 12. Aloma Avenue;
 13. Casselberry Commons (@ Howell Branch Road);
 14. Carmel Circle;
 15. Casselberry Marketplace (@ Kewannee Trail);
 16. Fern Park SuperStop (@ 17/92);
 17. Altamonte Springs SunRail Station;
 18. Altamonte Mall;
 19. Altamonte Marketplace (@ Northlake Boulevard);
 20. Westersfield/Westmonte (@ Montgomery Road);
 21. West Town Corners (@ State Road 434).

LYNX Board Agenda

The estimated cost for six (6), 40' fixed route vehicles is \$3,301,050.00 and two years of operating expenses are estimated to be \$4,311,866.00, for a total of \$7,612,916.00 The grant amount requested for this item is **\$ 3,806,458.00**

- LYNX currently has 313 fixed route buses of which 120 do not have automatic passenger counters (APC). The APC support the agency's ability to count riders boarding and alighting the buses. These APC's remove the need for staff to perform manual passenger counts at regular intervals and they also provide a method to validate and reconcile ridership figures reported from GFI fareboxes. The estimated cost of each APC is \$9,529.00 for a total of \$1,143,480 for the purchase of 120 APC. Future rolling stock purchases will include APC's. The grant amount requested for this item is **\$571,740**

Service Development Grants are funded 50% state share and 50% local, for both capital and operating requests. Upon

FISCAL IMPACT:

LYNX staff will include the award for this program in the appropriate LYNX fiscal year budget upon confirmation of award and securing the local match.

CFRTA RESOLUTION 18-002

A RESOLUTION OF THE CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY (d.b.a LYNX): AUTHORIZATION FOR THE CHIEF EXECUTIVE OFFICER TO SUBMIT GRANT APPLICATIONS AND EXECUTE A JOINT PARTICIPATION AGREEMENT WITH THE FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) FOR SERVICE DEVELOPMENT PROJECTS

WHEREAS, there is a Public Transit Service Development Program which shall be administered by the Florida Department of Transportation (FDOT) and the grant funds will provide initial funding for new or innovative technique or services to improve or expand public transit;

WHEREAS, LYNX has satisfied the requirement to complete a Transportation Development Plan (TDP) for FY 2018-23 which has been submitted to FDOT and the TDP is consistent with the five-year Transportation Improvement Program (TIP) and FDOT's State Work Program;

WHEREAS, this is a resolution of the GOVERNING BOARD of the Central Florida Regional Transportation Authority (hereinafter BOARD), which hereby authorizes the submission of service development grant applications and execution of future Joint Participation Agreements with the Florida Department of Transportation.

WHEREAS, this BOARD has the authority to authorize the execution of the Joint Participation Agreement.

NOW THEREFORE, BE IT RESOLVED THAT:

1. The BOARD has the authority to authorize the submission of a service development grant application to the Florida Department of Transportation.
2. The BOARD authorizes the Chief Executive Officer to execute a Joint Participation Agreement, and subsequent agreements, with the Florida Department of Transportation for the awarded service development project(s) under this solicitation.
3. That the above authorization shall be continuing in nature until revoked by the Chairman of the Governing Board.

APPROVED AND ADOPTED this 24th day of May 2018, by the Governing Board of the Central Florida Regional Transportation Authority.

CENTRAL FLORIDA REGIONAL
TRANSPORTATION AUTHORITY

By: _____
Chairman

Attest:

Assistant Secretary

Oversight Committee Agenda Item #7.I.

To: LYNX Oversight Committee

From: **Tiffany Homler**
CHIEF ADMINISTRATIVE OFFICER
Tomika Monterville
(Technical Contact)
Thomas Stringer Jr
(Technical Contact)
Eric Hale
(Technical Contact)

Phone: 407.841.2279 ext: 6064

Item Name: **Authorization to Submit a Grant Application to the U.S. Department of Transportation (USDOT) FY18 Competitive Funding Opportunity, Better Utilizing Investments to Leverage Development (BUILD) Program, for Southern Operations Facility Project**

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to submit a grant application to the U.S. Department of Transportation (USDOT) FY18 Competitive Funding Opportunity, Better Utilizing Investments to Leverage Development (BUILD) Program discretionary grant program for award in FY 2019 to support a new Southern Operations Facility. The amount requested is \$25,000,000, for the Southern Operations Facility.

BACKGROUND:

The U.S. Department of Transportation (DOT) published on April 25, 2018 a Notice of Funding Opportunity (NOFO) to apply for \$1.5 billion in discretionary grant funding through the Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grants program. BUILD Transportation grants replace the pre-existing Transportation Investment Generating Economic Recovery (TIGER) grant program. Like TIGER, FY 2018 BUILD Transportation Grants are for investments in surface transportation infrastructure and are to be awarded on a competitive basis for projects that will have a significant local or regional impact. For this round of BUILD, no more than \$150 million can be awarded to a single State.

Projects for BUILD will be evaluated based on merit criteria that include safety, economic competitiveness, quality of life, environmental protection, state of good repair, innovation, partnership, and additional non-Federal revenue for future transportation infrastructure

investments. To reflect the Administration's Infrastructure Initiative, DOT intends to award a greater share of BUILD Transportation grant funding to projects located in rural areas that align well with the selection criteria than to such projects in urban areas. The notice highlights rural needs in several of the evaluation criteria, including support for rural broadband deployment where it is part of an eligible transportation project.

For this round of BUILD Transportation grants, the maximum grant award is \$25 million, and no more than \$150 million can be awarded to a single State, as specified in the FY 2018 Appropriations Act. At least 30 percent of funds must be awarded to projects located in rural areas. The deadline to submit an application for the FY 2018 BUILD Transportation Discretionary Grants program is July 19, 2018.

Eligible projects for BUILD Transportation Discretionary Grants are capital projects that include, but are not limited to:

- Road or bridge projects eligible under title 23, United States Code;
- Public transportation projects eligible under chapter 53 of title 49, United States Code;
- Passenger and freight rail transportation projects;
- Port infrastructure investments (including inland port infrastructure and land ports of entry); and
- Intermodal projects.

Research, demonstration, or pilot projects are eligible only if they result in long-term, permanent surface transportation infrastructure that has independent utility.

Per the Consolidated Appropriations Act, 2018, BUILD Transportation Discretionary Grants may be used for up to 80 percent of the costs of projects located in an urban area and up to 100 percent of the costs of a project located in a rural area. For a project located in an urban area, total Federal assistance for a project receiving a BUILD grant may not exceed 80 percent. The Department will evaluate the applicant's ability to generate new non-Federal revenue for transportation infrastructure investment; it will not use Federal share as a merit criterion in awarding projects.

The Consolidated Appropriations Act, 2018 allows for the award of funding for the planning, preparation, or design of capital projects. Planning grant applications will be evaluated against the same criteria as capital grant applications. While the FY 2018 Appropriations Act allows funding solely for pre-construction activities, the Department will prioritize FY 2018 BUILD Transportation funding for projects that demonstrate the ability to move into the construction phase within the period of obligation.

The FY 2018 BUILD Transportation Discretionary Grants program is to award at least 30 percent (\$450 million) of funding for rural projects. The Department must also consider an equitable balance in funding for geographic diversity among recipients.

For projects located in urban areas, the minimum award is \$5 million. Please note that the minimum total project cost for a project located in an urban area must be \$6.25 million to meet match requirements. For projects located in rural areas, the minimum award is \$1 million. The maximum award for all projects is \$25 million. Not more than \$150 million can be awarded to a single State.

LYNX proposes an application for a Southern Operations Facility to include the following:

Southern Operations Facility (Osceola County)

Existing Osceola Southern Facility (OSF) Programming:

The current Osceola Southern Facility (OSF) accommodates 44 fixed route buses and will require up to 50 buses with the expansion of bus service to accommodate SunRail Phase II feeder bus service. Moreover, buses needing scheduled preventive maintenance (PM's) or other running repairs require transporting by Service Attendants to the LYNX Operations Center (LOC), located 21 miles from OSF. While buses from OSF are repaired, Service Attendants are required to shuttle buses between LOC and OSF to ensure vehicles are ready for revenue service in Osceola County.

The annual costs of the existing deadhead trips between LOC and OSF are as follows:

Average Number of Daily Trips	2.73
Total Annual One-Way Trips	996.45
Total Annual Roundtrips	1,993
Average Time Per Round Trip (minutes)	90
Distance Round Trip (miles)	42.4
Total Annual Miles	42,249.48
Average Diesel Fuel (MPG)	4.06
Average Diesel Fuel Cost	\$1.97
Total Annual Fuel Cost	\$20,533.66
Total Annual Labor Hours	1,494.68
SIA Labor Cost Per Hour (Fully Loaded)	\$41.89
Total Annual Labor Cost	\$62,611.94
Total Annual Deadhead Cost	\$83,145.60

Proposed Southern Operations Center Programming:

- **Bus Operations and Maintenance Facility**
 - Total of 215,000 sq. ft. scalable
 - Parking Garage, Fueling & Bus Wash Area – up to 671,000 sq. ft.
 - **Vehicle Maintenance Facility & Shop – up to 47,000 sq. ft.**
 - Supervisors
 - Service Attendants
 - Technicians
 - Keepers
 - Manager
 - Administrative
 - Storage
 - Plans
 - Records (DVR's, Maintenance Records
 - Tire storage and repair
 - Large Equipment/Parts
 - Tools & Parts
 - Hazardous Materials/Fluids
 - Battery Closet
 - Janitorial Closets
 - Mechanical Closets
 - Kitchen/Vending Area
 - Lounge
 - Maintenance Lockers
 - Restrooms
 - Bus Wash
 - Wastewater dump station
 - Water & Sewer analysis
 - 8 Maintenance Bays
 - 2 Preventive Maintenance
 - 2 Running Repairs
 - 3 Standard and Articulated Repairs/Training Bay
 - 1 Light Duty
 - CDL Testing Area
 - **Operations – up to 5, 500 sq. ft.**
 - Dispatch Office
 - Counting/Vault Room
 - Security & Safety Office
 - Lost & Found
 - Customer Service Reception Area
 - Customer Restroom & Waiting Area
 - Operator Lounge
 - Kitchen & Vending Area
 - Cafeteria/Lunch Room
 - Restrooms

- **Administrative Space – up to 3,000 sq. ft.**
 - Managers
 - Assistant Managers
 - Trainers
 - Maintenance
 - Bus
 - Administrative
 - Clerks
 - Training Equipment Storage
 - Supplies
 - Files
- **Common Areas – up to 75,000 sq. ft.**
 - Conference Rooms
 - Training Center
 - 4 Conference Rooms
 - 1 Computer Lab w/ 30 Terminals
 - Simulator Room
 - Operator Lockers & Half Lockers
 - Restrooms & Showers
 - Kitchen/Vending Area
 - Lounge, Lactation Areas
 - Cafeteria/Lunch Room

The proposal above meets the USDOT BUILD Criteria as follows:

- ***Safety and State of Good Repair*** are promoted due to the increased useful life of vehicles with less deadhead for Southern area bus routes)
- A proposed, LEED-eligible facility with low-impact development/design components to include:
 - Solar
 - Green roof (***Environmental Protection***)
 - Preferably adaptive re-use of an existing building (***Innovation and Partnership***)
- Request transfer of land and/or parcel to LYNX for revenue-generating, multi-modal, mixed-use, residential transit center. This will address the following BUILD evaluation criteria: ***Partnership, Quality of Life, Economic Competitiveness, Safety and Non-Federal Revenue for Transportation Infrastructure Investment.***
 - Programming will include:
 - Co-working/retail space;
 - Low-income housing development;
 - Transportation Center to include CDL Safety Training Center whereby LYNX will be able to train CDL Operators and generate revenue
 - Community meeting space

- Potential for high-density residential development above the transit facility
- ***Geographic diversity*** among recipients is covered as the Southern Operations Facility supports development in rural Osceola County and can be a catalyst for more mixed-use development to include high-rise residential units. This project will also provide a transit center for the Southern portion of the region.
- ***Demonstrated Project Readiness*** is not addressed as no preliminary design concepts have been prepared. To remedy this, LYNX proposes taking the recently completed design specifications and programming of a similarly designed facility in Broward County Florida to apply to a parcel of land in Osceola County.
- A donation of land from the jurisdiction or a municipality for the facility would demonstrate ***Project Cost & Benefits*** and ***Partnership***.

FISCAL IMPACT:

LYNX staff will include the award for this program in the appropriate LYNX fiscal year budget upon confirmation of award and securing the local match.

New Southern Operations Base Osceola County Conceptual

Presented by
Tomika Monterville
Director of Planning & Development

Bus Operations and Maintenance Facility

- Total 215,000 sq. ft. *scalable*
- Parking Garage and Fueling Area – up to 671,000 sq. ft.
- Maintenance Facility – up to 47,000 sq. ft.
- Project Costs – maximum of \$25,000,000
- Construction Costs – maximum of \$19,000,000
- Accommodate 150-200 buses including:
 - Fixed route buses (to include battery electric and articulated)
 - ACCESS LYNX vehicles
 - NeighborLink vehicles
 - Micro Transit and Vanpool vehicle lease office

Programming



- Multiple-bay Maintenance Building
- Employee Facilities
 - Locker rooms, restrooms and showers
 - Operator/staff break rooms
 - Kitchen
 - Training rooms
 - Community/Conference Room
- Operations
 - Dispatch
 - Customer Service
 - Lost & Found
- Administrative Offices
 - Manager & Supervisor Offices
 - Technician & Administrative Staff
- Machine & Equipment Shops
 - Tire Storage & Repair
 - Hazardous Waste
 - Paint Shop
- Parts Storage



Facility Amenities



- Fire suppression system at fuel locations
- Minimized footprint of buildings based on land availability
- Maximized fixed route bus and Access LYNX parking area
- Generators for 100% facility emergency power & other Low Impact Development (LID)
- Goal to be LEED eligible
- Community enhancement facility



Southern Operations & Maintenance Facility Conceptual Rendering



FOR ILLUSTRATIVE/PLANNING
PURPOSES ONLY



Conceptual Rendering



Conceptual Rendering



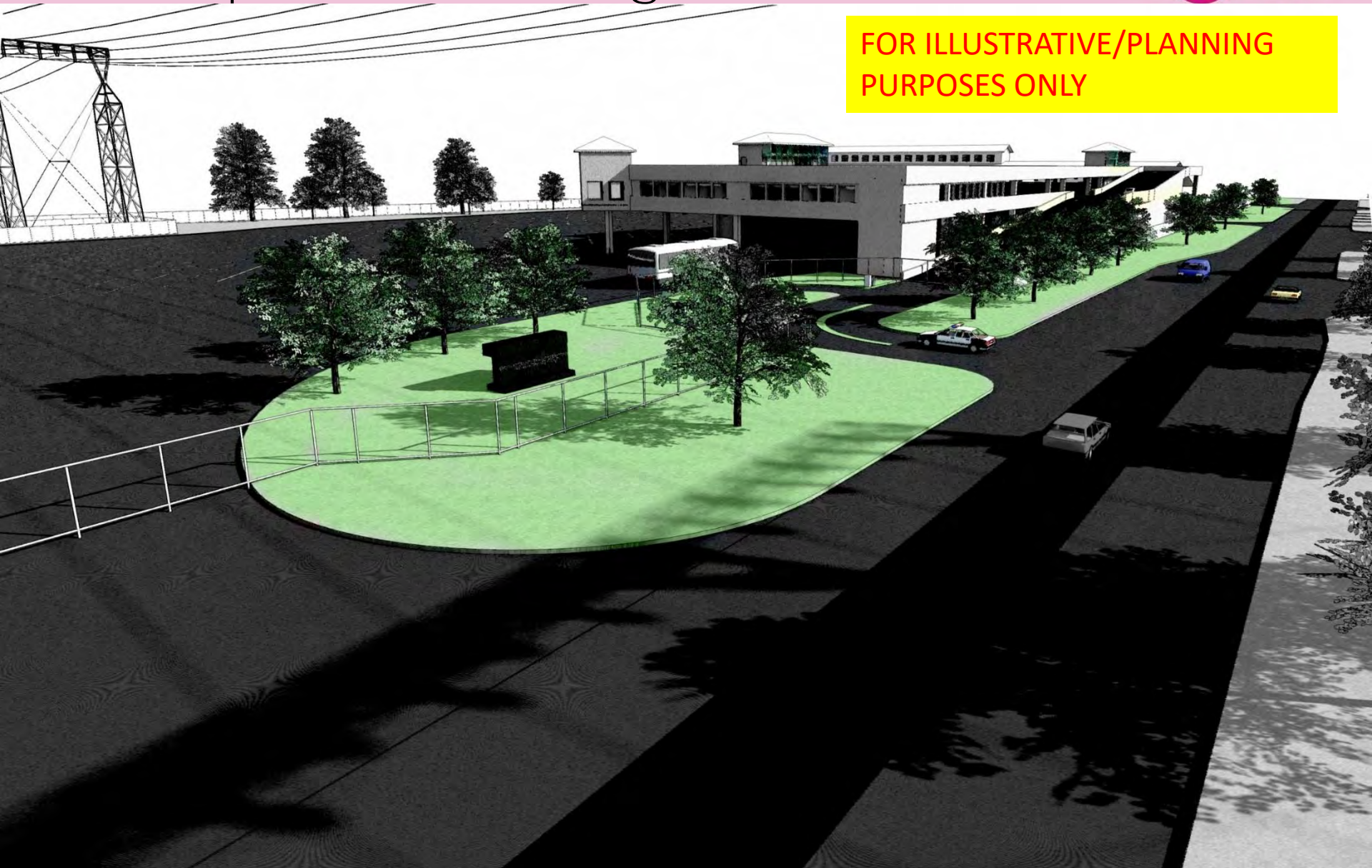
FOR ILLUSTRATIVE/PLANNING
PURPOSES ONLY



Conceptual Rendering



FOR ILLUSTRATIVE/PLANNING
PURPOSES ONLY



Conceptual Rendering



**FOR ILLUSTRATIVE/PLANNING
PURPOSES ONLY**

Conceptual Rendering



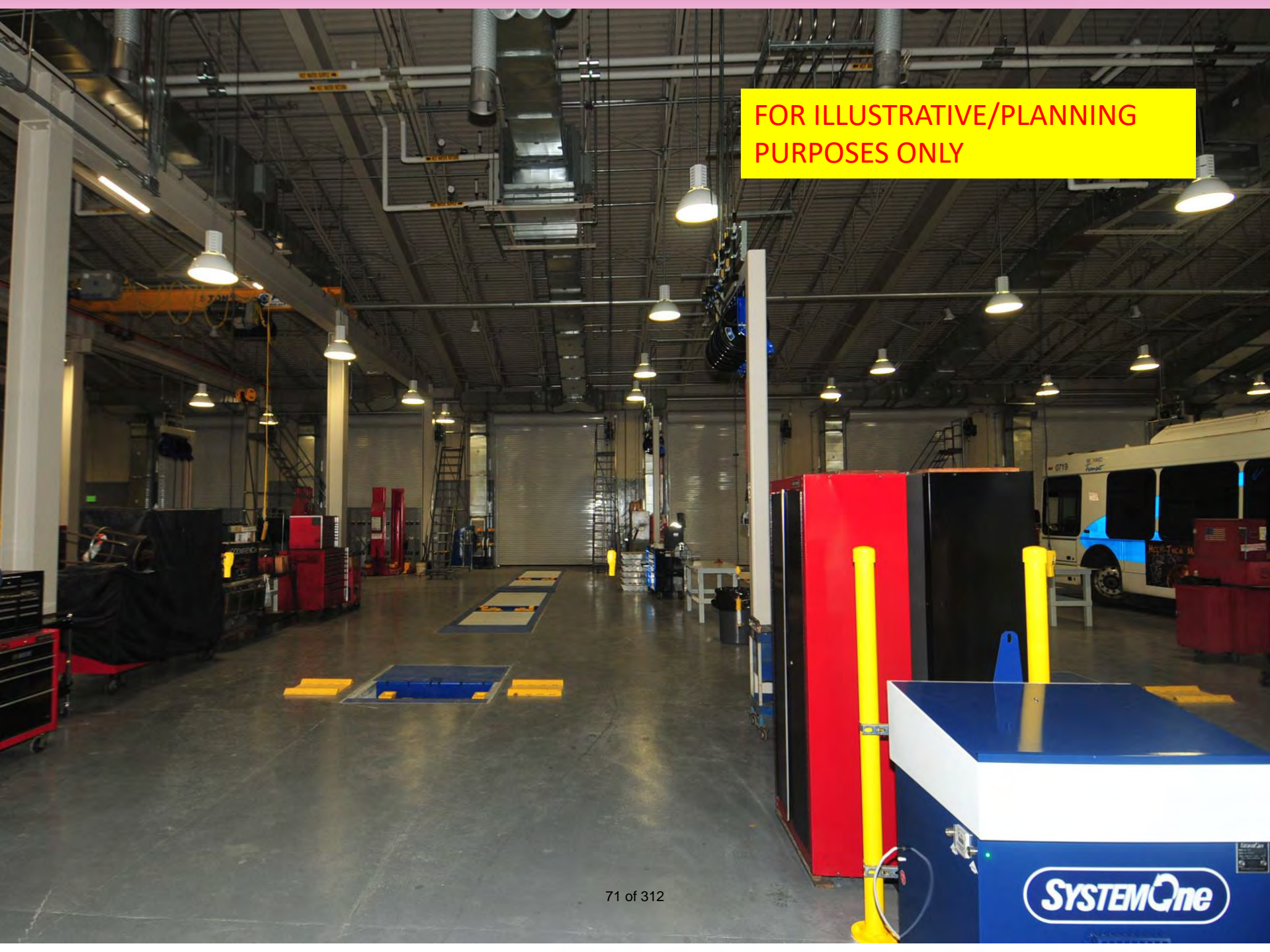
Aerial View of Facility



Maintenance and Administration



FOR ILLUSTRATIVE/PLANNING
PURPOSES ONLY



Maintenance Bays



Bus and Support Fueling Stations



Vehicle Maintenance Area



Vehicle Paint Center



Summary



- Conceptual and scalable blueprint
- Ability to customize designs based on our needs
- Goal is full-service maintenance and operations facility
- Potential Revenue/Leased space for CDL Training and/or air rights development
- Designed and built for long term growth and expansion



Oversight Committee Agenda Item #7.J.

To: LYNX Oversight Committee

From: Albert Francis
CHIEF FINANCIAL OFFICER
LEONARD ANTMANN
(Technical Contact)
Kimberly Forbragd
(Technical Contact)

Phone: 407.841.2279 ext: 6058

Item Name: Presentation on the Annual Financial Audit and Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2017

Date: 5/24/2018

In accordance with Chapter 218.39, Florida Statutes, LYNX is required to have an annual financial audit performed by an independent certified public accountant.

The Single Audit Act Amendments of 1996 require state or local governments that receive at least \$750,000 in Federal financial assistance in a year to have an independent audit conducted for that year in accordance with the Office of Management and Budget (OMB) Circular A-133. The State of Florida recently enacted similar legislation, the Florida single Audit Act, related to audits of State financial assistance. Pursuant to these Acts, LYNX' independent certified public accountants, Cherry Bekaert LLP, have conducted the audit for the fiscal year ended September 30, 2017.

The auditors have issued an unmodified "clean" opinion on both financial and compliance audits. The auditor's Management Letter Comments and Management's Responses are included as a separate document accompanying the annual financial report. See attached copy.

An unbound draft copy of the CAFR, which includes the audit report of Cherry Bekaert LLP is attached for your review. The final report will be provided to each member of the Board at the May 24, 2018, Board Meeting.

Comprehensive Annual Financial Report

For Years Ended
September 30, 2017 and 2016



LYNX

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

COMPREHENSIVE ANNUAL FINANCIAL REPORT

of the

CENTRAL FLORIDA REGIONAL
TRANSPORTATION AUTHORITY d/b/a
LYNX

FOR YEARS ENDED
SEPTEMBER 30, 2017 AND 2016

PREPARED BY THE FINANCE DEPARTMENT

Albert J. Francis II, CPA, Chief Financial Officer
Leonard Antmann, Director of Finance

LYNX® BOARD OF DIRECTORS



Chair
Viviana Janer
OSCEOLA COUNTY
COMMISSIONER



Vice-Chair
Lee Constantine
SEMINOLE COUNTY
COMMISSIONER



Secretary
Steve Martin
FDOT DISTRICT 5
SECRETARY



Teresa Jacobs
ORANGE COUNTY
MAYOR



Buddy Dyer
MAYOR
OF ORLANDO

LYNX® EXECUTIVE MANAGEMENT



Edward L. Johnson
CHIEF EXECUTIVE
OFFICER



Albert J. Francis II, CPA
CHIEF FINANCIAL
OFFICER



Tiffany Homler
CHIEF ADMINISTRATIVE
OFFICER



Thomas Stringer
CHIEF OPERATIONS
OFFICER

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX

COMPREHENSIVE ANNUAL FINANCIAL REPORT
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**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX**

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CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX

BOARD OF DIRECTORS

Commissioner Viviana Janer	Chairman, Osceola County
Commissioner Lee Constantine	Vice-Chairman, Seminole County
Mayor Teresa Jacobs	Board Member, Orange County
Mayor Buddy Dyer	Board Member, City of Orlando
FDOT District 5 Secretary, Steve Martin	Board Member, FDOT

LYNX EXECUTIVE STAFF

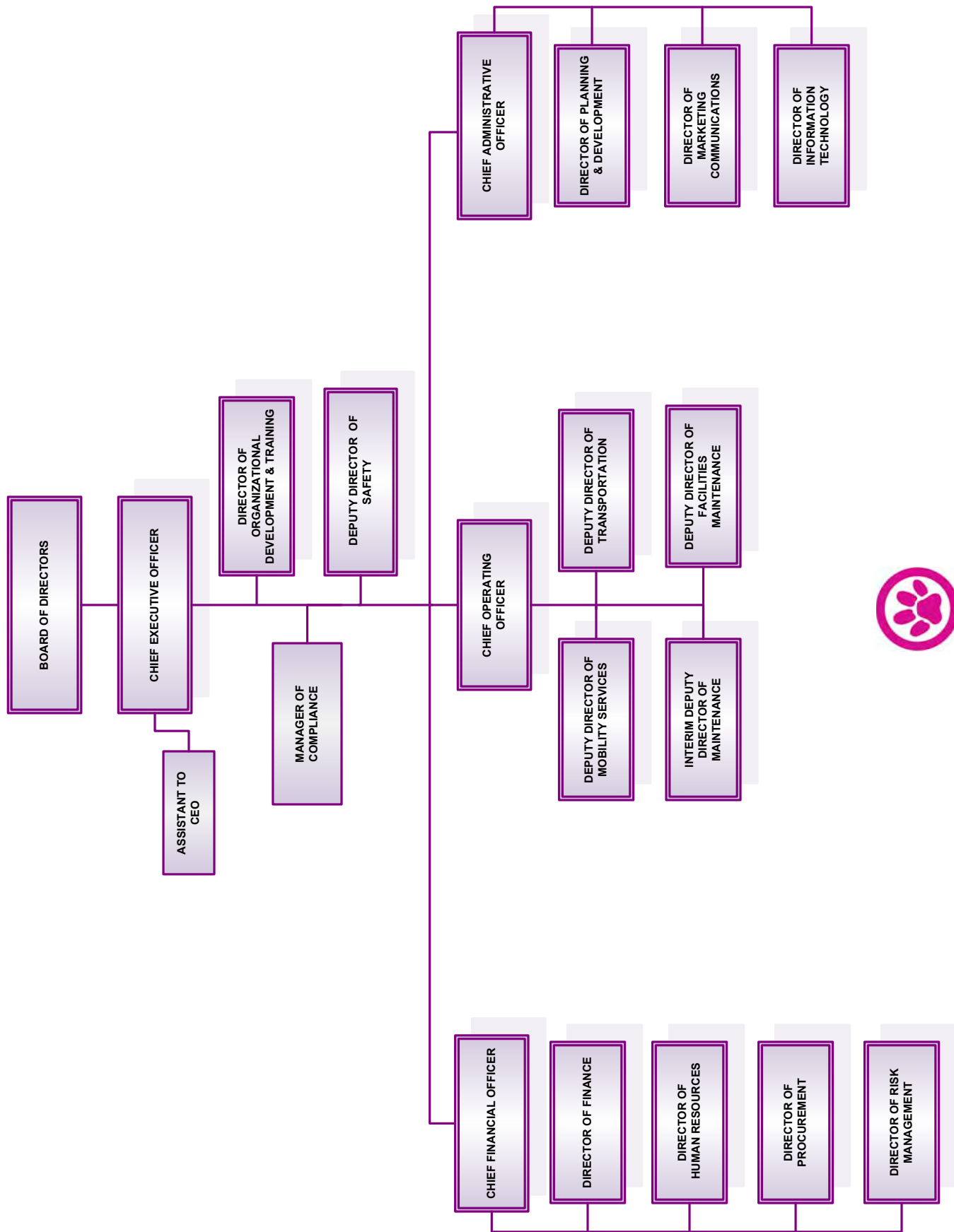
Edward L. Johnson	Chief Executive Officer
Albert J. Francis II, CPA	Chief Financial Officer
Tiffany Homler	Chief Administrative Officer
Thomas Stringer	Chief Operating Officer

DEPARTMENT HEADS

Blanche W. Sherman, CPA	Director of Finance
Tomika Monterville	Director of Planning & Development
Donna Tefertiller	Director of Organizational Dev. & Training
Mike May	Director of Human Resources
Craig Bayard	Director of Information Technology
Matt Friedman	Director of Marketing Communications
Ed Flynn	Interim Director of Maintenance

FINANCE DIVISION

Leonard Antmann	Comptroller
Nancy Navarro	Interim Manager of Accounting
Julie Caple	Manager of Financial Planning & Budgets
Maritza Rodriguez	Interim Senior Accountant
Denise Callihan	Supervisor of Payroll & Accounts Payable
Patty Dolan	Supervisor of Revenue Control
Nirso Amaya	Accountant
Aida Diaz	Accountant
Samorea Nelson	Accountant
Sal Ajala	Budget Analyst
Vivian Revis	Financial Analyst
Kim George	Senior Accounting Technician
Edward Velez	Property Officer
Tashera Ross	Accounting Technician
Andrew O'Neil	Accounting Technician



LYNX ORGANIZATIONAL CHART

September 30, 2017



February 22, 2018

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

The Comprehensive Annual Financial Report (CAFR) of the Central Florida Regional Transportation Authority d/b/a LYNX for the fiscal year ended September 30, 2017 is hereby submitted for your review.

This CAFR, as prepared by the Finance Division, contains financial statements and statistical data that provide full disclosure of all the material financial operations and activities of LYNX. The Management Discussion and Analysis (MD&A), financial statements, supplemental schedules and statistical information are the representations of LYNX management, which bears the responsibility for their accuracy, completeness, and fairness. In conformance with accounting principles generally accepted in the United States, this report was prepared on the accrual basis of accounting, treating the Authority as a single enterprise fund. This CAFR is an indication of LYNX' commitment to provide accurate, concise, and quality financial information to its Governing Board, the citizens of this community, and all other interested parties.

The MD&A immediately follows the Report of Independent Auditor and provides a narrative introduction, overview and analysis of the basic financial statements. The MD&A complements this letter of transmittal and should be read in conjunction with it.

This CAFR is presented in the following four sections:

- The **INTRODUCTORY SECTION** contains a title page, a table of contents, a list of the Principal Officials, the Authority's organizational chart, this Letter of Transmittal, and a Certificate of Achievement for Excellence in Financial Reporting. This section is intended to acquaint the reader with the Authority's organizational structure, the nature and scope of the services it provides and a summary of the financial activities and factors that influence these activities;
- The **FINANCIAL SECTION** includes the MD&A, the Report of Independent Auditor, the Authority's comparative financial statements and notes to the financial statements;
- The **STATISTICAL SECTION** includes selected financial, economic, and demographic information presented on a multi-year basis and is used to determine trends for comparative fiscal year purposes; and,
- The **SINGLE AUDIT SECTION** includes supplemental schedules, internal control reports, and compliance reports as required by federal and state regulations.

REPORTING ENTITY

The Central Florida Regional Transportation Authority (CFRTA) was created in 1989 pursuant to Section 343.63, Florida Statutes. This same legislation was amended in 1993, allowing the CFRTA to assume the operations of the former Central Florida Commuter Rail Authority and provide an opportunity to merge with the local transportation provider, Orange-Seminole-Osceola Transportation Authority (OSOTA) d/b/a LYNX, thereby creating a one-stop public transportation entity. The CFRTA continues to use LYNX as its “doing business as” name and serves as the focal point in developing all modes of public transportation in the Central Florida region. Through formal action by both the CFRTA and OSOTA Board of Directors, the merger of the two organizations was ratified March 1994 and became effective October 1, 1994.

LYNX provides public transportation services to the general public in the Orlando, Florida metropolitan area -- Orange, Seminole, and Osceola counties. LYNX also offers some out-of-county flexible and fixed-route service to Polk County. LYNX provides alternative transportation services in the form of fixed-route bus services, bus rapid transit (BRT), neighborhood circulators, paratransit services, and vanpool services.

A five-member Governing Board serves LYNX. The members of the Governing Board are as follows: one Commissioner from Osceola County, one Commissioner from Seminole County, the Mayor of the City of Orlando, the Mayor of Orange County (or her designee), and a representative of the Florida Department of Transportation (FDOT). Each serves a term as designated by Section 343.63, Florida Statutes. The Board of Directors typically meets every other month on the fourth Thursday to conduct the business of the Authority.

Responsibility for managing the administration and operation of LYNX resides with the Chief Executive Officer (CEO). To assist in this effort, a Chief Financial Officer, Chief Administrative Officer and Chief Operating Officer support the executive office, as well as a Manager of Compliance, Director of Organizational Development and Deputy Director of Safety. Eleven directors and deputy directors are responsible for providing oversight to the departments of Transportation, Vehicle Maintenance, Facility Maintenance, Mobility Services, Human Resources, Information Technology, Marketing and Communications, Planning and Development, Procurement, Risk Management, and Finance.

For purposes of defining the reporting entity, LYNX is an Independent Special District of the State of Florida.

ECONOMIC CONDITION AND OUTLOOK

The tri-county area, which includes Orange, Seminole and Osceola counties, remains one of the top growth areas of the country and is the premier tourist destination of the world. This area is home to numerous tourist attractions such as Walt Disney World, Universal Studios, and SeaWorld. It is also home to two major league teams – NBA’s Orlando Magic and Major League Soccer’s (MLS) Orlando City Lions as well as the Solar Bears hockey team. The City of Orlando has a vibrant, downtown core, including community venues: the Amway Center, a brand new Dr. Phillips Center for the Performing Arts, newly renovated Camping World Stadium, and

a MLS soccer stadium. Additionally, Orlando hosts many conventions, utilizing some of the bigger hotels in the country and America's second largest convention center. The University of Central Florida, the nation's second largest university, and many other places of higher education also reside in the tri-county area.

The region has experienced significant growth in population over the last several years and is expected to continue growth in the next ten years. The population is projected to be 2.1 million in 2017 and 2.2 million in 2020. This growth can be attributed to the numerous activity centers throughout the region. The impact of SunRail train service has been felt throughout Central Florida. The new option in urban transit for area residents is redefining local transportation and spurring development along the corridor. SunRail also allows businesses and research and education centers to tap into geographically broader talent pools. LYNX continues to provide an array of public transit options to respond to the wide-range of transportation needs.

While the Central Florida area is known world-wide for its wonderful climate, many tourist attractions, and a relaxed lifestyle, the region is also one of the top ten locations in the country for business. Behind the scenes of the area's tourism and entertainment industry is a dynamic and diversified economy that has expanded enormously. The influx of technology-related companies to the area has made Orlando one of the fastest growing high technology centers in the nation. New developments are popping up all over, from brand new venues to the upcoming Florida Advanced Manufacturing Research Center to Lake Nona Medical City and Health Village to Creative Village.

The future of the Region is filled with optimism as we continue to drive smart economic growth as one the highest performing regions in Florida and around the world. Our skilled workforce and excellent quality of life continually makes the Central Florida area the best place to live, work and play.

MAJOR INITIATIVES

Over the past few fiscal years, LYNX, through the effective leadership of its Governing Board, has continued to enhance public transportation in Central Florida. In FY2017, LYNX explored the purchase of excess property that is contiguous to the LYNX Operations Center on John Young Parkway. In FY2017, LYNX purchased this property and is currently in design and phasing work to address capacity constraints and ultimately relocate its paratransit and Neighbor Link operations and maintenance to this new site.

In FY2016, LYNX and several local funding partners worked together to secure funding and establish agreements to begin the SR 436 Transit Corridor Study. This study is expected to take 18 months to complete and will evaluate application of several premium transit service options to potentially serve the corridor from Orlando International Airport to SR 434 in Seminole County.

LYNX continued to provide several human service agencies with operating funding from the Federal Transit Administration 5310, Job Access and Reverse Commute and New Freedom grant programs to pay for fifty percent of new or expanded transportation service or service for job access. Agencies receiving funding under these programs included the Opportunity Center,

Quest, Osceola Mental Health, Osceola Council on Aging, Primrose Center, Bright Start Pediatrics and Meals on Wheels.

Current Year Projects

LYNX is implementing the use of mobile payments to enhance LYNX' customer experience, reduce the cost of fare operations and deliver long-term value. It is anticipated that mobile payments meet customer demands for easy-to-use transit and represent a sound investment when integrated with existing fare systems, allowing customers to purchase fare products and stored value that can be validated hands-free upon boarding, or loaded onto existing system fare cards.

LYNX continued investment in CNG vehicles will help our community move toward a more environmentally sustainable future. LYNX anticipates purchasing a total of 150 CNG buses over the first five year period pursuant to the terms of the agreement.

LYNX will continue to use the data from the 2016-2017 Origin and Destination Study (O & D) to support the bus service restructuring program, or Route Optimization Study (ROS), planned for implementation in FY2019. Data from the O & D Survey will support refined transit service routing and vehicle types for services based on actual travel patterns, which will improve customer satisfaction, but also has the potential to improve system performance by capturing additional riders.

LYNX will undertake an extensive public engagement process to educate and inform customers about the bus service restructuring (ROS) and to ensure their understanding of the new service and mode types designed to improve the quality and convenience of the public transit experience.

LYNX, in partnership with MetroPlan and the City of Orlando, will issue a Request for Proposal (RFP) for an autonomous vehicle demonstration on the LYMMO BRT corridors. The RFP will build on the results of the non-competitive Request for Information (RFI) issued in FY2018.

The following is additional information describing both LYNX' performance in delivering service and in managing the organization:

Ridership

Total ridership for FY2017 was 24,845,029, including all service modes.

Paratransit Services

ACCESS LYNX is a door-to-door bus service for customers unable to access LYNX fixed route bus service. Accomplishments this year included:

- Provided 582,940 passenger trips, traveling 9,731,816 vehicle miles;
- Reduced average trip distance from 17.33 miles to 14.88 miles;
- Completed the Fiscal Year 2017 Transportation Disadvantaged Service Plan annual update;
- Supported Hurricane Irma evacuation and relief efforts;

- In preparation for the transition to a Mobility Services operating model, cross trained all fixed route call center representatives in ACCESS LYNX services, reconfigured the call center, and began a competitive selection process for a paratransit provider;
- ACCESS LYNX Operator Rhonda Scott received the highest “Yard Stick” award at the 2017 Florida Triple Crown Bus Roadeo;
- Finalized beta testing of the new NeighborLink reservations, scheduling, and dispatch software; and
- Applied for and was awarded a second year Mobility Enhancement Grant from the Florida Commission for the Transportation Disadvantaged.

2017 Service Initiatives

In FY2017, the Service Planning Division accomplished the following:

The heart of the LYNX business is the daily transit service provided to customers. Accordingly, new efficiency measures and service adjustments to address customer service needs were implemented as follows:

- Time adjustments were implemented on 36 routes to address connection concerns, running time concerns, and on-time performance concerns;
- Route adjustments were implemented on 18 routes in order to improve route efficiency or to serve new destinations;
- Service was added to two (2) routes in order to expand span of service;
- Eliminated service for KnightLYNX 211 – Green Line – eliminated per request by University of Central Florida due to low ridership; and
- Added BRT service for LYMMO (Lime) – opened final segment of BRT route in Creative Village area, extending route via Amelia St., Terry Ave., and Livingston St. to tie into the existing BRT route.

Planning

In FY2017, the Strategic Planning Division accomplished the following:

- Completed the 2017 TDP Major Updated and began a Route Optimization Study (ROS) to redesign the entirety of LYNX’s transit service network;
- Almost 14,000 surveys completed as part of the LYNX System-Wide Origin & Destination Survey;
- Continued progress on SR 436 Transit Corridor Study, identifying bus-based technologies – such as Bus Rapid Transit – as most appropriate for the corridor; and
- Began coordination and integration of healthcare and wellness into planning decisions.

Engineering and Construction

In FY2017, the Engineering and Construction Department accomplished the following:

- Executed an extension of the license agreement for the use of the Colonial Plaza Superstop Facility for an additional 10 years;
- Executed an extension of the license agreement for use of the land at the Sanford Walmart Superstop facility for an additional 20 years;
- Completed construction of the LYNX LYMMO Line Extension in Parramore;
- Began construction on the LYNX Orlando Urban Trail, pedestrian walkway extension between Amelia and Washington Streets, scheduled to be completed in March 2018;
- Completed LYNX LYMMO Orange Line Passenger Information Display (PIDs) Kiosk Electrical component upgrades at 12 Orange line bus stops;
- Awarded a contract for the conceptual designs of improvements for the Rosemont and Florida Mall SuperStops; and
- Installed 25 bus shelters throughout the tri-county service area.

ITS

In FY2017, the ITS Division accomplished the following:

- In January 2017, completed the installation of free Wi-Fi on all fixed route buses to allow customers to use their mobile devices during their commute; and
- In September 2017, introduced the LYNX Bus Tracker mobile application that allows customers to see the operating routes in the LYNX system and the estimated time of arrival of the next bus.

Procurement

In FY2017, the Procurement Department accomplished the following:

- Continued solicitation and execution of a large consortium contract for heavy duty buses on behalf of the Florida Public Transit Association.

Vanpool Program

While FDOT has centralized the Commuter Services program in each district office, LYNX still plays a vital role in providing Vanpool services throughout the tri-county area. LYNX coordinated the program with our contractor, Enterprise, to operate the Vanpool program which helps maximize expansion and participation. The mission of the Vanpool program is to offer alternative transport options for both agencies and commuters. The Vanpool program continues to be a viable alternative mode of transportation for employees that have long commutes. Participation in the Vanpool program provides Central Florida commuters a more affordable and social form of transportation over the private automobile while also reducing traffic in the area. LYNX foresees expanding use of the Vanpool program in the upcoming fiscal year.

As of September 30, 2017, LYNX Vanpool accounts for 2,127 trips per week and 184 Vanpools in service; there were 3,320,330 Vanpool revenue miles in FY2017.

Customer Services

During the 2016-2017 fiscal year, Customer Service attended 51 events. This included 13 elementary and high school information and/or ID events, seven events in collaboration with SunRail, six veteran events, six information sessions with Valencia College promoting our partnership for free rides to students, faculty and employees, and a variety of Senior events, Health Fairs, and Community events. During the service changes, Customer Service spent a week at the terminal and at other locations in the service area, alerting riders of upcoming changes. Customer services also lent support to the agency before, during and after Hurricane Irma.

The fixed route call center received 375,482 calls.

- The Customer Service Window served 187,405 customers and generated \$2,609,509 in sales.
- Lost and Found returned 33.13% of the items found on our buses and our facilities to their owners.
- The ID Program produced 9,322 IDs and replacements for our riders.
- ID replacements generated \$5,696 in sales.
- Customer Relations documented 4,431 cases for investigation, compliments, and suggestions.

Customer Service accomplished the training of the entire call center staff in anticipation of the merge with the Paratransit call center.

Employee Relations

Good employee relations are critical to the success of LYNX because our employees are our most valuable assets in delivering services to our customers. Great strides continue to be made in employee training and development. Human Resources continues to work with all LYNX staff to ensure that the workplace is a fair, comfortable, and enjoyable environment, so that employees are afforded an opportunity to thrive.

Fiscal Controls and Improvements

The Finance Department continued to advance the integrity of the financial control systems of the organization. Monthly departmental budget reports, meetings, and programming procedures provide essential tools in managing the existing budget and in preparing for future year budgets. Other accomplishments were as follows:

- Negotiated funding agreement to allow for continuation of Road Ranger services;
- Coordinated with FTA to allow LYNX to apply South Street sales proceeds towards future capital projects;
- Successfully completed the 2016 Annual Florida Transportation Commission Report;
- Received the Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting for the 25th consecutive year; and,
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

Future Projects

In keeping with the results of the Transportation Development Plan (TDP) and the Vision 2030, LYNX' primary goal is to:

Maximize mobility within the Orlando metropolitan area by ensuring that public transportation is provided in the right places, at the right times, to satisfy the changing travel needs within the community.

In order to accomplish such, the following emphasis areas have been identified for fiscal year 2018:

Fixed-Route Service

LYNX continues to explore ways to improve fixed-route services in order to better serve our customers. LYNX plans to improve service during the upcoming fiscal year through the implementation of the Transit Development Plan (TDP) goals and the Route Optimization Study (ROS) bus service restructuring effort designed to support Flexible transit services for varying types of transit demand in the region.

Paratransit Services

LYNX will implement and monitor the effectiveness of a new Mobility Services model of providing paratransit services to our customers. New smart phone applications will be released to ease our customer's access to our programs. LYNX will assume and cross train for all call center functions and NeighborLink dispatch functions at the time of entering into a new Mobility Service provider contract. At least 50 new vehicles will be introduced into the fleet, with at least 25 of those being accessible mini-vans. We will continue community outreach to identify the disabled and transportation disadvantaged needs of our community. LYNX will maximize the use of federal and state funds for our Mobility Services program, as appropriate.

Communications

FY2017 was another award winning year for LYNX' marketing efforts as the team sustained a positive public image throughout Central Florida. The team won two first-place FPTA awards along with unveiling multi-platform campaigns promoting the launch of four new mobile applications during a six week period.

In FY2018 LYNX marketing will focus on celebrating LYNX' 25th anniversary, all LYNX services and the roll-out of LYNX Forward, a redesigned transit routing system.

Capital Improvement Projects

Capital improvements are necessary in order for LYNX to deliver continued quality transit solutions. LYNX receives other federal formula grant funding, state, and local contributions to enhance the overall agency capital program. These capital funds ensure Agency vehicles, facilities, and dedicated projects support operations.

Vehicle purchases, facility improvements, information tools, and passenger amenities included in the FY2018 capital program are:

- **Rolling Stock - \$31.1 million**
Revenue vehicles include expansion and replacement vehicles for fixed route, vanpool, and paratransit service;
- **Bus Rapid Transit (BRT) - \$.8 million**
BRT includes the LYMMO - Orange Line Rehabilitation, additional East/West BRT upgrades, and a FlexBus project demonstration;
- **Facilities - \$6.0 million**
Facilities include the Phase I Construction, CEI, and Design Services of an additional administrative LYNX Operations Center building as well as determining the location and related planning for LYNX's Southern Operations Base;
- **Passenger Amenities/Related Enhancements - \$14.4 million**
Passenger amenities include construction and rehabilitation of shelters, transfer centers, benches, and trash receptacles;
- **Technology - \$4.2 million**
Technology includes improved information delivery through mobile and website functionality enhancements, expansion of our existing real-time bus tracking systems, and increased spending on critical cybersecurity initiatives;
- **Security - \$.8 million**
Security includes equipment to enhance organizational safeguards and surveillance;
- **Support Equipment - \$5.9 million**
Support equipment includes resources to modernize fare collection, mobile ticketing, and in-ground revenue vehicle maintenance lifts.

Capital Planning and Studies

The Transportation Development Plan (TDP) annual updates and progress report contains planned capital and service improvements necessary to meet the growing demand for public transportation throughout Central Florida during the next ten years. The major TDP update was completed in the fall 2017.

Highlights of the plan are:

- Complete the LYNX Route Optimization Study (ROS), which outlines the plan to match transit demand with fleet requirements to include on-demand and flexible services in addition to fixed route and paratransit service;
- Monitor transit demand and improve span and/or frequency of service where needed, in concert with the ROS and SunRail Phase II;
- Initiate a Bus Stop Improvement Program (BSIP) to consolidate transit stops across the region to better serve customers and support partner jurisdiction land use plans and priorities;
- Transition major transit corridor studies such as State Route (SR) 436 and SR 50 into the federal project development process to support future Bus Rapid Transit (BRT) projects;
- Collaborate with regional partners to build support for a dedicated source of transit funding;

- Secure complementary and/or supplementary sources of funding for both capital and operating expenses;
- Develop an Autonomous & Connected Vehicle (AV/CV) framework plan to support LYNX and its partners building our technical capacity for future discretionary grant opportunities in this emerging area.

FINANCIAL INFORMATION

Internal Control Structure

The management of LYNX is responsible for establishing and maintaining an internal control structure that consists of policies and procedures established to provide reasonable, but not absolute, assurance that organizational objectives will be achieved, including safeguarding and protecting its assets from loss, theft or misuse, and providing adequate and reliable financial information. The concept of reasonable assurance recognizes that no structure is perfect and that the cost of an internal control should not exceed the benefits to be derived. Estimates and judgments by management are required to assess the valuation of expected benefits and related costs of internal control structures.

Budgetary Controls

The annual operating and capital improvements budget is prepared on a fiscal year basis. The budget is proposed by LYNX staff and adopted by the Governing Board. Since LYNX operates as an enterprise fund, the adopted budget is prepared on an accrual basis. Expenses are recognized when incurred and revenues are recognized when earned. The annual budget is a balanced budget, whereby total estimated revenues are equal to total projected expenses. The Governing Board must approve budget amendments that are increases or decreases to the total dollar amount originally adopted. The Chief Executive Officer and Governing Board must formally approve additions to the authorized personnel position level originally included within the adopted budget.

Upon final budget adoption by the LYNX Governing Board, the budget becomes the financial plan and serves as the legal document that regulates both the expenses and obligations of funds by LYNX. Budgetary control is maintained at the department level. It is the responsibility of each department head to manage its operations in a manner that is consistent with the goals and objectives adopted by the Board of Directors. Budget to actual comparisons are made on a monthly basis. Operating and un-obligated capital balances lapse at year-end. Obligated capital balances are carried forward into the following year.

Debt Administration

In January 2015, LYNX' Board approved the authorization to award a contract to Bank of America for the lease of the (10) Compressed Natural Gas (CNG) buses for a period of five (5) years. The total cost of the ten (10) buses is \$5,430,870; In addition, The Authority had one active State Infrastructure Bank (SIB) Loan Agreement during 2017. This loan, which previously provided \$7,600,000 for the construction of the LYNX Operation Center facility, had a final remaining balance of \$813,225 and was paid in full in FY2017. For additional information on the Authority's debt administration, please refer to notes to the financial statements discussing capital leases and loans payable.

Fuel Hedge Swap Agreements

Beginning in July 2011 the Authority began a fuel hedging program with a counterparty to cover a significant portion of planned fuel purchases for current and future fiscal years. The objective is to smooth out the fluctuation in fuel prices and to limit the extent to which the price paid for fuel could increase during the fiscal year. As of September 30, 2017, the maturity dates of the open contracts are September 2018. For additional information on the Authority's fuel hedging activities, please refer to the fuel hedge swap agreements note to the financial statements.

Fiscal Controls and Improvements

The Material Control division continued to maintain the integrity of the financial control systems in the accounting and management of fleet inventory items (parts, fuels, fluids, and lubricants), bulk supplies (janitorial, sundry consumables) and capital component assets. Service efficiencies and cost savings have been maintained through the centralized receiving and distribution from LYNX Operations Center (LOC) warehouse to all agency locations and work centers.

Other accomplishments during FY2017 were as follows:

- Completed the annual physical inventory of 3,531 line items valued at \$1.9 million, with a net variance of – 0.24 percent;
- Maintained an inventory turn rate of greater than 2.5 times per year through optimal inventory stock levels and the disposal of obsolete stock items;
- Continued to stock inventory parts by product category to enhance the efficiency of ordering, maintaining, and distributing parts;
- Continued to develop a spare parts model inventory for Gillig and New Flyer buses based on past systems and current or updated system specifications and analyzing “on demand” needs to minimize investment and bus down time;
- Continued to operate the region's only bio-diesel blending facility, supplying approximately 2.6 million gallons of blended product for fleet use;
- Continued to maintain and expand the assembly of kits within the inventory software to efficiently capture and track all related component part costs directly to a bus work order;
- Implemented non-inventory Blanket Purchase Orders (\$215 thousand) to eliminate administrative costs for recurring purchases and greatly improve efficiencies in maintaining stock levels; and
- Installed a second floor freestanding mezzanine at LOC warehouse to accommodate the storage of additional and existing bulk inventory items. As a result, warehouse storage capacity was increased by 700 square feet (bulk) and 960 cubic feet (shelved).

OTHER INFORMATION

Independent Audit

The Single Audit Act Amendments of 1996 require state or local governments that expend \$750,000 or more in a year in federal financial assistance to have an audit conducted for that year in accordance with the Office of Management and Budget (OMB) Circular A-133. The State of Florida has similar legislation, the Florida Single Audit Act, related to audits of State financial assistance. Pursuant to these Acts, the Authority's independent Certified Public Accountant, Cherry Bekaert LLP, has conducted the audit for fiscal year ended September 30, 2017.

Acknowledgments

The GFOA of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to the Central Florida Regional Transportation Authority for its comprehensive financial report for the fiscal year ended September 30, 2016. This was the 25th consecutive year that the Authority achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

The preparation of the Comprehensive Annual Financial Report was made possible by the hard work and dedicated service of the entire Finance Division. Special thanks and recognition goes to Nancy Navarro, Interim Manager of Accounting and Maritza Rodriguez, Interim Senior Accountant, for their efforts in the preparation of this report. We also give our sincere thanks to the Marketing Division for their special effort in designing the cover for this report and to the LYNX Governing Board for their continued outstanding support.

Respectfully Submitted,



Edward L. Johnson
Chief Executive Officer



Albert J. Francis II, CPA
Chief Financial Officer



Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**Central Florida Regional
Transportation Authority**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

September 30, 2016

Christopher P. Morrell

Executive Director/CEO

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Report of Independent Auditor

To the Board of Directors
Central Florida Regional Transportation Authority:

Report on the Financial Statements

We have audited the accompanying statements of net position of Central Florida Regional Transportation Authority d/b/a LYNX (the "Authority") as of September 30, 2017 and 2016, and the related statements of revenues, expenses and changes in net position and of cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Authority's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Authority as of September 30, 2017 and 2016, and the respective changes in its financial position and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquires of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquires, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming an opinion on the basic financial statements of the Authority taken as a whole. The introductory section, supplementary schedule of revenues and expenses – budget vs. actual (budgetary basis), schedule of local financial assistance and statistical tables are presented for purposes of additional analysis and are not a required part of the basic financial statements. The schedules of expenditures of federal awards and state financial assistance are presented for the purposes of additional analysis as required *Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and are also not a required part of the basic financial statements.

The supplemental schedule of revenues and expenses – budget vs. actual (budgetary basis) and schedules of expenditures of federal awards, local financial assistance, and state financial assistance are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements as a whole.

The introductory section and statistical section have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued a report dated February 22, 2018, on our consideration of the Authority's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control over financial reporting and compliance.

A handwritten signature in black ink, reading "Cheryl Behrman" followed by a stylized monogram or initials.

Orlando, Florida
February 22, 2018

MANAGEMENT’S DISCUSSION AND ANALYSIS

This section of the comprehensive annual financial report of Central Florida Regional Transportation Authority d/b/a LYNX (the “Authority”) presents management’s analysis of the Authority’s financial performance during the Fiscal Years that ended on September 30, 2017 and 2016, respectively. Please read it in conjunction with the financial statements, which follow this section.

Financial Highlights

Fiscal 2017

- Customer Fares decreased by 5.6%, or \$1.5 million, from FY2016. This was due to decrease in ridership by 5.4% year-over-year, which is primarily related to improved economic conditions coupled with lower fuel prices and the competition from ridesharing services.
- Local Financial Assistance increased by 4.5% year-over-year, which is an indication of the Authority’s funding partner support to maintain current service levels and to ensure we continue to operate as efficient as financially feasible.
- Operating expenses before depreciation increased 9.6%, or \$11.2 million and capital contributions decreased 40.5% or \$17.2 million from FY2016.
- Overall net position decreased by 4.4%, or \$9.0 million, from FY2016, as the Authority’s loss before capital contributions exceeded capital contributions.

Fiscal 2016

- Customer Fares decreased by 5.6%, or \$1.6 million, from FY2015. This was due to decrease in ridership by 7.3% year-over-year, which is primarily related to the continued effect of the decline in fuel prices.
- Local Financial Assistance increased by 2.5% year-over-year, which is an indication of the Authority’s funding partner support to maintain current service levels and to ensure we continue to operate as efficient as financially feasible.
- Overall net position increased by 10.5%, or \$19.6 million, from FY2015, as the Authority’s contributed capital increased substantially. Other increases to unrestricted net position were caused by increases in local funding partner support and decreases in fuel costs. Property and equipment acquisitions are largely funded through federal and state grants.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the Authority’s basic financial statements. The basic financial statements consist of two parts: Financial Statements and Notes to the Financial Statements. The report also contains supplementary information in addition to the financial statements themselves.

Required Financial Statements

The financial statements of the Authority report information about the Authority using full accrual accounting methods similar to those used by private sector companies. These statements offer short-term and long-term financial information about its activities. The Statements of Net Position include all of the Authority’s assets, liabilities, deferred outflows and inflows of resources and net position, and provides information about the nature and amounts of investments in resources (assets) and the obligations to Authority creditors (liabilities). The assets and liabilities are presented in a classified format, which distinguishes between current and long-term assets and liabilities. It also provides the basis for computing the rate of return, evaluation of the capital structure of the Authority and assessing the liquidity and financial flexibility of the Authority. All of the current year’s revenues

and expenses are accounted for in the Statements of Revenues, Expenses, and Changes in Net Position. These statements measure the success of the Authority's operations over the past year and can be used to determine whether the Authority has successfully recovered all its costs through its customer fares, contract services, and operating subsidies, as well as its profitability and credit worthiness. The final required financial statement for each year is the Statement of Cash Flows. The primary purpose of this statement is to provide information about the Authority's cash receipts and cash payments during the reporting period. The statement reports cash receipts, cash payments, and net changes in cash resulting from operating, investing, and financing activities and provides answers to such questions as where did cash come from, what was cash used for, and what was the change in the cash balance during the reporting period.

Financial Analysis of the Authority

Our analysis of the Authority begins below with the Financial Statements. One of the most important questions asked about the Authority's finances is "Is the Authority, as a whole, better off or worse off as a result of the year's activities?" The Statements of Net Position and the Statement of Revenues, Expenses, and Changes in Net Position report information about the Authority's activities in a way that will help answer this question. These two statements report the net position of the Authority and changes in them. You can think of the Authority's net position --- difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources --- as one way to measure financial health or financial position. Over time, increases or decreases in the Authority's net position are one indicator of whether its financial health is improving or deteriorating. However, you will need to consider other non-financial factors such as changes in economic conditions, population growth, regulation, and new or changed government legislation.

Net Position

To begin our analysis, a summary of the Authority's Statements of Net Position is presented in Table A-1.

Table A-1

Condensed Statements of Net Position (In millions of dollars)

	September 30, FY2017	FY2016	FY2015
Assets:			
Current and other assets	\$ 66.9	\$ 74.2	\$ 69.5
Capital assets	157.2	163.8	147.1
Total assets	\$224.1	\$238.0	\$216.6
Deferred outflow of resources	\$ 8.1	\$ 10.3	\$ 4.1
Liabilities:			
Current liabilities	\$ 23.3	\$ 31.7	\$ 25.4
Long-term liabilities	11.7	10.5	8.1
Total liabilities	\$ 35.0	\$ 42.2	\$ 33.5
Deferred inflow of resources	\$ 0.7	\$ 0.5	\$ 1.3
Net Position:			
Net investment in capital assets	\$153.0	\$149.9	\$142.7
Restricted	1.7	1.6	-
Unrestricted	41.8	54.0	43.2
Total net position	\$196.5	\$205.5	\$185.9

The Statements of Net Position show the change in assets, liabilities, deferred outflows of resources, deferred inflows of resources and the resulting net position. Net position may serve, over time, as a useful indicator of a government's overall financial position. As can be seen from the Table A-1, Net Position decreased \$9.0 million to \$196.5 million in FY2017 from \$205.5 million in FY2016. Net Investment in Capital Assets increased \$3.1 million. Unrestricted Net Position decreased \$12.2 million and Restricted Net Position increased \$0.1 million.

Table A-2

Condensed Statement of Revenues, Expenses, and Changes in Net Position (In millions of dollars)

	September 30, FY2017	FY2016	FY2015
Operating Revenues:			
Customer fares	\$ 25.2	\$ 26.6	\$ 28.2
Contract services	18.9	18.0	17.6
Advertising revenue	2.1	1.8	2.5
Other income	.9	.4	.5
Total operating revenue	47.1	46.8	48.8
Nonoperating Revenues (Expenses), net:			
Federal	14.7	14.2	13.3
State	12.9	13.0	12.7
Local	48.8	46.5	46.0
Interest and other income (expense)	.1	.1	.4
Total nonoperating revenue	76.5	73.8	72.4
Total Revenues	123.6	120.6	121.2
Operating Expenses:			
Salaries and wages	45.0	43.9	43.1
Fringe benefits	28.7	25.9	22.1
Purchased transportation services	20.2	17.7	16.5
Fuel	10.0	9.7	14.1
Materials and supplies	8.0	7.6	6.8
Professional services	8.6	7.0	6.8
Lease and miscellaneous	1.3	1.2	1.0
Casualty and liability	4.0	1.8	1.9
Utilities, taxes, and licenses	1.9	1.8	1.9
Depreciation	25.9	26.8	26.2
Capital project abandonment	4.2	-	-
Total Operating Expenses	157.8	143.4	140.4
Loss before Capital Contributions	(34.2)	(22.8)	(19.2)
Capital Contributions	25.2	42.4	19.7
Change in Net Position	(9.0)	19.6	0.5
Beginning Net Position	205.5	185.9	178.4
Cumulative Effect of Change in Accounting Principle	-	-	7.0
Ending Net Position	\$196.5	\$205.5	\$185.9

The Statements of Revenues, Expenses, and Changes in Net Position provide answers as to the nature and source of changes in Net Position. As shown in Table A-2, the \$9.0 million decrease in net position in FY2017 is primarily due to capital project abandonment expense of \$4.2 million, an increase in fringe benefits of \$2.0 million associated with pension deferrals, and an increase in casualty and liability expense of \$2.0 million. The increase in contract services revenue was primarily due to the increase in the purchase of local contract services. The increase in operating expense is primarily due to fringe benefit increases related to workers compensation, pension expense, and costs of the medical self-insurance plan, as well as general increases among various operating cost components.

Capital Assets

At the end of FY2017, the Authority had a broad range of Capital Assets, consisting of Land, Buildings and Shelters, Revenue Vehicles, Bus Rapid Transit (BRT) Roadway and Equipment. For additional information on the Authority's capital assets, please see financial statement note 2, capital assets.

Table A-3

Capital Assets (In millions of dollars)

	September 30, FY 2017	FY 2016	FY 2015
Land	\$ 10.0	\$ 8.2	\$ 8.2
Buildings and Shelters	95.4	94.7	91.6
Revenue Vehicles	166.1	161.4	149.3
BRT Roadway	22.7	6.5	6.5
Equipment	43.8	40.4	37.2
Subtotal	338.0	311.2	292.8
Less Accumulated Depreciation	(185.7)	(170.8)	(157.5)
Subtotal	152.3	140.4	135.3
Construction in Progress:			
Bus Shelters	2.2	1.3	.8
Facility Capital Improvements	.1	.1	.1
Other Miscellaneous Projects	2.6	22.0	10.9
Subtotal	4.9	23.4	11.8
Net Capital Assets	\$157.2	\$163.8	\$147.1

Long-Term Obligations

On June 9, 2004, the Authority entered into a SIB Loan (SIB #2), allowing draws of up to \$7,600,000 for the construction of the LYNX Operations Center Facility. This loan matured in October 2016 with a final payoff balance of \$813,225. The Authority entered in a capital lease agreement for 10 buses in September 2015. The lease arrangement calls for quarterly lease payments expiring October 2020, with principal and interest totaling \$5,430,870. For additional information on the Authority's long-term obligations, please see financial statement notes 3 and 4, capital leases and loans payable.

Fuel Hedging

GASB Statement No. 53, *Accounting and Financial Reporting for Derivative Instruments*, was implemented in FY2011. This accounting standard requires that hedging derivative instruments be reported at fair value on the Statements of Net Position. Subsequently, GASB Statement No. 65, *Items Previously reported as Assets and Liabilities*, has been issued to require presentation of related deferred outflows of resources or deferred inflows of resources for certain items that were previously reported as assets or liabilities.

Beginning in July 2011, the Authority entered into several fuel hedging contracts with a counterparty to cover a significant portion of planned fuel purchases. The objective is to smooth out the fluctuation in fuel prices and to limit the extent to which the price paid for fuel could increase during the fiscal year. As of September 30, 2017 the maturity dates of the open contracts extend through September 2018. Because the fuel hedging contracts are considered effective hedges, the fair value of the open contracts is presented as a deferred outflow or inflow of resources, rather than as an activity. For additional information on the Authority's fuel hedging activities, see financial statement note 9, fuel hedge swap agreements.

Economic Factors and Next Year's Budget and Rates

The Authority's Board of Directors and Management considered many factors when setting the FY2017 budget and contract services hourly rates. These factors include the expected demand of the Authority's Funding Partners, which in turn consider such factors as anticipated population growth of the three counties and the economy of the region as a whole.

FINANCIAL STATEMENTS

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
STATEMENTS OF NET POSITION
SEPTEMBER 30, 2017 AND 2016

ASSETS	2017	2016
CURRENT ASSETS:		
Cash and cash equivalents	\$ 41,248,462	\$ 37,237,563
Receivables:		
Local, trade and operating assistance	2,214,401	3,607,302
Federal grants	6,383,510	17,371,730
State grants	7,932,301	7,045,361
Inventory	2,042,632	1,733,966
State fuel tax refund	91,228	150,307
Prepaid expenses and other assets	628,330	522,460
Derivative instruments - fuel hedge	212,741	-
	<u>60,753,605</u>	<u>67,668,689</u>
Total current assets		
	<u>60,753,605</u>	<u>67,668,689</u>
NONCURRENT ASSETS:		
Restricted cash and cash equivalents	<u>6,156,183</u>	<u>6,508,226</u>
Total investment and restricted cash and cash equivalents	<u>6,156,183</u>	<u>6,508,226</u>
Property and equipment:		
Land	10,018,522	8,161,465
Buildings and shelters	95,138,902	94,511,325
Bus Rapid Transit Roadway Infrastructure	22,673,715	6,522,100
Revenue vehicles	166,123,104	161,438,352
Equipment	43,817,063	40,409,273
Leasehold improvements	219,390	205,476
Total property and equipment	<u>337,990,696</u>	<u>311,247,991</u>
Less accumulated depreciation	(185,660,089)	(170,786,909)
Construction in progress	<u>4,852,694</u>	<u>23,347,502</u>
Net property and equipment	<u>157,183,301</u>	<u>163,808,584</u>
Total noncurrent assets	<u>163,339,484</u>	<u>170,316,810</u>
Total assets	<u>224,093,089</u>	<u>237,985,499</u>
DEFERRED OUTFLOWS OF RESOURCES		
Deferred outflows related to pensions	8,056,272	10,140,917
Accumulated decrease in fair value of fuel hedge instrument	-	130,377
Total deferred outflows of resources	<u>\$ 8,056,272</u>	<u>\$ 10,271,294</u>

See notes to financial statements.

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
STATEMENTS OF NET POSITION
SEPTEMBER 30, 2017 AND 2016

LIABILITIES AND NET POSITION	2017	2016
CURRENT LIABILITIES:		
Accounts payable	\$ 7,890,116	\$ 15,375,868
Accrued salaries and related taxes	1,768,918	2,229,986
Accrued compensated absences, current	4,163,321	3,925,617
Accrued self-insurance liability, current	2,784,955	2,580,744
Leases payable, current	918,954	898,151
Loans payable, current	-	813,225
Unearned operating revenue	1,352,218	823,608
Unearned capital	4,444,285	4,899,945
Derivative instrument - fuel hedge	-	130,377
Total current liabilities	23,322,767	31,677,521
NONCURRENT LIABILITIES:		
Leases payable, long-term	2,953,519	3,872,473
Net OPEB obligation	2,339,000	1,960,525
Net pension liability	2,000,057	1,957,843
Accrued compensated absences, long-term	326,397	493,439
Accrued self-insurance liability, long-term	4,059,751	2,260,538
Total noncurrent liabilities	11,678,724	10,544,818
Total liabilities	35,001,491	42,222,339
DEFERRED INFLOWS OF RESOURCES		
Deferred inflows related to pensions	442,095	542,732
Accumulated increase in fair value of fuel hedge instrument	212,741	-
Total deferred inflows of resources	654,836	542,732
NET POSITION:		
Net investment in capital assets	153,037,062	149,911,009
Restricted	1,700,000	1,600,000
Unrestricted	41,755,972	53,980,713
Total net position	\$ 196,493,034	\$ 205,491,722

See notes to financial statements.

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
YEARS ENDED SEPTEMBER 30, 2017 AND 2016

	2017	2016
OPERATING REVENUES		
Customer fares	\$ 25,165,009	\$ 26,643,385
Contract services		
Local financial assistance	14,399,829	13,958,496
Other contractual services	4,500,127	3,991,992
Advertising	2,069,610	1,846,740
Other income	956,844	374,382
Total operating revenues	<u>47,091,419</u>	<u>46,814,995</u>
OPERATING EXPENSES		
Salaries and wages	44,924,890	43,871,831
Fringe benefits	28,714,207	25,876,127
Purchased transportation services	20,191,908	17,734,056
Fuel	10,027,703	9,695,741
Materials and supplies	8,041,172	7,593,105
Professional services	8,590,714	6,968,340
Lease and miscellaneous	1,349,965	1,206,794
Casualty and liability	4,049,932	1,755,068
Utilities	1,332,937	1,338,064
Taxes and licenses	561,771	535,106
Total operating expenses before depreciation and capital project abandonment expense	<u>127,785,199</u>	<u>116,574,232</u>
OPERATING EXPENSES IN EXCESS OF OPERATING REVENUES BEFORE DEPRECIATION AND CAPITAL PROJECT ABANDONMENT EXPENSE	(80,693,780)	(69,759,237)
DEPRECIATION	(25,864,965)	(26,842,698)
CAPITAL PROJECT ABANDONMENT EXPENSE	(4,197,014)	-
OPERATING LOSS	<u>(110,755,759)</u>	<u>(96,601,935)</u>
NONOPERATING REVENUES AND EXPENSES:		
Operating assistance grants		
Federal	142,928	-
State of Florida	10,142,756	10,273,733
Local	48,810,319	46,508,582
Planning and other assistance grants		
Federal	14,537,467	14,222,627
State of Florida	2,712,162	2,739,884
Interest expense	(96,693)	(123,762)
Interest income	209,139	43,206
Other income (expenses)	62,069	88,308
Total nonoperating revenues and expenses, net	<u>76,520,147</u>	<u>73,752,578</u>
LOSS BEFORE CAPITAL CONTRIBUTIONS	(34,235,612)	(22,849,357)
Capital contributions	25,236,924	42,407,235
Change in net position	(8,998,688)	19,557,878
NET POSITION AT BEGINNING OF YEAR	<u>205,491,722</u>	<u>185,933,844</u>
NET POSITION AT END OF YEAR	<u>\$ 196,493,034</u>	<u>\$ 205,491,722</u>

See notes to financial statements

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
STATEMENTS OF CASH FLOWS
YEARS ENDED SEPTEMBER 30, 2017 AND 2016

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	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES:		
Cash received from customers	\$ 25,165,009	\$ 26,643,385
Cash received for contract services	20,476,323	16,774,833
Cash paid to employees	(50,623,072)	(48,809,063)
Cash paid to suppliers	(81,052,065)	(59,302,884)
Cash received from advertising and miscellaneous	2,697,788	2,158,114
Net cash used in operating activities	<u>(83,336,017)</u>	<u>(62,535,615)</u>
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:		
Proceeds from assistance grants	<u>92,032,701</u>	<u>53,562,475</u>
Net cash provided by noncapital financing activities	<u>92,032,701</u>	<u>53,562,475</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:		
Construction and acquisition of property and equipment	(24,448,081)	(41,587,464)
Principal paid on loans	(813,225)	(797,282)
Interest paid on loans	(118,114)	(123,762)
Proceeds from sale of property and equipment	62,069	-
Capital assistance grants	<u>20,070,384</u>	<u>48,014,005</u>
Net cash (used in) provided by capital and related financing activities	<u>(5,246,967)</u>	<u>5,505,497</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Interest income	<u>209,139</u>	<u>43,206</u>
Net cash provided by investing and other activities	<u>209,139</u>	<u>43,206</u>
NET CHANGE IN CASH AND CASH EQUIVALENTS	3,658,856	(3,424,437)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>43,745,789</u>	<u>47,170,226</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 47,404,645</u>	<u>\$ 43,745,789</u>
RECONCILIATION OF OPERATING LOSS TO NET CASH USED IN OPERATING ACTIVITIES:		
Operating Loss	\$ (110,755,759)	\$ (96,601,935)
Adjustments to reconcile operating loss to net cash used in operating activities:		
Depreciation and amortization	25,864,965	26,842,698
Capital project abandonment expense	4,197,014	-
Changes in operating assets, liabilities and deferred amounts:		
Local, trade, and operating assistance receivable	1,392,901	(1,181,499)
Inventory	(308,666)	(159,754)
State fuel tax refund receivable	59,079	(13,326)
Prepaid expenses; deferred outflows related to pensions and fuel hedge	1,896,411	27,237
Accounts payable; amounts due to FTA; and hedging liability	(7,827,773)	6,761,868
Accrued salaries and related taxes; net OPEB liability; net pension liability	(40,379)	2,177,883
Accrued compensated absences	70,662	(289,594)
Accrued self-insurance liability	2,003,424	676,869
Deferred inflows related to pensions and fuel hedge	112,104	(776,062)
Net cash used in operating activities	<u>\$ (83,336,017)</u>	<u>\$ (62,535,615)</u>
NONCASH CAPITAL AND RELATED FINANCING ACTIVITIES:		
Capital lease of buses	\$ -	\$ 2,715,435
Debt related to leased buses	\$ -	\$ (2,715,435)

See notes to financial statements.

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX
NOTES TO FINANCIAL STATEMENTS
YEARS ENDED SEPTEMBER 30, 2017 AND 2016**

1. SIGNIFICANT ACCOUNTING POLICIES

Organization - The Central Florida Regional Transportation Authority (the “Authority”) was created in 1989 pursuant to Section 343.63, *Florida Statutes*. This same legislation was amended in 1993, allowing the Authority to assume the operations of the entity formerly known as Central Florida Commuter Rail Authority and providing an opportunity to merge with the local transportation provider, Orange-Seminole-Osceola Transportation Authority (OSOTA) d/b/a LYNX, thereby creating a one-stop public transportation entity. The Authority continues to use LYNX as its doing business as name and serves as the focal point in developing all modes of public transportation in the Central Florida region. Through formal action by both the Authority and OSOTA Board of Directors, the merger of the two organizations was ratified March 1994 and became effective October 1, 1994. The Authority provides public transportation services to the general public in the Orlando, Florida metropolitan area--Orange County, Seminole County, and Osceola County.

Reporting Entity - The Authority is a stand-alone governmental unit.

Basis of Accounting – The Authority accounts for its activities through the use of an enterprise fund. Enterprise funds are used to account for activities similar to those found in the private sector, where the determination of a change in financial position is necessary or useful for sound financial administration (business-type activities). Because the Authority has only business-type activities, it is considered to be a special-purpose government for financial reporting under Governmental Accounting Standards Board (GASB) No. 34 *Basic Financial Statements and Management’s Discussion and Analysis for State and Local Governments* (GASB 34). Accordingly, the Authority only presents fund financial statements as defined in GASB 34. The financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses when incurred. The Authority’s property and equipment acquisitions and operations are subsidized by the Federal Transit Administration, the Florida Department of Transportation, and local governments. Capital grants for the acquisition of property and equipment (reimbursement type grants) are recorded as grant receivables and credited to capital contributions when the related qualified expenditures are incurred. Unrestricted net position consists of state and local government operating subsidies received in excess of net expenses.

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

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

The Authority held investments throughout fiscal years 2017 and 2016 in the Pool, which are considered cash and cash equivalents for financial reporting purposes. Florida PRIME qualifies under GASB 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*, to be treated as a qualifying investment pool because it has a policy that it will, and does, operate in a manner consistent with specified conservative investment strategies. The current rating of Florida PRIME by Standard and Poors as AAAM and the weighted average days to maturity at September 30, 2017 was 60 days or less. The securities in Florida PRIME

are valued the same as the pool shares based on amortized costs, which approximates fair value. There are no restrictions or limitations on withdrawals; however, Florida PRIME may, on the occurrence of an event that has a material impact on liquidity or operations, impose restrictions on withdrawals for up to 48 hours. The Authority presents all investments at a fair value, or amortized cost which approximates fair value, as follows:

	September 30,	
	2017	2016
Pool Investments -Florida PRIME	\$ 32,576,890	\$ 12,294,943
Bank Deposits	14,827,755	31,450,846
Total Cash and Cash Equivalents and Investments	<u>\$ 47,404,645</u>	<u>\$ 43,745,789</u>

As of September 30, 2017 and 2016, the Authority recognized as restricted \$1,700,000 and \$1,600,000, respectively, to offset future related liabilities for the newly implemented medical health self-insurance plan, as required by the State of Florida.

It is the policy of the Authority to diversify its investment portfolios so as to protect against issuer defaults, market price changes, technical complications leading to temporary lack of liquidity, or other risks resulting from an over concentration of assets in a specific maturity, a specific issuer, a specific geographical distribution, or a specific class of securities.

The Authority's investment policy objectives are to preserve the principal of funds within its portfolio, ensure that funds are available to meet reasonably anticipated cash flow requirements, and maximize return on investments, while meeting the established quality, safety and liquidity restrictions.

To limit credit risk, in addition to diversification, the Authority has established a list of authorized investments, of which the principal ones are:

- (1) The Local Government Surplus Funds Trust Fund;
- (2) United States Treasury and Agency securities;
- (3) Interest-bearing time deposits or savings accounts in Qualified Public Depositories;
- (4) Obligations of the Federal Farm Credit Banks and the Federal Home Loan Mortgage Corporation; and
- (5) Deposits, federal funds or bankers' acceptance of any domestic bank.

Receivables - Local, Trade, Operating Assistance – Includes receivables from customers, Local Funding Partners and Medicaid Assistance. As of September 30, 2017 and 2016, the Authority had receivables, net \$9,628 and \$10,059 of allowances, for each year respectively, as follows:

	September 30,	
	2017	2016
Customers	\$ 1,617,417	\$ 2,455,691
Local Funding Partners	596,984	1,151,611
Total	<u>\$ 2,214,401</u>	<u>\$ 3,607,302</u>

Inventory - Inventory, consisting of minor repair parts and fuel, is valued at the lower of cost or market. Cost is determined using the first-in, first-out method.

State Fuel Tax Refund - Represents claims refundable from the State of Florida Department of Revenue for fuel tax.

Restricted Assets - When both restricted and unrestricted resources are available for use, the Authority's policy is to use restricted resources first, and then unrestricted resources, as they are needed. Restricted assets include \$6,156,183 and \$6,508,226 of cash and cash equivalents for the LYMMO expansion projects, health self-insurance reserve, shelters, bus procurement and other enhancements, and various capital projects as of September 30, 2017 and 2016, respectively. Restricted assets are offset by liabilities, except for the \$1,700,000 and \$1,600,000 of medical health self-insurance plan restricted assets as of September 30, 2017 and 2016, respectively.

Property and Equipment - Property and equipment in the amount of \$300 or more is recorded at acquisition cost and depreciated over the following estimated useful lives using the straight-line method:

	<u>Years</u>
Buildings and shelters	3 – 30
Revenue vehicles	5 – 9
Equipment	3 – 12
Leasehold improvements (shorter of useful lives or lease term)	5 – 10

The remaining construction work in progress primarily relates to facilities improvements, bus shelters and transfer centers and other projects. Depreciation commences when projects are completed and the underlying fixed assets are available for use.

Accounts Payable - Accounts payable are recorded as expenses at the time services are rendered and the Authority receives items. As of September 30, 2017 and 2016, the Authority had accounts payable as follows:

	September 30,	
	2017	2016
Trade	\$ 4,109,690	\$ 7,297,063
Commitments (Consultants/Construction)	873,084	5,105,730
Retainage	-	802,376
Other	2,907,342	2,170,699
Total	<u>\$ 7,890,116</u>	<u>\$ 15,375,868</u>

Accrued Compensated Absences - The Authority recognizes the accrual of compensated absences in accordance with GASB No. 16, *Accounting for Compensated Absences*, accruing vacation pay benefits as earned and sick pay benefits as vested by its employees.

	September 30,	
	2017	2016
Accrued compensated absences liability, beginning of year	\$ 4,419,056	\$ 4,708,650
Obligations	3,907,586	3,142,583
Payments	(3,836,924)	(3,925,617)
Accrued compensated absences liability, end of year	<u>\$ 4,489,718</u>	<u>\$ 4,419,056</u>
Amount due within one year	<u>\$ 4,163,321</u>	<u>\$ 3,925,617</u>

Accrued Self-Insurance Liability - The Authority has a self-insurance program for public liability claims, workers compensation and health insurance. Estimated claims are accrued in the year expenses are incurred to the extent payment is probable and subject to reasonable estimation.

Unearned Operating Revenue - Unearned operating revenue consists of revenue not yet recognized because services have not yet been rendered, although related cash has been received.

Unearned Capital – Unearned capital consists of contributed capital not yet recognized because it has not yet been expended on property or equipment, although the cash has been received.

Net Position - Net position represents the difference between all other elements in the statements of financial position and is displayed in three components – net investment in capital assets, restricted and unrestricted.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

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

Nonoperating Revenues - Transactions reported in the nonoperating revenue category include government subsidies that are not contingent on service hours or other designated criteria, including Federal, State and Local Operating, Planning, and other grant assistance, as well as interest income and gains on the sales of capital assets, if applicable. There were no noncash investing or financing activities that affected assets and liabilities reported on the Statement of Net Position as of September 30, 2017 and 2016 as a result of grant assistance.

Operating Expenses - Transactions reported as operating expenses are those that arise from the activities of primary ongoing operations. Those include: Salaries and Wages, Fringe Benefits, Purchased Transportation Services, Fuel, Materials and Supplies, Professional Services, Leases and Miscellaneous, Casualty and Liability Insurance, Utilities, and Taxes and Licenses. On the Statement of Revenues, Expenses and Changes in Net Position, Depreciation and Capital Project Abandonment Expense are presented separately below the other expenses of primary ongoing operations.

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

2. CAPITAL ASSETS

Capital asset activity for the year ended September 30, 2017 was as follows:

Property and Equipment:	Beginning Balance	Additions	Reclass/ Disposals	Ending Balance
Depreciable Assets				
Buildings and Shelters	\$ 94,511,325	\$ 646,398	\$ (18,821)	\$ 95,138,902
Revenue Vehicles:				
Buses	154,001,813	13,776,012	(10,020,560)	157,757,265
Other Support Vehicles	7,436,539	1,445,502	(516,202)	8,365,839
Furniture, Fixtures & Equipment	40,409,273	3,957,226	(549,436)	43,817,063
Leasehold Improvements	205,476	13,914	-	219,390
BRT Roadway Improvements	6,522,100	16,151,615	-	22,673,715
Non-Depreciable Assets				
Land	8,161,465	1,857,057	-	10,018,522
Construction in Progress	23,347,502	5,166,618	(23,661,426)	4,852,694
Totals at Acquisition Cost	\$ 334,595,493	\$ 43,014,342	\$ (34,766,445)	\$ 342,843,390
Less accumulated depreciation for:				
Buildings and Shelters	\$ (45,827,310)	\$ (3,987,766)	\$ 5,694	\$ (49,809,382)
Revenue Vehicles:				
Buses	(89,500,661)	(14,808,191)	9,953,966	(94,354,886)
Other Support Vehicles	(5,335,837)	(1,496,569)	492,653	(6,339,753)
Furniture, Fixtures & Equipment	(28,624,676)	(4,832,424)	539,472	(32,917,628)
Leasehold Improvements	(62,718)	(40,486)	-	(103,204)
BRT Roadway Improvements	(1,435,707)	(699,529)	-	(2,135,236)
Total Accumulated Depreciation	(170,786,909)	(25,864,965)	10,991,785	(185,660,089)
Capital Assets, net	\$ 163,808,584	\$ 17,149,377	\$ (23,774,660)	\$ 157,183,301

Capital asset activity for the year ended September 30, 2016 was as follows:

Property and Equipment:	Beginning Balance	Additions	Reclass/ Disposals	Ending Balance
Depreciable Assets				
Buildings and Shelters	\$ 91,534,125	\$ 3,146,368	\$ (169,168)	\$ 94,511,325
Revenue Vehicles:				
Buses	141,808,230	24,240,507	(12,046,924)	154,001,813
Other Support Vehicles	7,489,636	644,302	(697,399)	7,436,539
Furniture, Fixtures & Equipment	37,190,849	4,013,724	(795,300)	40,409,273
Leasehold Improvements	110,109	95,367	-	205,476
BRT Roadway Improvements	6,499,619	22,481	-	6,522,100
Non-Depreciable Assets				
Land	8,161,465	-	-	8,161,465
Construction in Progress	11,767,526	12,693,134	(1,113,158)	23,347,502
Totals at Acquisition Cost	\$ 304,561,559	\$ 44,855,883	\$ (14,821,949)	\$ 334,595,493
Less accumulated depreciation for:				
Buildings and Shelters	\$ (40,871,890)	\$ (5,120,216)	\$ 164,796	\$ (45,827,310)
Revenue Vehicles:				
Buses	(86,262,884)	(15,161,583)	11,923,806	(89,500,661)
Other Support Vehicles	(4,831,906)	(1,185,990)	682,059	(5,335,837)
Furniture, Fixtures & Equipment	(24,688,929)	(4,713,415)	777,668	(28,624,676)
Leasehold Improvements	(44,726)	(17,992)	-	(62,718)
BRT Roadway Improvements	(792,204)	(643,503)	-	(1,435,707)
Total Accumulated Depreciation	(157,492,539)	(26,842,699)	13,548,329	(170,786,909)
Capital Assets, net	\$ 147,069,020	\$ 18,013,184	\$ (1,273,620)	\$ 163,808,584

3. CAPITAL LEASES

The Authority entered into a capital lease agreement for 10 buses in September 2015, of which 5 buses were received by September 30, 2015 and the remaining 5 buses were received in October 2015. The lease agreement covers a term of 5 years, with a final payment to be made in October 2020. These buses were included in property and equipment at the carrying value of \$4,153,018 and \$5,169,188 at September 30, 2017 and 2016, respectively.

Leases payable activity for the years ended September 30, 2017 and 2016 was as follows:

Leases Payable September 30, 2017

Leases Payable	Beginning Balance	Additions	Payments	Ending Balance	Amounts Due Within One Year
Lease # 5	\$ 4,770,624	\$ -	\$ 898,151	\$ 3,872,473	\$ 918,954
Total	\$ 4,770,624	\$ -	\$ 898,151	\$ 3,872,473	\$ 918,954

Leases Payable September 30, 2016

Leases Payable	Beginning Balance	Additions	Payments	Ending Balance	Amounts Due Within One Year
Lease # 5	\$2,715,435	\$ 2,715,435	\$ 660,246	\$ 4,770,624	\$ 898,151
Total	\$2,715,435	\$ 2,715,435	\$ 660,246	\$ 4,770,624	\$ 898,151

Future minimum payments and the present value of the minimum payments applicable to capital leases are as follows for the years ending after September 30, 2017:

Year	Present Value of Minimum Lease Payments	Amount Representing Interest	Total Minimum Lease Payments
2018	\$ 918,954	\$ 81,046	\$ 1,000,000
2019	940,237	59,763	1,000,000
2020	962,014	37,986	1,000,000
2021	1,051,268	6,035	1,057,303
Total	\$ 3,872,473	\$ 184,830	\$ 4,057,303

The above do not represent borrowings but are considered capital leases under generally accepted accounting principles due to the length of respective lease terms as compared to estimated useful lives of assets leased.

4. LOANS PAYABLE

On June 9, 2004, the Authority entered into a SIB Loan (SIB #2), allowing draws of up to \$7,600,000 for the construction of the New Operating Base Facility. This loan matured October 1, 2016. The loan was non-interest bearing until October 1, 2007, and bore an interest rate of 2%, thereafter. Loans payable activity during the fiscal years ending September 30, 2017 and 2016 was as follows:

Loans Payable					
September 30, 2017					
	Beginning Balance	Additions	Payments	Ending Balance	Amounts Due Within One Year
SIB #2	\$ 813,225	\$ -	\$ 813,225	\$ -	\$ -
Total	\$ 813,225	\$ -	\$ 813,225	\$ -	\$ -

Loans Payable					
September 30, 2016					
	Beginning Balance	Additions	Payments	Ending Balance	Amounts Due Within One Year
SIB #2	\$ 1,610,507	\$ -	\$ 797,282	\$ 813,225	\$ 813,225
Total	\$ 1,610,507	\$ -	\$ 797,282	\$ 813,225	\$ 813,225

Pursuant to the State Infrastructure Bank Loan Agreement, the Authority committed to use its Federal Transit Administration 5307 grant funds as the source to fund the payment obligations of the loan SIB #2, provided such funds are available after funding capital expenditures. The amount of pledged revenues was \$26,228,105 and \$24,800,447 for fiscal years 2017 and 2016, respectively. Fiscal year 2017 principal and interest payments were \$813,225 and \$16,265 respectively, and fiscal year 2016 principal and interest payments were \$797,282 and \$32,210, respectively. Loan SIB #2 was repaid in full during fiscal year 2017.

5. ACCRUED SELF-INSURANCE LIABILITY

The Authority has been self-insured since 1986 for personal injury coverage related to its transit coaches, since 1991 for workers compensation coverage and since January 2016 for health insurance. All other risks of loss are covered through the purchase of commercial insurance. The Authority has sovereign immunity with respect to personal injury claims, which limits its liability to \$200,000 for each claim and \$300,000 for each accident. Settled claims have not exceeded commercial coverage in any of the past three fiscal years.

The amounts recorded as accrued self-insurance liability at September 30, 2017 and 2016, the current portion of which represents an estimate of payments required in the next fiscal year, are at present value based on estimates derived through actuarial determinations discounted at 4% for the fiscal years 2017 and 2016. Such estimates are subject to change based on circumstances surrounding each claim. Changes in the balances of accrued self-insurance liability, including incurred but not reported claims (IBNR), were as follows during the years ended:

	September 30	
	2017	2016
Accrued self-insurance liability, beginning of year	\$ 4,841,282	\$ 4,773,213
Insured claims (including IBR's)	14,698,124	11,555,427
Claim payments	(12,694,700)	(11,487,358)
Accrued self-insurance liability, end of year	\$ 6,844,706	\$ 4,841,282

The estimated amounts due in one year are \$2,784,955 and \$2,580,744 at September 30, 2017 and 2016, respectively.

The health self-insurance plan established in January of 2016 is a limited risk management program to help

contain rising health insurance costs. The program consists of purchasing an aggregate stop loss and individual maximum claims reinsurance policy with LYNX being responsible for the claims not covered by the policy. Liabilities are reported when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include \$795,000 for claims incurred but not reported (IBNRs) based on the estimated claims incurred as of September 30, and offset by an estimated recovery from the excess insurance. During the year, the excess individual insurance policy covers claims in excess of \$250,000, while aggregate covers total claims in excess of \$1,000,000. In accordance with the Affordable Care Act, the lifetime maximum for a covered individual is unlimited.

6. PENSION PLANS

Union Defined Benefit Plan

Plan Description

Substantially all Union employees of the Authority are participants in the Amalgamated Transit Union Local 1596 Pension Plan (the "Union Defined Benefit Plan"), a defined benefit, single-employer public employee retirement system, formed April 22, 1986 by agreement between the Authority and the Union. All Authority Union employees hired on or before February 28, 2014 are eligible to participate in the Union Defined Benefit Plan as of their hire date. Employees who have reached the age of 62 are entitled to a retirement union benefit, payable monthly for life, equal to 2.13% of their average compensation for each unit of benefit credit. Average compensation is the average of the highest sixty consecutive calendar months preceding retirement or termination. Participants are credited with units of benefit credit for hours of service worked in a plan year. Benefits fully vest upon reaching 10 years of vested service. Vested employees who retire on or after age 62 will receive full benefits. Participants who have reached age 58 and have 20 years of service are entitled to an unreduced pension benefit. Participants who reach age 55 with 10 years of vesting service and 10 units of benefit credit are entitled to retire early with benefits as follows: (a) accrued benefit to early retirement date payable at normal retirement date, or (b) actuarially reduced and payable immediately, reduced 5/9% per month for the first 60 months by which retirement precedes age 62, and 5/18% per month for additional months by which retirement precedes age 62. Participants' benefits are established by the Trustees of the Union Defined Benefit Plan.

Plan Membership

Participants at the actuarial valuation dates of October 1, 2015 and 2014 utilized for the September 30, 2017 and 2016 fiscal years are as follows:

<u>Membership at Actuarial Valuation Date</u>	<u>2017</u>	<u>2016</u>
Retirees and beneficiaries currently receiving benefits and DROP	367	330
Terminated employees entitled to but not yet receiving benefits	70	66
Active plan participants	683	762
Total	<u>1,120</u>	<u>1,158</u>

The Authority, as of March 1, 2014, closed the Union Defined Benefit Plan to all new union hires, and adopted a single-employer, defined contribution plan pension plan, Central Florida Regional Transportation Authority Money Purchase Plan ("the Union Defined Contribution Plan"), administered by Hartford Life Insurance Company for new employees. All full time Authority Union employees hired after July 1, 2013 are eligible to participate in the Union Defined Contribution Plan.

The Union Defined Benefit Plan's fiduciary net position has been determined on the same basis used by the pension plan, which is in accordance with the accrual method of accounting, includes investments at fair value and recognizes benefits and refunds when due and payables in accordance with terms of the Union Defined Benefit Plan. Available historical information about the Union Defined Benefit Plan's financial statement elements may be obtained by writing The Amalgamated Transit Union Local 1596 Pension Plan c/o Resource Centers LLC, 4360 Northlake Boulevard, Suite 206, Palm Beach Gardens, FL 33410.

Funding Policy

The Authority and Union employees are obligated to contribute to the Union Defined Benefit Plan in accordance with requirements of the Union Collective Bargaining Agreement; regular contribution rates are actuarially determined. Union Defined Benefit Plan members are required to contribute 5.25% of earnings; the Authority is required to contribute a minimum of 9.75% of Union Defined Benefit Plan members' earnings. The amount by which the required contribution rate exceeds the regular contribution rate in the contract is shared on the same bases as the contribution rate, 65% employer and 35% employee. Employees may elect to enhance their future benefits by up to 0.25% and 0.50% by contributing an additional 2.5% and 5.0% of earnings, respectively. Shared contributions are the amount by which the required contribution rate exceeds the regular contribution rates, which is shared as 65% employer and 35% employee in the subsequent year.

Changes in Net Pension Liability

The net pension liability at September 30, 2017 and 2016 is based on the October 1, 2015 and 2014 actuarial valuation rolled forward to the measurement date of September 30, 2016 and 2015, respectively. Changes in the Authority's Union Defined Benefit Plan net pension liability during the years ended at September 30, 2017 and 2016 are as follows:

<u>Total pension liability</u>	2017	2016
Service cost	\$ 4,174,172	\$ 4,324,270
Interest	9,337,562	8,827,032
Difference between actual & expected experience	2,082,258	(638,418)
Benefit payments	(5,590,105)	(4,808,642)
Refunds	(401,384)	(311,317)
Net change in total pension liability	9,602,503	7,392,925
Total pension liability - beginning	123,322,398	115,929,473
Total pension liability - ending	\$ 132,924,901	\$ 123,322,398

<u>Plan fiduciary net position</u>		
Contributions - Employer	\$ 2,233,626	\$ 3,315,335
Contributions - Member	2,192,180	2,264,655
Net investment income (loss)	11,523,579	(1,070,462)
Benefit payments	(5,590,105)	(4,808,642)
Refunds	(401,384)	(311,317)
Administrative expense	(397,607)	(237,972)
Net changes in Plan fiduciary net position	9,560,289	(848,403)
Total Plan fiduciary net position - beginning	121,364,555	122,212,958
Total Plan fiduciary net position - ending	130,924,844	121,364,555
Net pension liability - ending	\$ 2,000,057	\$ 1,957,843

Pension Expense and Deferred Outflows and Inflows of Resources Related to Pensions

For the year ended September 30, 2017 and 2016, the Authority recognized pension expense of \$4,168,335 and \$3,570,174, respectively. At September 30, 2017, the Authority reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

Fiscal Year 2017	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experiences	\$ 1,723,248	\$ 442,095
Net difference between projected and actual earning on pension plan investment	3,494,047	-
Authority contributions made subsequent to the measurement date of September 30, 2016	2,838,977	-
	<u>\$ 8,056,272</u>	<u>\$ 442,095</u>
 Fiscal Year 2016	 Deferred Outflows of Resources	 Deferred Inflows of Resources
Differences between expected and actual experiences	\$ -	\$ 542,732
Net difference between projected and actual earning on pension plan investment	7,210,427	-
Authority contributions made subsequent to the measurement date of September 30, 2015	2,930,490	-
	<u>\$ 10,140,917</u>	<u>\$ 542,732</u>

Deferred outflows of resources related to Authority contributions subsequent to the measurement date of September 30, 2016 will be recognized as an increase of the net pension asset in the year ended September 30, 2017. Other amounts reported as deferred inflows of the resources related to pensions will be recognized in the pension expense as follow:

<u>Year Ended September 30</u>		
2018	\$	1,479,892
2019		1,479,893
2020		1,808,354
2021		(240,247)
2022		247,308
Thereafter		-
Total	\$	<u>4,775,200</u>

The annual required contributions for fiscal years 2017 and 2016 were determined as part of the October 1, 2015 and 2014 actuarial valuations, respectively, using the entry age actuarial cost method. The actuarial assumptions included (a) 7.5% investment rate of return (net of administrative expenses) and (b) projected salary increases ranging from 4.00% to 13.13% per year, dependent on years of service. Both (a) and (b) included an inflation component of 2.25%. The assumptions did not include post-retirement benefit increases, which are funded by the Authority when granted. Such assumptions are subject to future changes due to certain market conditions. The actuarial value of assets was determined using techniques that smooth the effects of short-term volatility in the market value of investments over a five-year period.

Effective October 1, 2016, the mortality table was changed from the RP-2000 Combined Healthy Participant Mortality Table for males and females using scale AA, to the fully generational RP-2000 Combined Healthy Participant Mortality Table for males and females with mortality improvements projected using Scale BB, used by the Florida Retirement System (FRS) for Regular Class (non-special risk) members. This change was made in compliance with Florida House Bill 1309, which requires all public pension plans in Florida to use the same mortality tables used in either of the last two actuarial valuation reports of FRS. The effect of this change was to increase the required contribution by about \$140,000. The assumption for inflation was 2.25%. The assumption for salary increases was 4.00% to 13.13%, depending on service.

A single discount rate of 7.50% was used to measure the total pension asset. This single discount rate was based on the expected rate of return on pension plan investments of 7.50%. The projection of cash flows used to determine this single discount rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between the total actuarially determined contribution rates and the member rate. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan improvements (7.50%) was applied to all periods of projected benefit payments to determine the total pension asset.

The assumed asset allocation of the Union Plan portfolio and the expected rate of return presented on an arithmetic basis as of September 30, 2016 and 2015 is as follows:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-term Expected Rate of Return</u>
Domestic equity	37%	7.50%
International equity	15%	3.14%
Bonds	27%	3.92%
TIPS	2%	3.17%
Convertibles	10%	6.41%
Private real estate	4%	4.66%
Master limited partnerships	5%	10.43%
Hedge funds	0%	4.05%
Total	100%	

Sensitivity of net pension liability to changes in the discount rate – The following presents the net pension liability of the Authority, calculated using the discount rate of 7.50%, as well as what the Authority's net pension liability/(asset) would be if were calculated using a discount rate that is 1-percentage point lower (6.50%) or 1-percentage point higher (8.50%) than the current rate:

	1% Decrease	Current Single Discount Rate Assumption	1% Increase
Discount Rate	6.50%	7.50%	8.50%
FY Ending September 30, 2017	\$ 17,410,465	\$ 2,000,057	\$ (11,159,169)
FY Ending September 30, 2016	\$ 16,677,272	\$ 1,957,843	\$ (10,515,946)

Union - 401(a) Defined Contribution Pension Plan

The Authority maintains a single-employer, defined contribution pension plan, Central Florida Regional Transportation Authority Money Purchase Plan (the “Union Defined Contribution Plan”), administered by Hartford Life Insurance Company for new employees represented by the union. The Union Defined Contribution Plan is a tax-qualified plan pursuant to Section 401(a) of the Internal Revenue Code. All full-time Authority Union employees hired after July 1, 2013 are eligible to participate in the Union Defined Contribution Plan.

The Union Defined Contribution Plan provisions provide for the Authority to contribute 6% of employee earnings; employees are not required to make contributions. All plan amendments are administered and authorized by the Union Defined Contribution Plan’s trustees. At the Union Defined Contribution Plan’s inception, employees are 100% vested after five years of employment with the Authority or other public service or transportation agencies. All employees may withdraw vested balances upon the normal retirement age of 65. The Union Defined Contribution Plan permits withdrawals for retirement, termination, and disability but does not allow participants to borrow against their accounts.

The Authority’s contribution to the plan for the years ended September 30, 2017 and 2016 amounted to \$480,675 and \$311,888 respectively, representing 6% of covered payroll less forfeitures.

Employee 401(a) Pension Plan

The Authority maintains a single-employer, defined contribution pension plan, Central Florida Regional Transportation Authority Money Purchase Plan (the “Plan”), administered by Mass Mutual Financial Group for employees who are not represented by the Union, effective October 1, 1994. The Plan is a tax-qualified plan pursuant to section 401(a) of the Internal Revenue Code. All full-time administrative employees not represented by the Union are eligible for participation in the plan, with the exception of employees hired before October 1, 1994 who opted to stay in the FRS and supervisors represented by Union 1749.

The Plan provisions provide for the Authority to contribute 12% or 6% of employee earnings; employees are not required to make contributions. On October 1, 2013, Authority contribution changed from 12% to 6% for new employees. All plan amendments are administered and authorized by the Plan’s trustees. At the Plan’s inception, employees who switched from the FRS were automatically 100% vested and all other employees are 100% vested after five years of employment with the Authority or other public service or transportation agencies. All employees may withdraw vested balances upon the normal retirement age of 65. The Plan permits withdrawals for retirement, termination, and disability but does not allow participants to borrow against their accounts.

The payroll for Authority employees covered by the plan for the years ended September 30, 2017 and 2016 was \$10,406,856 and \$10,202,830 respectively. The Authority’s contribution to the plan for the years ended September 30, 2017 and 2016 amounted to \$1,285,484 and \$1,258,755 respectively, representing 12% or 6% of covered payroll less forfeitures.

7. POSTEMPLOYMENT BENEFITS OTHER THAN PENSION BENEFITS

In addition to the pension benefits described in Note 6, effective October 1, 1999, the Authority entered into a contractual agreement with Local 1596 of the Amalgamated Transit Union to provide postemployment health care benefits for those employees who, in accordance with Article 28 of the Amalgamated Transit Union Local 1596 Pension Plan, have at least ten (10) years vesting and retire between the ages of 62 and 67 or until they are eligible for Medicare benefits (whichever occurs first). This is a single-employer postemployment benefit plan for which benefit provisions and contribution obligations have been established by the Authority’s Board. Eligibility for retirement health care benefits will be determined by the years of credited services.

In order to comply with the requirements of GASB 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions*, the Authority contracted with a certified actuarial firm to provide an actuarial valuation of postemployment benefits. The postemployment health insurance benefits will continue to be offered on a pay-as-you-go basis a percentage of the cost of the Consumer Driven Health Plan (CDHP, Employee Only) in accordance with the following schedule:

Years of Service	Contribution Rate
10-14	60% of CDHP, Employee Only
15-19	75% of CDHP, Employee Only
20+	100% of CDHP, Employee Only

Employees who elect to continue their health care coverage upon retirement are responsible for the employee and employer share over and above the previously stated contributions. Dependent coverage is available at the retiree's expense provided the retiree elects to continue health care coverage. As required by the State of Florida Statute 112.08011, the claims experience of the retirees is co-mingled with active employees in determining the health plan cost. In accordance with GASB 45, the co-mingling of claims requirements equates to an implicit subsidy to retirees that creates another postemployment benefit (OPEB) liability on the part of the Authority. Therefore, the Authority will incur a liability at the beginning of this fiscal year for the implicit rate subsidy as the Authority implements GASB 45. The Authority does not intend to fund the actuarial accrued liability.

The Authority's annual OPEB cost is calculated based on the annual required contribution (ARC) of the employer, an amount actuarially determined in accordance with the parameters of GASB 45. In the year of implementation, the net OPEB Obligation and the ARC are the same amount. The following table shows the components of the Authority's OPEB cost for the year, the amount contributed to the plan, and changes in the Authority's net OPEB obligation at September 30, 2017, 2016 and 2015, as follows:

	September 30		
	2017	2016	2015
Annual required contribution	\$ 587,000	\$ 420,000	\$ 389,000
Interest on net OPEB obligation	69,000	67,000	57,000
Adjustment to annual required contribution	(91,525)	(80,000)	(66,000)
Annual OPEB cost	564,475	407,000	380,000
Contributions made	(186,000)	(130,000)	(121,000)
Increase in net OPEB obligation	378,475	277,000	259,000
Net OPEB obligation, beginning of year	1,960,525	1,683,525	1,424,525
Net OPEB obligation, end of year	\$ 2,339,000	\$ 1,960,525	\$ 1,683,525

As of the October 1, 2017 actuarial valuation date, the unfunded actuarial accrued liability (UAAL) was \$4,336,000. The covered payroll (annual payroll of active employees covered by the OPEB Plan) was \$44,924,890 and the ratio of the UAAL to the covered payroll was 9.7%. The Authority's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for the year are as follows:

<u>Year Ending</u>	<u>Annual OPEB Cost</u>	<u>Estimated Contribution</u>	<u>Percentage of OPEB Cost Contributed</u>	<u>Net OPEB Obligation</u>
September 30, 2017	\$564,475	\$186,000	33.0%	\$2,339,000
September 30, 2016	\$407,000	\$130,000	31.9%	\$1,960,525
September 30, 2015	\$380,000	\$121,000	31.8%	\$1,683,525

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits. (As an unfunded plan, there are no plan assets to report.)

Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short term volatility in actuarial accrued liabilities and the actuarial value of assets consistent with the long-term perspective of the calculations. The information presented in the required supplementary schedule was determined as a part of the actuarial valuation at the date indicated:

Valuation date	October 1, 2016
Actuarial cost method	Projected unit credit
Amortization method	Level dollar/open
Remaining amortization period	30 years
Asset valuation method	Pay as you go
Actuarial assumptions:	
Projected salary increases	2.50%
Investment rate	3.50% per year
Healthcare cost trend (including 2.20% inflation)	5.00% initially and 5.20% ultimately, in 2050

8. COMMITMENTS

Operating Lease - Total lease expense amounted to \$453,061 and \$482,610 during the years ended September 30, 2017 and 2016, respectively.

9. FUEL HEDGE SWAP AGREEMENTS

The Authority first entered into fuel hedge swap agreements (“swaps”) during fiscal year 2011 in order to smooth out the fluctuation in diesel fuel cost and to set predetermined upper limits with respect to the cost of fuel. Twenty-four swaps have occurred to date through September 30, 2017 with swaps applicable to fiscal years 2016 and 2017 and commitments for fiscal year 2018 as follows:

Trade Date	Effective Period	Total Quantity - Gallons	Fixed Price Per Gallon
01/14/2015	10/01/15 – 09/30/16	2,520,000	\$1.8080
01/14/2015	10/01/15 – 09/30/16	450,000	\$1.5425
12/04/2015	10/01/16 – 09/30/17	2,520,000	\$1.5820
12/04/2015	10/01/16 – 09/30/17	960,000	\$1.4780
03/31/2017	10/01/17 – 09/30/18	1,800,000	\$1.6240
03/31/2017	10/01/17 – 09/30/18	1,020,000	\$1.5460

Settlements with the counterparty are made monthly based on the difference between the number of gallons hedged at the fixed price and the number of gallons hedged at the average price per gallon based on the U.S. Gulf Coast Pipeline Ultra Low Sulfur Diesel Platts Index and the U.S. Gulf Coast Pipeline Gasoline Unleaded 87 Platts Index (“Platts”). If the Platts price is higher than the fixed price the counterparty pays the Authority a settlement amount and if the fixed price is higher than the Platts price the Authority pays the counterparty. The Authority is exposed to basis risk on the swaps if the index on which fuel is purchased differs from the Platts index specified in the related fuel hedge agreements. During fiscal years 2017 and 2016, the Authority purchased all diesel fuel from vendors using the Platts index.

The Authority is also exposed to rollover risk on the swaps to the extent that the maturities of fuel hedges differ from the timing of fuel purchases. To the extent there are timing differences, the Authority is re-exposed to the fuel price risks being hedged.

The swaps are considered effective hedges at September 30, 2017 and 2016 under the dollar-offset method, which compares the changes in expected cash flows of the hedging instruments to the cash flows of the diesel fuel subjected to hedge. Accordingly, the swaps are presented at estimated fair value on the statement of net position, with \$212,741 as a deferred inflow of resources on September 30, 2017, \$130,377 as a deferred outflow of resources on September 30, 2016, and as a derivative financial instrument on the statement of net position at September 30, 2017 and 2016, respectively. The estimated fair value of the swaps is determined based on contracted strike prices and applicable futures prices at September 30, 2017 and 2016, and these values represent the change in fair value of the swaps during the fiscal year.

10. LITIGATION

The Authority is contingently liable with respect to lawsuits and other claims incidental to the ordinary course of its operation, most of which are covered by the self-insurance program discussed in Note 5. In the opinion of management, any adjustments that would result from the settlement of lawsuits and other claims would not be significant.

REQUIRED SUPPLEMENTARY INFORMATION
UNION PENSION PLAN SCHEDULE OF CHANGES IN NET PENSION
LIABILITY (ASSET) AND RELATED RATIOS

<u>Total pension liability</u>		<u>2017</u>		<u>2016</u>		<u>2015</u>
Service cost	\$	4,174,172	\$	4,324,270	\$	4,900,835
Interest		9,337,562		8,827,032		8,240,224
Difference between actual & expected experience		2,082,258		(638,418)		(5,835)
Benefit payments		(5,590,105)		(4,808,642)		(4,079,731)
Refunds		(401,384)		(311,317)		(269,399)
Net change in total pension liability		9,602,503		7,392,925		8,786,094
Total pension liability - beginning		123,322,398		115,929,473		107,143,379
Total pension liability	\$	132,924,901	\$	123,322,398	\$	115,929,473
<u>Plan fiduciary net position</u>						
Contributions - Employer	\$	2,233,626	\$	3,315,335	\$	2,337,699
Contributions - Member		2,192,180		2,264,655		2,310,106
Net investment income (loss)		11,523,579		(1,070,462)		10,052,069
Benefit payments		(5,590,105)		(4,808,642)		(4,079,731)
Refunds		(401,384)		(311,317)		(269,399)
Administrative expense		(397,607)		(237,972)		(237,291)
Net changes in Plan fiduciary net position		9,560,289		(848,403)		10,113,453
Total Plan fiduciary net position - beginning		121,364,555		122,212,958		112,099,505
Total Plan fiduciary net position - ending		130,924,844		121,364,555		122,212,958
Net pension liability (asset) - ending	\$	2,000,057	\$	1,957,843	\$	(6,283,485)
Plan fiduciary net position as a percentage of the total pension liability						
		98.50%		98.41%		105.42%
Covered payroll	\$	29,800,533	\$	34,028,032	\$	34,962,723
Net pension liability (asset) as a percentage of covered payroll		6.71%		5.75%		-17.97%

Notes to Schedule:

*Since the measurement date is one year prior to fiscal year end, the amounts presented were determined as of the prior fiscal year ending September 30. Additional years will be displayed as the information becomes available.

REQUIRED SUPPLEMENTARY INFORMATION
UNION PENSION PLAN SCHEDULE OF CONTRIBUTIONS, NET PENSION
LIABILITY (ASSET) AND MONEY-WEIGHTED RATE OF RETURN

SCHEDULE OF CONTRIBUTIONS

FY Ending September 30	Actuarially Determined Contribution	Actual Contribution	Contribution Deficiency/ (Excess)	Covered Payroll	Contribution as a % of Covered Payroll
2017	\$3,604,720	\$2,838,977	\$765,743	\$28,338,911	10.02%
2016	\$3,427,954	\$2,930,490	\$497,464	\$29,800,533	9.83%
2015	\$3,283,667	\$3,315,057	(\$31,390)	\$34,028,032	9.74%
2014	\$3,521,356	\$2,337,699	\$1,183,657	\$34,962,723	6.69%
2013	\$3,422,542	\$3,568,777	(\$146,235)	\$32,821,564	10.87%
2012	\$3,543,980	\$3,638,572	(\$94,592)	\$34,369,299	10.59%
2011	\$3,416,323	\$3,660,066	(\$243,743)	\$35,059,922	10.44%
2010	\$3,893,395	\$3,867,861	\$25,534	\$35,815,773	10.80%
2009	\$4,312,447	\$3,628,006	\$684,441	\$35,830,640	10.13%
2008	\$3,465,817	\$4,034,811	(\$568,994)	\$33,258,187	12.13%

SCHEDULE OF THE EMPLOYER'S NET PENSION LIABILITY (ASSET) *

FY Ending September 30	Total Pension Liability	Plan Net Position	Net Pension Liability (Asset)	Plan Net Position as a % of Total Pension Liability	Covered Payroll	Net Pension Liability (Asset) as a % of Covered Payroll
2017	\$132,924,901	\$130,924,844	\$2,000,057	98.50%	\$29,800,533	6.71%
2016	\$123,322,398	\$121,364,555	\$1,957,843	98.41%	\$34,028,032	5.75%
2015	\$115,929,473	\$122,212,958	(\$6,283,485)	105.42%	\$34,962,723	17.97%

SCHEDULE OF MONEY-WEIGHTED RATE OF RETURN *

	<u>2017</u>	<u>2016</u>	<u>2015</u>
Annual money-weighted rate of return net of investment expense	11.8%	9.8%	8.7%

*Since the measurement date is one year prior to fiscal year end, the amounts presented were determined as of the prior fiscal year ending September 30. Additional year will be displayed as the information becomes available.

REQUIRED SUPPLEMENTARY INFORMATION
UNION PENSION PLAN NOTES TO REQUIRED SUPPLEMENTARY INFORMATION

Valuation Date: 10/1/2016 (for FYE 9/30/17)
 Measurement Date: September 30, 2016

Note: Actuarially determined contributions are calculated as of the October 1 which is one year prior to the end of the fiscal year in which contributions are reported.

Methods and Assumptions Used to Determine Contribution Rates:

Actuarial Cost Method	Entry Age Normal
Amortization Method	Level Dollar Closed
Remaining Amortization Period	30 years
Asset Valuation Method	5-year smoothed market
Inflation	2.25%
Salary Increases	4.0% to 13.13% depending on service
Expenses	Average of the actual cost for the two most recent years
Investment Rate of Return	7.5%
Retirement Age	15% to 100% depending on age
Mortality	RP-2000 Mortality Tables for Males and Females structured to align with assumed mortality for non-special risk employees Under the Florida Retirement System (FRS), using projection Scale BB to anticipate future mortality improvements, and without projection for disabled lives.

Other Information:

Benefit changes enacted during the fiscal year ended September 30, 2017:
 There were no benefit changes enacted during the year.

Changes in assumptions:

Effective October 1, 2016, the mortality table was changed from the RP-2000 Combined Healthy Participant Mortality Table for males and females using scale AA, to the fully generational RP-2000 Combined Healthy Participant Mortality Table for males and females with mortality improvements projected using Scale BB, used by the Florida Retirement System (FRS) for Regular Class (non-special risk) members. This change was made in compliance with Florida House Bill 1309, which requires all public pension plans in Florida to use the same mortality tables used in either of the last two actuarial valuation reports of FRS. The effect of this change was to increase the required contribution by about \$140,000.

REQUIRED SUPPLEMENTARY INFORMATION

**Schedule of Other Postemployment Benefits (OPEB)
For the Years Ended September 30, 2017, 2016 and 2015**

Schedule of Funding Progress

	Actuarial Value of Assets	Actuarial Accrued Liability (normal cost) Entry Age	Unfunded Actuarial Accrued Liability (UAAL)	Funded Ratio	Annual Covered Payroll	UAAL as a % of Covered Payroll
Actuarial Valuation Date	(a)	(b)	(b-a)	(a/b)	(c)	((b-a)/c)
October 1, 2017	\$ -	\$4,336,000	\$4,336,000	0.00%	\$44,924,890	9.65%
October 1, 2016	\$ -	\$3,983,000	\$3,983,000	0.00%	\$43,871,831	9.10%
October 1, 2015	\$ -	\$2,536,000	\$2,536,000	0.00%	\$43,131,812	5.90%

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
SUPPLEMENTAL SCHEDULE OF REVENUES AND EXPENSES
BUDGET VS ACTUAL (BUDGET BASIS)
YEAR ENDED SEPTEMBER 30, 2017

	Budget	Actual	Variance Favorable/ (Unfavorable)
OPERATING REVENUES			
Customer fares	\$ 26,176,912	\$ 25,165,009	\$ (1,011,903)
Contract services:			
Local financial assistance	14,490,032	14,399,829	(90,203)
Other contractual services	4,528,729	4,500,127	(28,602)
Advertising	2,362,134	2,069,610	(292,524)
Other income	1,205,428	956,844	(248,584)
	<u>48,763,235</u>	<u>47,091,419</u>	<u>(1,671,816)</u>
Total operating revenues			
	<u>48,763,235</u>	<u>47,091,419</u>	<u>(1,671,816)</u>
OPERATING EXPENSES:			
Transportation	48,226,603	48,577,827	(351,224)
Maintenance and operations	66,157,722	61,175,394	4,982,328
General and administrative	18,263,524	18,031,978	231,546
	<u>132,647,849</u>	<u>127,785,199</u>	<u>4,862,650</u>
Total operating expenses before depreciation			
	<u>132,647,849</u>	<u>127,785,199</u>	<u>4,862,650</u>
OPERATING LOSS	(83,884,614)	(80,693,780)	3,190,834
NONOPERATING REVENUES/(EXPENSES):			
Federal	17,481,868	14,680,395	(2,801,473)
State of Florida	13,454,284	12,854,918	(599,366)
Local	49,644,140	48,810,319	(833,821)
Interest income	31,131	209,139	178,008
Interest expense	(101,849)	(96,693)	5,156
	<u>80,509,574</u>	<u>76,458,078</u>	<u>(4,051,496)</u>
Total nonoperating revenues/(expenses), net			
	<u>80,509,574</u>	<u>76,458,078</u>	<u>(4,051,496)</u>
Decrease in net position	<u>\$ (3,375,040)</u>	(4,235,702)	<u>\$ (860,662)</u>
BASIS DIFFERENCES:			
Depreciation		(25,864,965)	
Capital project abandonment expense		(4,197,014)	
Other income		62,069	
Capital contribution		25,236,924	
		<u>25,236,924</u>	
Decrease in net position - GAAP basis		<u>\$ (8,998,688)</u>	



STATISTICAL INFORMATION

This section contains statistical tables reflecting various supplemental financial data concerning the Authority's operations. Where applicable, a 10-year history has been depicted to disclose trends in financial operations and other finance-related matters. These tables have been included as a part of this report for information purposes only, and, therefore, have not been subjected to audit by the Authority's independent auditors. Below is a summary of the components and purpose for the tables provided here-in.

Pages

Debt Capacity

This schedule presents information to help the reader assess the ability of LYNX to service its outstanding debt.	51
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Revenue Capacity

These schedules contain information to help the reader assess LYNX' most significant revenue sources.	52-54
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Financial Trends

These schedules contain trend information to help the reader understand how LYNX' financial performance and financial position have changed over time.	49-50, 55-57, 65-67
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Demographic and Economic Information

These schedules contain demographic and economic indicators to help the reader understand the environment within which LYNX' financial activities take place.	48, 58-63
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Other Operating Information

These schedules contain service levels and capital asset data and insurance information to help the reader understand how the information in LYNX' financial report relates to the services the Authority provides to its customers and the community.	64, 68-69
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**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY
LYNX**

**Miscellaneous Statistics
Year End September 30, 2017
(Unaudited)**

Form of Government	Local Government (Independent Special District)
Number of Directors	Five (5) Voting
Area Population	2,149,136
Counties Served	Orange, Seminole and Osceola
Number of Service Routes	77
Peak Vehicle Requirement	259
Hours of Operation	4:00 a.m. to 3:10 a.m.
Average Weekday Passengers	79,724
Vehicle Miles Operated	17,065,204
Vehicle Hours Operated	1,198,148

Sources: Metro Orlando Economic Development Commission
National Transit Database Report

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

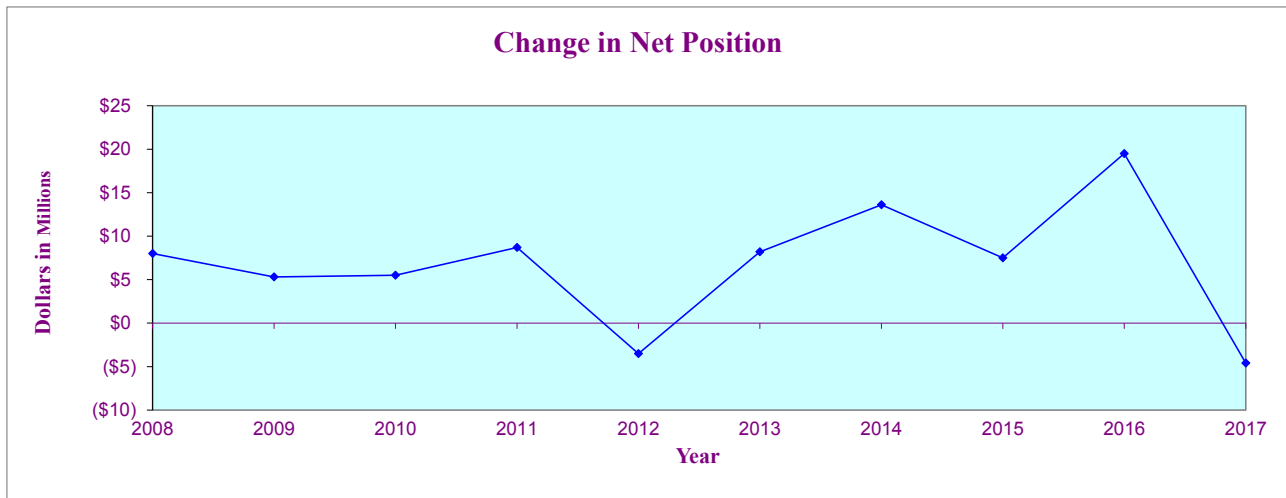
Revenue, Expenses, and Change in Net Position

Last Ten Years

Dollars in Millions

(Unaudited)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Operating Revenue:										
Customer Fares	\$ 21.7	\$ 21.5	\$ 22.4	\$ 26.1	\$ 28.6	\$ 29.4	\$ 29.1	\$ 28.2	\$ 26.6	\$ 25.2
Other	20.1	20.8	20.8	20.6	18.0	20.0	22.5	20.6	20.2	21.9
Total Operating Revenue	41.8	42.3	43.2	46.7	46.6	49.4	51.6	48.8	46.8	47.1
Operating Expenses:										
Administration, Transportation, and Maintenance	110.7	106.6	106.7	110.6	112.0	119.8	120.5	114.2	116.6	127.8
Depreciation	15.2	16.7	17.0	18.2	19.1	19.9	23.5	26.2	26.8	25.9
Capital Project Abandonment Expense	-	-	-	-	-	-	-	-	-	4.2
Write-off of Assets (Note 1)	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	125.9	123.3	123.7	128.8	131.1	139.7	144.0	140.4	143.4	157.8
Operating Loss	(84.1)	(81.0)	(80.5)	(82.1)	(84.5)	(90.3)	(92.4)	(91.6)	(96.6)	(110.8)
Non-Operating Revenue (Expenses):										
Operating Assistance	50.1	54.3	48.9	46.4	47.8	49.0	53.4	56.1	56.8	59.1
Planning and Other Income (Expenses)	14.0	14.9	18.5	20.2	20.3	19.3	17.3	16.3	17.0	17.4
Capital Contributions	28.0	17.1	18.6	24.2	12.9	30.2	35.3	19.7	42.4	25.2
Total Non-Operating Revenue (Expenses)	92.1	86.3	86.0	90.8	81.0	98.5	106.0	92.1	116.2	101.7
Change in Net Position Before Accounting Change	8.0	5.3	5.5	8.7	(3.5)	8.2	13.6	0.5	18.2	-
Change in Accounting Principle	-	-	-	-	-	-	-	7.0	-	-
Change in Net Position After Accounting Change	\$ 8.0	\$ 5.3	\$ 5.5	\$ 8.7	\$ (3.5)	\$ 8.2	\$ 13.6	\$ 7.5	\$ 19.5	\$ (9.0)



For the past 10 years the chart shows the change in net position each year versus the immediately preceding year. Net Position decreased in 2017 due to the deferment of capital grants for the construction of the Pine Hills Superstop.

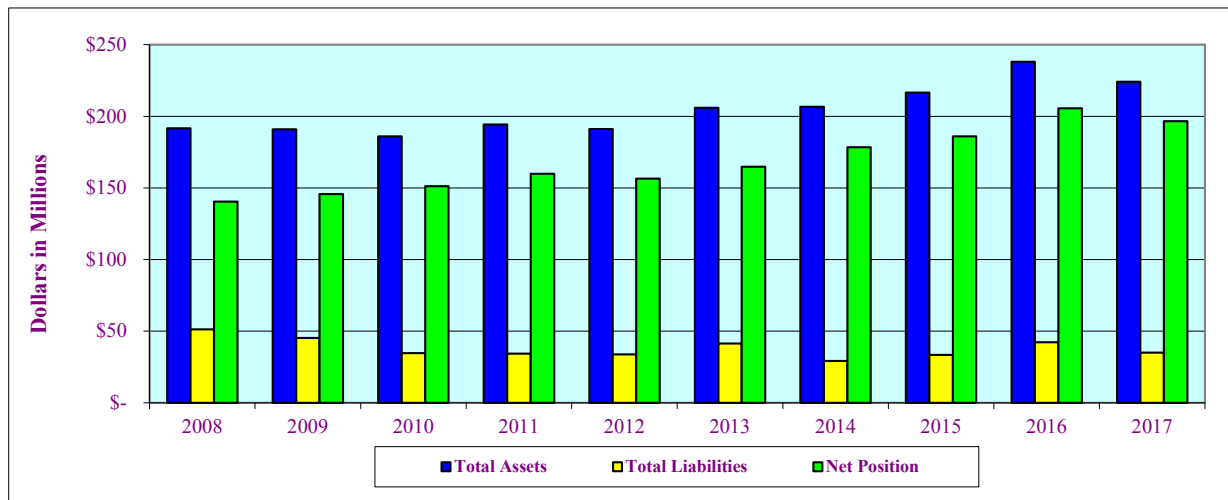
Source: Financial Statements

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

**Condensed Summary of Net Position
Last Ten Years
Dollars in Millions
(Unaudited)**

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total Assets	\$191.7	\$190.9	\$185.9	\$194.3	\$191.0	\$206.0	\$206.7	\$216.6	\$238.0	\$224.1
Deferred Outflow of Resources	\$0.0	\$0.0	\$0.0	\$0.6	\$0.0	\$0.1	\$0.8	\$4.1	\$10.3	\$8.1
Deferred Inflow of Resources	\$0.0	\$0.0	\$0.0	\$0.0	\$0.7	\$0.0	\$0.0	\$1.3	\$0.5	\$0.7
Total Liabilities	\$51.3	\$45.2	\$34.7	\$34.4	\$33.8	\$41.4	\$29.2	\$33.5	\$42.2	\$35.0
Ending Net Position	\$140.4	\$145.7	\$151.2	\$159.9	\$156.5	\$164.7	\$178.3	\$185.9	\$205.5	\$196.5

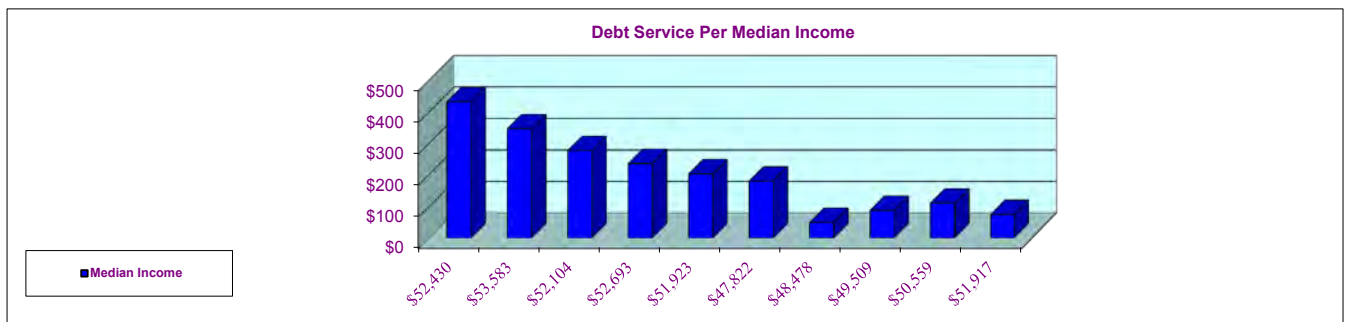
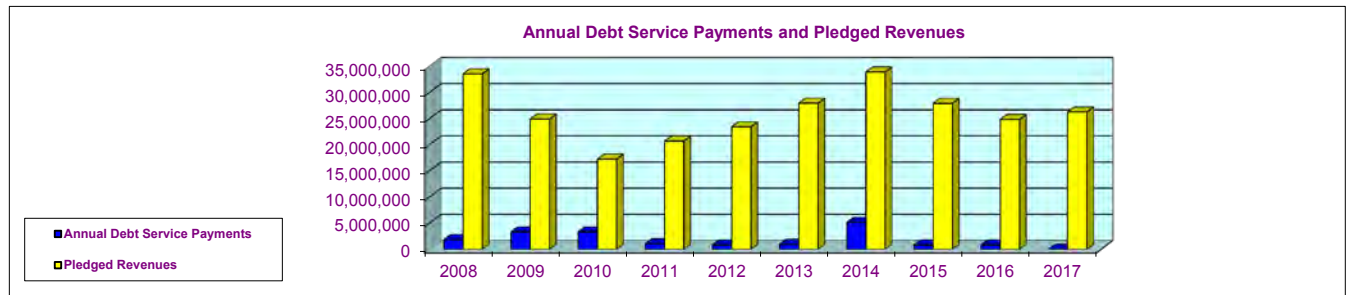
Net investment in capital assets	\$123.7	\$123.5	\$125.1	\$131.1	\$124.9	\$135.6	\$147.6	\$142.7	\$149.9	\$153.0
Restricted	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5	\$0.1	\$0.0	\$0.0	\$1.6	\$1.7
Unrestricted	\$16.2	\$21.7	\$25.6	\$28.3	\$31.1	\$29.0	\$30.7	\$43.2	\$54.0	\$41.8
Ending Net Position	\$140.4	\$145.7	\$151.2	\$159.9	\$156.5	\$164.7	\$178.3	\$185.9	\$205.5	\$196.5



This chart compares Total Assets, Total Liabilities, and Net Position values over the last 10 years. Total Assets increased 19.30% during this period as the Authority expanded service, acquired new rolling stock, developed land, and constructed the LYNX Central Station and LYNX Operations Center. Total Liabilities at the end of fiscal year 2017 are 31.38% lower than at the end of fiscal year 2008. The decrease is due mainly to repayment of State Infrastructure Bank loans and a 2007 a lease agreement. Net Position decreased in 2017 due to the deferment of capital grants for the construction of the Pine Hills Superstop.

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX
Total Debt
Last Ten Years
(Unaudited)**

Year	Total Debt	SIB Loans	Capital Leases	Annual Debt Service Payments	Pledged Revenues	Debt Service Coverage	Median Income	Debt per Median Income
2008	\$22,662,882	\$15,996,355	\$6,666,527	\$1,850,585	\$33,529,785	18.12	\$52,430	\$432.25
2009	\$18,576,071	\$12,914,638	\$5,661,433	\$3,321,419	\$24,881,390	7.49	\$53,583	\$346.68
2010	\$14,446,041	\$9,829,891	\$4,616,150	\$3,321,420	\$17,211,000	5.18	\$52,104	\$277.25
2011	\$12,430,432	\$8,901,362	\$3,529,070	\$1,046,219	\$20,649,873	19.74	\$52,693	\$235.90
2012	\$10,563,319	\$8,164,797	\$2,398,522	\$829,492	\$23,411,900	28.22	\$51,923	\$203.44
2013	\$8,636,268	\$7,413,500	\$1,222,768	\$958,423	\$27,936,006	29.15	\$47,822	\$180.59
2014	\$2,392,156	\$2,392,156	\$0	\$5,127,064	\$33,892,077	6.61	\$48,478	\$49.35
2015	\$4,325,942	\$1,610,507	\$2,715,435	\$829,492	\$27,889,437	33.62	\$49,509	\$87.38
2016	\$5,583,849	\$813,225	\$4,770,624	\$829,490	\$24,800,447	29.90	\$50,559	\$110.44
2017	\$3,872,473	\$0	\$3,872,473	\$0	\$26,228,105	0.00	\$51,917	\$74.59



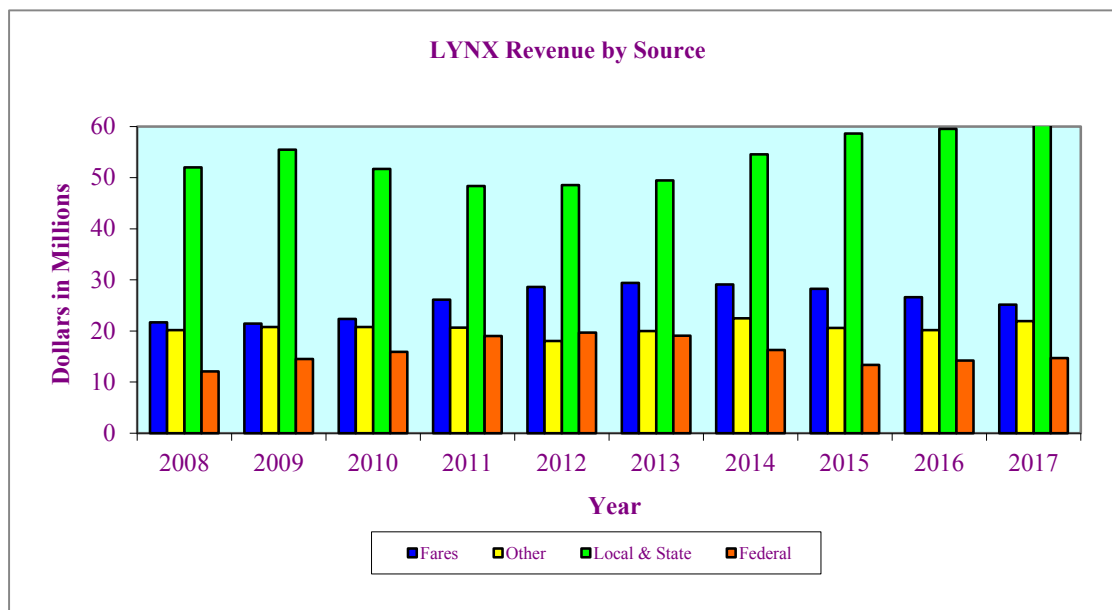
Source: Financial Statements, NTD Report, and Orlando Economic Development Commission.

Note: Total debt consists of State Infrastructure Bank loans and capital lease obligations but annual debt service payments consist only of payments on State Infrastructure Bank loans. Available pledged revenues are for capital expenditures and debt service payments.

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX

Revenue by Source Last Ten Years Dollars in Millions (Unaudited)

	OPERATING AND OTHER						
	MISCELLANEOUS REVENUE			OPERATING ASSISTANCE			
Fiscal Year	Fares	Other	Total	Local & State	Federal	Total	Total Revenue
2008	\$21.661	\$20.179	\$41.840	\$51.997	\$12.077	\$64.074	\$105.914
2009	\$21.454	\$20.790	\$42.244	\$55.466	\$14.509	\$69.975	\$112.219
2010	\$22.363	\$20.800	\$43.163	\$51.684	\$15.917	\$67.601	\$110.764
2011	\$26.098	\$20.661	\$46.759	\$48.370	\$19.031	\$67.401	\$114.160
2012	\$28.620	\$18.047	\$46.667	\$48.521	\$19.678	\$68.199	\$114.866
2013	\$29.394	\$19.985	\$49.379	\$49.433	\$19.060	\$68.493	\$117.872
2014	\$29.081	\$22.475	\$51.556	\$54.558	\$16.257	\$70.815	\$122.371
2015	\$28.225	\$20.572	\$48.797	\$58.646	\$13.385	\$72.031	\$120.828
2016	\$26.643	\$20.171	\$46.814	\$59.522	\$14.223	\$73.745	\$120.560
2017	\$25.165	\$21.926	\$47.091	\$61.665	\$14.680	\$76.345	\$123.436



The table and graph show the primary sources of revenues, the amount received from each source over the last ten years and, consequently, the Authority's relative dependency on each of the revenue sources. Local and state governments have consistently been the biggest providers of operating funds. Fares decreased in 2017 and was down 5.54% compared to 2016. Total revenue was higher due to the increase in local financial assistance. In 2017 federal revenue increased amounting to 11.89% of LYNX's total revenue versus 11.79% in 2016.

Source: Financial statements and schedules included in the Comprehensive Annual Financial Reports

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX
Revenues by Source
Last Ten Years
(Unaudited)

	OPERATING AND OTHER MISCELLANEOUS REVENUE			OPERATING ASSISTANCE			
FISCAL YEAR	FARES	OTHER	TOTAL	LOCAL & STATE	FEDERAL	TOTAL	TOTAL REVENUE
INDUSTRY							
2008	31.3%	6.4%	37.7%	55.3%	7.0%	62.3%	100.0%
2009	31.5%	5.8%	37.3%	54.4%	8.2%	62.6%	99.9%
2010	32.1%	5.4%	37.5%	53.1%	9.4%	62.5%	100.0%
2011	32.8%	4.9%	37.7%	52.5%	9.8%	62.3%	100.0%
2012	32.5%	4.6%	37.1%	54.0%	8.9%	62.9%	100.0%
2013	32.5%	3.8%	36.3%	54.8%	8.9%	63.7%	100.0%
2014	32.0%	3.9%	35.9%	55.5%	8.6%	64.1%	100.0%
2015	32.5%	4.9%	37.4%	54.3%	8.3%	62.6%	100.0%
2016	*	*	0.0%	*	*	0.0%	100.0%
2017	*	*	0.0%	*	*	0.0%	0.0%
LYNX							
2008	20.4%	19.1%	39.5%	49.1%	11.4%	60.5%	100.0%
2009	19.1%	18.5%	37.6%	49.5%	12.9%	62.4%	100.0%
2010	20.2%	18.8%	39.0%	46.6%	14.4%	61.0%	100.0%
2011	22.9%	18.1%	41.0%	42.4%	16.6%	59.0%	100.0%
2012	24.9%	15.7%	40.6%	42.3%	17.1%	59.4%	100.0%
2013	24.9%	17.0%	41.9%	41.9%	16.2%	58.1%	100.0%
2014	23.8%	18.4%	42.2%	44.6%	13.2%	57.8%	100.0%
2015	23.4%	17.0%	40.4%	48.5%	11.1%	59.6%	100.0%
2016	22.1%	16.7%	38.8%	49.4%	11.8%	61.2%	100.0%
2017	20.4%	17.8%	38.2%	50.0%	11.9%	61.8%	100.0%

Source: Financial Statements

APTA 2018 Transportation Fact Book

* Not available

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a

LYNX

Fare Structure

Year Ended September 30, 2017

(Unaudited)

Cash Fare/Single Ride	\$ 2.00
Transfer	Free
Elderly and Disabled/Single Ride	\$ 1.00
Youth	\$ 1.00
Daily Pass	\$ 4.50
Elderly and Disabled Daily Pass	\$ 2.25
Youth Daily Pass	\$ 2.25
Express 208 Daily Pass	6.50
Express 208 Daily Pass (Students, Elderly and Disabled)	3.25
Children (6 years and under with an adult)	Free
TICKETS	
Express Single Ride	\$ 3.50
Express Seniors/Students	\$ 1.75
Polk County Link 416 & 427 Single Ride	\$ 1.50
Polk County Link 416 & 427 Students	\$ 1.25
Polk County Link 416 & 427 Seniors / Disabled	\$ 0.75
PASSES	
7 Day Pass	\$ 16.00
Discounted 7 Day Pass (Students, Elderly and Disabled)	\$ 8.00
Express 7 Day Pass	\$ 23.00
Express Discounted 7 Day Pass (Students, Elderly and Disabled)	\$ 11.50
Youth Pass 7 Day	\$ 8.00
30 Day	\$ 50.00
AdvantAge Pass 30 Day (Elderly and Disabled)	\$ 25.00
Youth Pass 30 Day	\$ 25.00
Express 30 Day	\$ 70.00
Express AdvantAge Pass 30 Day (Elderly and Disabled)	\$ 35.00
Express Youth Pass 30 Day	\$ 35.00

SOURCE: LYNX Fare Structure Policy

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

**Fare Trends
Last Ten Years**

(Unaudited)

CASH FARES					PASSES			
Fiscal Year	Single Fare	Discount Single	1 Day Fare	Discount 1 Day	7 Day Pass	Discount 7 Day	30 Day Pass	Discount 30 Day
2008	\$1.75	\$0.85	\$4.00	\$2.00	\$14.00	\$7.00	\$44.00	\$22.00
2009	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2010	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2011	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2012	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2013	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2014	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2015	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2016	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2017	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00

Discounted Fares Include:

Students

Elderly and Handicapped

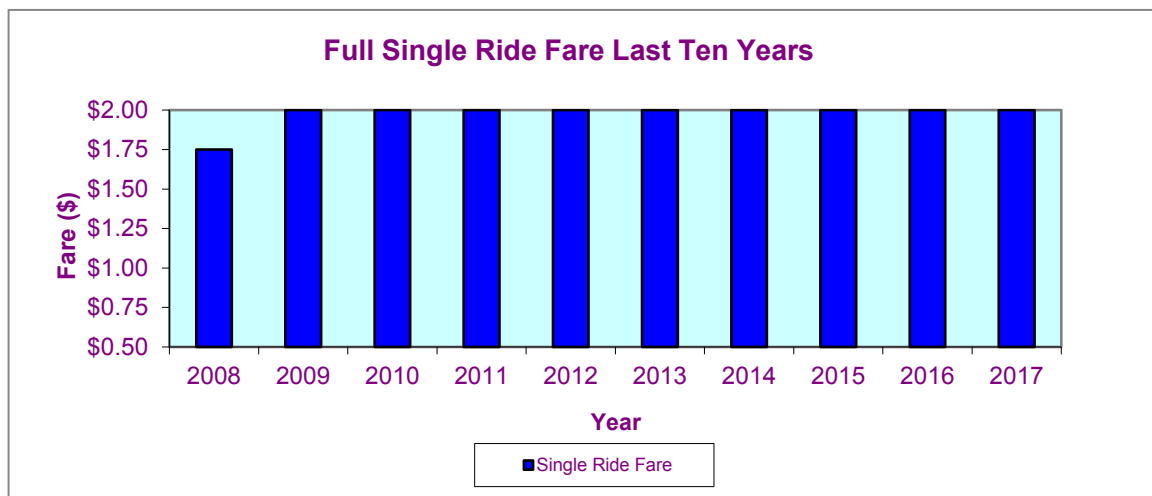
Does Not Include Polk County 416 & 427

Discounted Passes Include:

Youth

Advantage

IQ

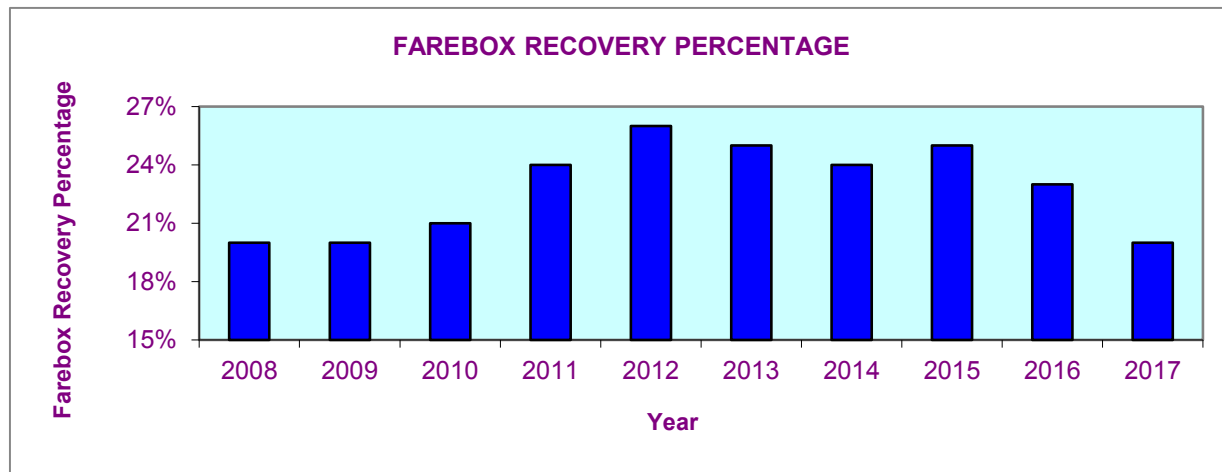


The table and graph show the amount of each standard fixed-route fare type by year. In keeping with the Authority's commitment to keep fares as low as fiscally feasible and to make relatively small rate increases periodically, no fare rate increases were made in 2017. In 2017 customer fares were approximately 53.43% of operating revenues and 20.34% of total revenues. The last increase was implemented in January 2009.

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

**Farebox Recovery Percentage
Last Ten Years
(Unaudited)**

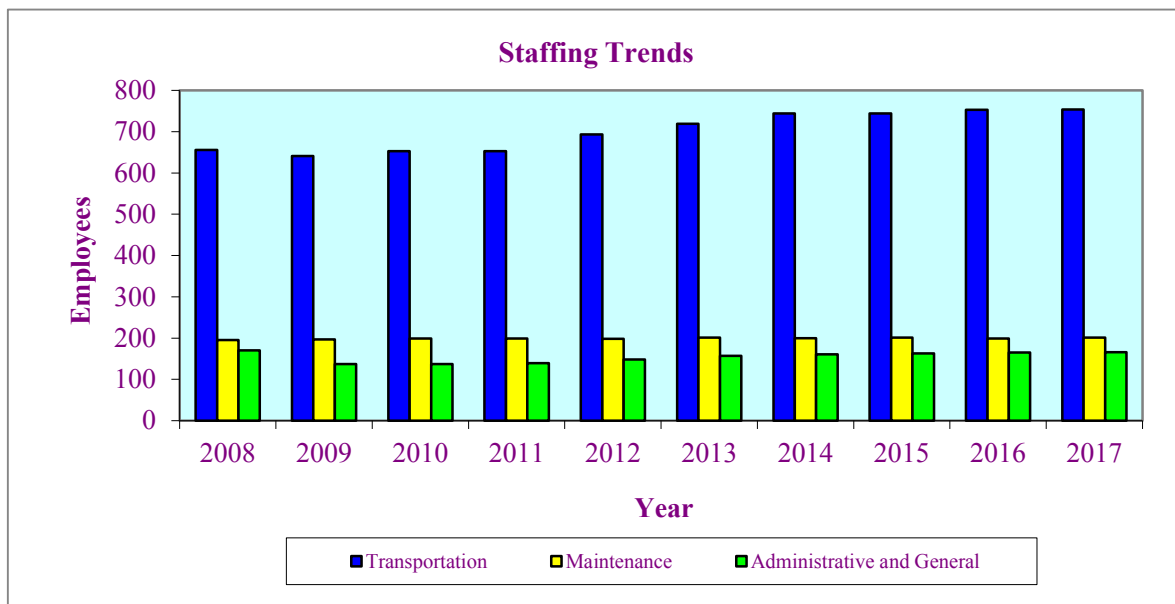
Fiscal Year	Percentage
2008	20%
2009	20%
2010	21%
2011	24%
2012	26%
2013	25%
2014	24%
2015	25%
2016	23%
2017	20%



Farebox Recovery Percentage is the percentage of the total operating cost that is funded by customer fares. It is calculated by dividing total customer fares by total operating cost before depreciation. Beginning with 2008 the recovery rate has remained fairly constant varying by approximately 1% to 3% from year to year.

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX
Budgeted Staffing Trends
Last Ten Years
(Unaudited)**

Year	Transportation	Maintenance	Administrative and General	Total
2008	656	195	170	1,021
2009	641	197	137	975
2010	653	199	137	989
2011	653	199	139	991
2012	693	198	148	1,039
2013	719	201	157	1,077
2014	744	200	161	1,105
2015	744	201	163	1,108
2016	753	199	165	1,117
2017	754	201	166	1,121



The greatest fluctuation during the 10-year period was in the Transportation area with 2017 staffing approximately 17.62% above the low level of the 10-year period shown above. Staffing level increased as a result of increase in service demand. Despite the Transportation staff increase, the organization wide total from year to year varied less than 14.97% with an overall increasing trend.

Source: Annual Budgets

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

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

Company	2017			2008		
	Number of Full Time Employees	Rank	Percentage of Total Employment	Number of Full Time Employees	Rank	Percentage of Total Employment
Walt Disney World Company	74,000	1	6.34%	62,000	1	5.86%
Orange County Public Schools	23,929	2	2.05%	22,176	2	2.10%
Universal Studios Florida	21,000	3	1.80%	13,000	5	1.23%
Florida Hospital	20,413	4	1.75%	16,002	3	1.51%
Publix Super Markets, Inc.	19,783	5	1.69%	15,606	4	1.47%
Orlando International Airport	18,000	6	1.54%	N/A	N/A	N/A
Orlando Regional Healthcare	16,828	7	1.44%	10,000	7	0.95%
University of Central Florida	11,833	8	1.01%	10,198	6	0.96%
Seminole County Public Schools	10,000	9	0.86%	7,978	9	0.75%
Orange County Government	7,658	10	0.66%	8,374	8	0.79%
Lockheed Martin	7,000	N/A	0.60%	7,200	10	0.68%
Other Employees	936,702		80.26%	886,179		83.70%
Region Total	1,167,146		100.00%	1,058,713		100.00%

Notes:

N/A = Not Available

Sources:

Metro Orlando Economic Development Commission

Orange County Public Schools

Orlando Health

University of Central Florida Office of Institutional Research

Seminole County Public Schools

Orange County Government, Florida

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

**Employment Percentage by Industry
Service Region
Last Ten Years
(Unaudited)**

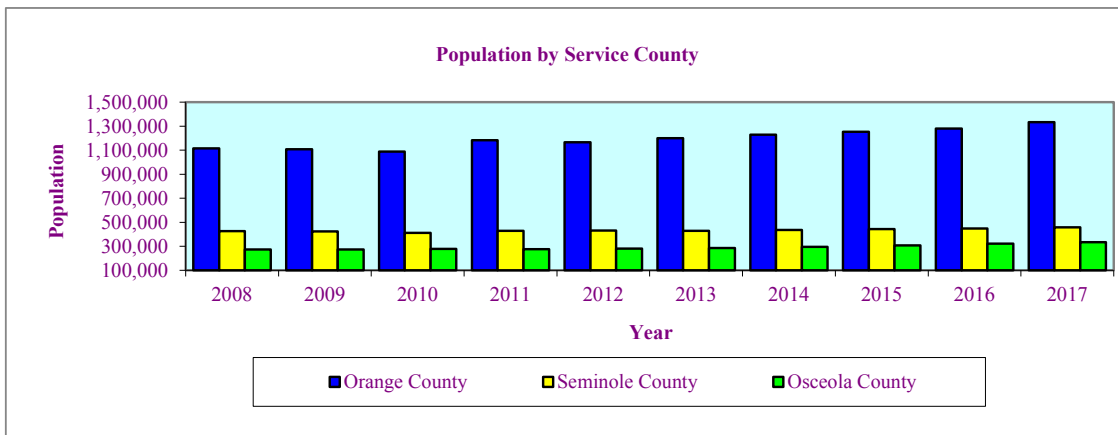
Year	Manufacturing	Construction	Transportation	Finance	Government	Retail Trade	Service	Total
2008	3.8%	6.6%	3.9%	6.2%	11.0%	15.3%	53.2%	100.0%
2009	3.9%	6.0%	3.1%	6.4%	11.7%	11.1%	57.8%	100.0%
2010	3.7%	4.8%	3.0%	6.0%	11.7%	11.4%	59.4%	100.0%
2011	3.6%	4.6%	3.1%	6.1%	11.5%	11.8%	59.3%	100.0%
2012	3.6%	4.2%	3.0%	6.2%	11.3%	12.3%	59.4%	100.0%
2013	3.5%	4.5%	2.9%	6.4%	11.0%	12.2%	59.5%	100.0%
2014	3.5%	5.1%	2.9%	6.2%	10.7%	12.7%	58.9%	100.0%
2015	3.5%	5.2%	3.0%	6.3%	10.4%	12.7%	58.9%	100.0%
2016	3.5%	5.9%	2.9%	5.9%	10.1%	12.3%	59.4%	100.0%
2017	3.8%	5.8%	3.1%	6.3%	9.9%	12.2%	58.9%	100.0%

Source: Metro Orlando Economic Development Commission

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

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

Year	Orange County	Seminole County	Osceola County	Region Total
2008	1,114,979	426,413	273,709	1,815,101
2009	1,108,882	423,759	272,788	1,805,429
2010	1,087,971	412,660	278,153	1,778,784
2011	1,183,903	429,169	275,010	1,888,082
2012	1,166,730	430,738	281,294	1,878,762
2013	1,199,801	427,977	286,001	1,913,779
2014	1,227,995	437,086	295,553	1,960,634
2015	1,252,396	442,903	308,327	2,003,626
2016	1,280,387	449,124	322,862	2,052,373
2017	1,332,714	457,650	333,980	2,124,344

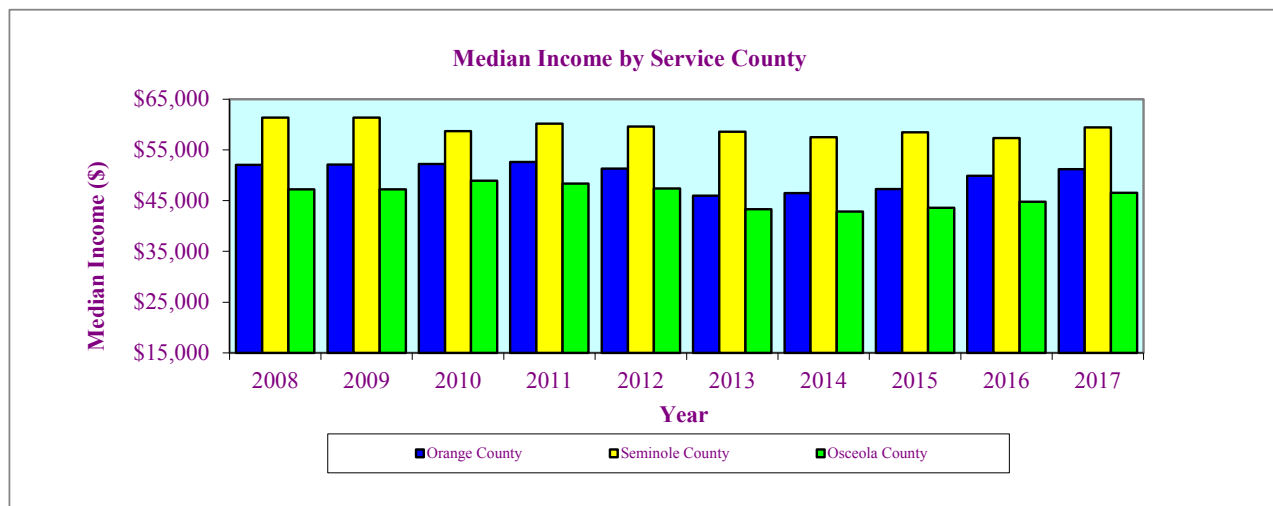


The population of the tri-county area, as a whole, increased approximately 3.5% from 2016. There was an increase every year except for 2009, 2010 and 2012. The greatest growth was in Orange County, where the population grew approximately 4.08% compared to the previous year.

Source: Metro Orlando Economic Development Commission

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX**
Median Household Income by Service County
Last Ten Years
(Unaudited)

Year	Orange County	Seminole County	Osceola County
2008	\$52,062	\$61,378	\$47,228
2009	\$52,130	\$61,374	\$47,244
2010	\$52,232	\$58,703	\$48,942
2011	\$52,624	\$60,210	\$48,367
2012	\$51,338	\$59,609	\$47,386
2013	\$45,968	\$58,573	\$43,332
2014	\$46,507	\$57,538	\$42,838
2015	\$47,295	\$58,481	\$43,620
2016	\$49,910	\$57,369	\$44,785
2017	\$51,232	\$59,441	\$46,528



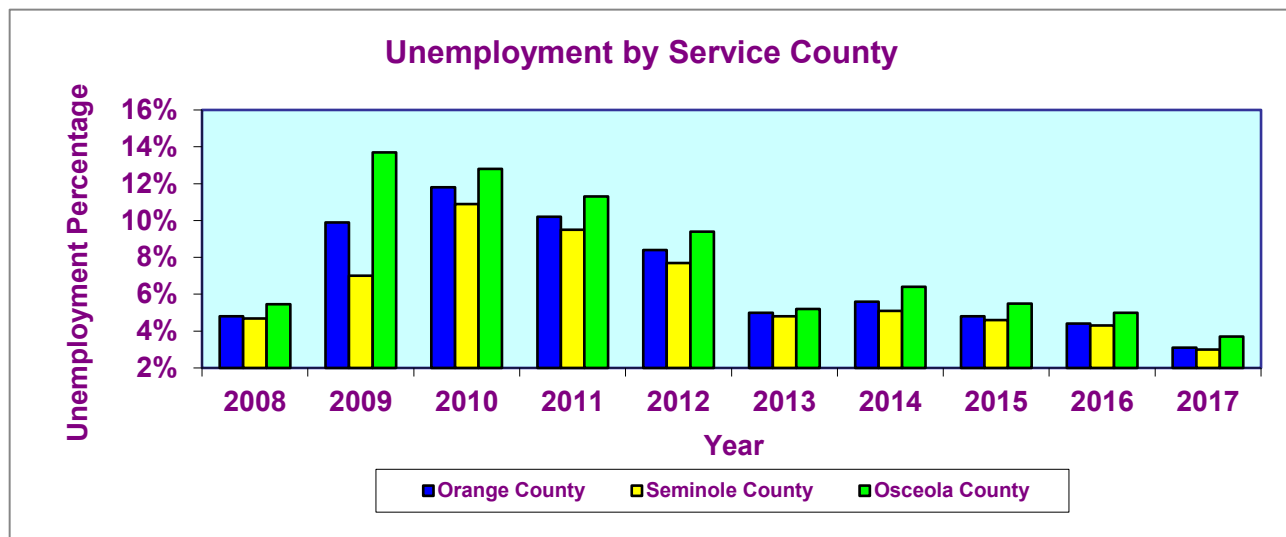
Median household income is useful in public transportation planning because it is one determinant of the need for, and probability of use, of public transportation. The lower the median income the greater, in most cases, will be the need for, and use of, public transportation.

Source: Metro Orlando Economic Development Commission

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX

Unemployment by Service County Last Ten Years (Unaudited)

Year	Orange County	Seminole County	Osceola County	Region Average
2008	4.8%	4.7%	5.5%	5.0%
2009	9.9%	7.0%	13.7%	10.2%
2010	11.8%	10.9%	12.8%	11.8%
2011	10.2%	9.5%	11.3%	10.3%
2012	8.4%	7.7%	9.4%	8.4%
2013	5.0%	4.8%	5.2%	4.9%
2014	5.6%	5.1%	6.4%	5.7%
2015	4.8%	4.6%	5.5%	5.0%
2016	4.4%	4.3%	5.0%	4.5%
2017	3.1%	3.0%	3.7%	3.2%

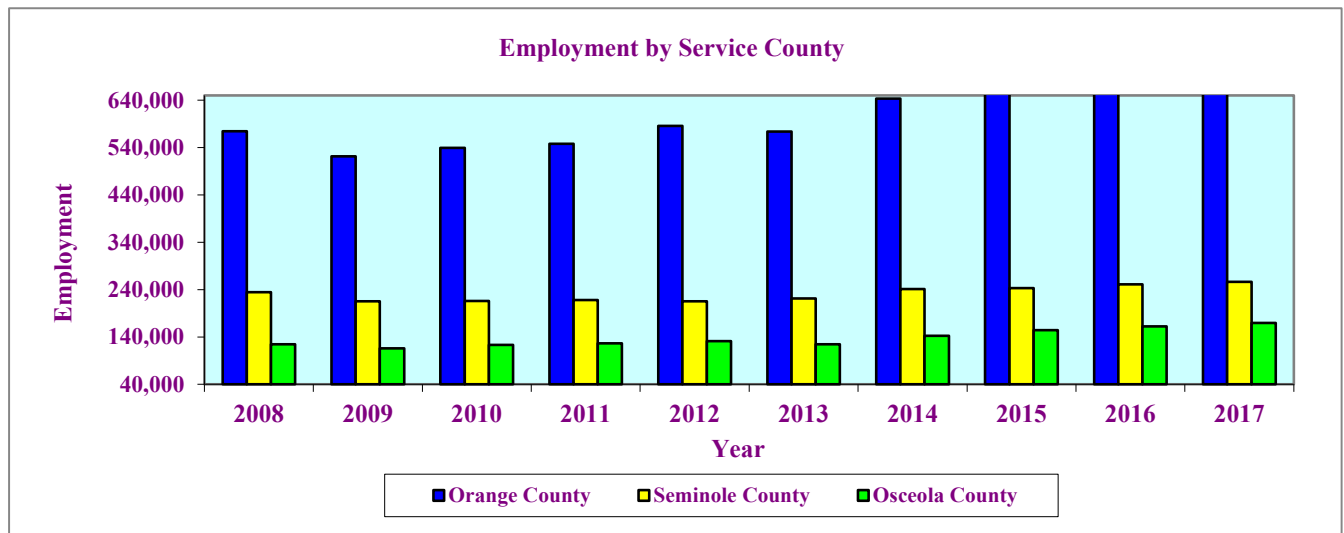


Employment and Unemployment trends are useful in the analysis of the economic vitality of a local economy. The availability of public transportation removes transportation barriers to employment, a factor which contributes to the continued need for public transportation. The yearly percentages by county are annual averages, non-seasonal based. The tri-county average for fiscal year 2016 was 3.2%, with Osceola County at 3.7% having the highest unemployment.

Source: Metro Orlando Economic Development Commission

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX
Employment by Service County
Last Ten Years
(Unaudited)**

Year	Orange County	Seminole County	Osceola County	Region Total
2008	574,090	234,275	124,406	932,771
2009	521,623	215,016	115,643	852,282
2010	539,404	216,202	122,843	878,449
2011	547,816	218,049	126,431	892,296
2012	585,472	215,521	131,146	932,139
2013	573,570	221,385	124,539	919,494
2014	643,006	241,166	142,437	1,026,609
2015	692,813	243,253	154,029	1,090,095
2016	719,253	250,888	162,005	1,132,146
2017	741,512	256,066	169,568	1,167,146



The tri-county area has experienced growth in employment every year except 2009 & 2013 due to the recession. 2017 was 3.09% above the 2016 level. The largest increase was Osceola County, where employment in 2017 was 4.66% above the 2016 level.

Source: Metro Orlando Economic Development Commission

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX**
General Statistical Trends
Last Ten Years
(Unaudited)

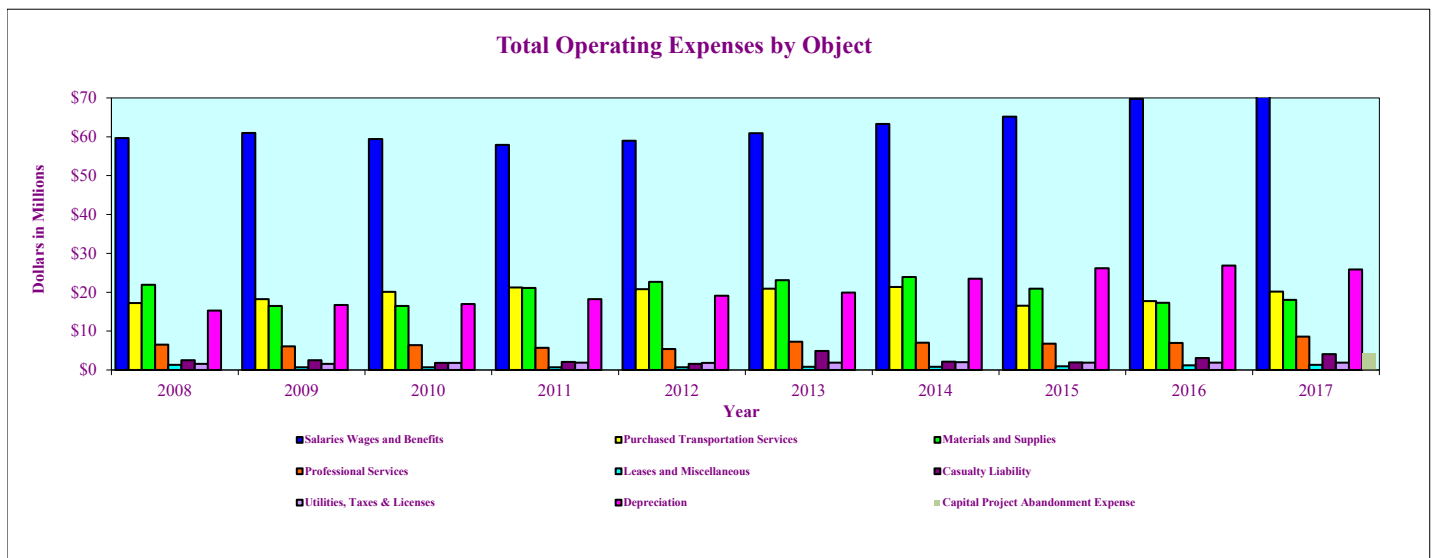
FISCAL YEAR	RIDERSHIP	NUMBER OF PEAK VEHICLES	ACTUAL VEHICLE MILES	ACTUAL VEHICLE HOURS
2008	26,427,067	238	16,739,475	1,162,852
2009	23,747,795	234	16,225,409	1,108,783
2010	24,780,704	223	16,570,711	1,111,073
2011	26,996,158	225	16,503,043	1,108,489
2012	28,184,740	225	17,258,824	1,125,323
2013	28,801,896	232	16,058,513	1,126,466
2014	28,868,418	248	16,040,104	1,132,713
2015	28,327,951	255	16,470,661	1,163,956
2016	26,259,736	265	16,869,241	1,179,430
2017	24,845,029	259	17,065,204	1,198,148

SOURCES: NTD report (MotorBus)

Number of vehicles exclude vehicles not in service at the end of the fiscal year.

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX**
Operating Expenses by Object
Last Ten Years
Dollars in Millions
(Unaudited)

Fiscal Year	Salaries Wages and Benefits	Purchased Transportation Services	Materials and Supplies	Professional Services	Leases and Miscellaneous	Casualty Liability	Utilities, Taxes & Licenses	Depreciation	Capital Project Abandonment Expense	Total Operating Expenses
2008	\$59.7	\$17.2	\$21.9	\$6.5	\$1.3	\$2.5	\$1.6	\$15.3	\$0.0	\$126.0
2009	\$61.0	\$18.2	\$16.5	\$6.1	\$0.7	\$2.5	\$1.6	\$16.7	\$0.0	\$123.3
2010	\$59.4	\$20.1	\$16.5	\$6.4	\$0.7	\$1.8	\$1.8	\$17.0	\$0.0	\$123.7
2011	\$57.9	\$21.2	\$21.1	\$5.7	\$0.7	\$2.1	\$1.9	\$18.2	\$0.0	\$128.8
2012	\$59.0	\$20.8	\$22.7	\$5.4	\$0.7	\$1.6	\$1.8	\$19.1	\$0.0	\$131.1
2013	\$60.9	\$20.9	\$23.1	\$7.3	\$0.8	\$4.9	\$1.9	\$19.9	\$0.0	\$139.7
2014	\$63.3	\$21.4	\$23.9	\$7.0	\$0.8	\$2.2	\$2.0	\$23.5	\$0.0	\$144.0
2015	\$65.2	\$16.5	\$20.9	\$6.8	\$1.0	\$1.9	\$1.9	\$26.2	\$0.0	\$140.4
2016	\$69.7	\$17.7	\$17.3	\$7.0	\$1.2	\$3.1	\$1.9	\$26.8	\$0.0	\$144.8
2017	\$73.6	\$20.2	\$18.1	\$8.6	\$1.3	\$4.0	\$1.9	\$25.9	\$4.2	\$157.8

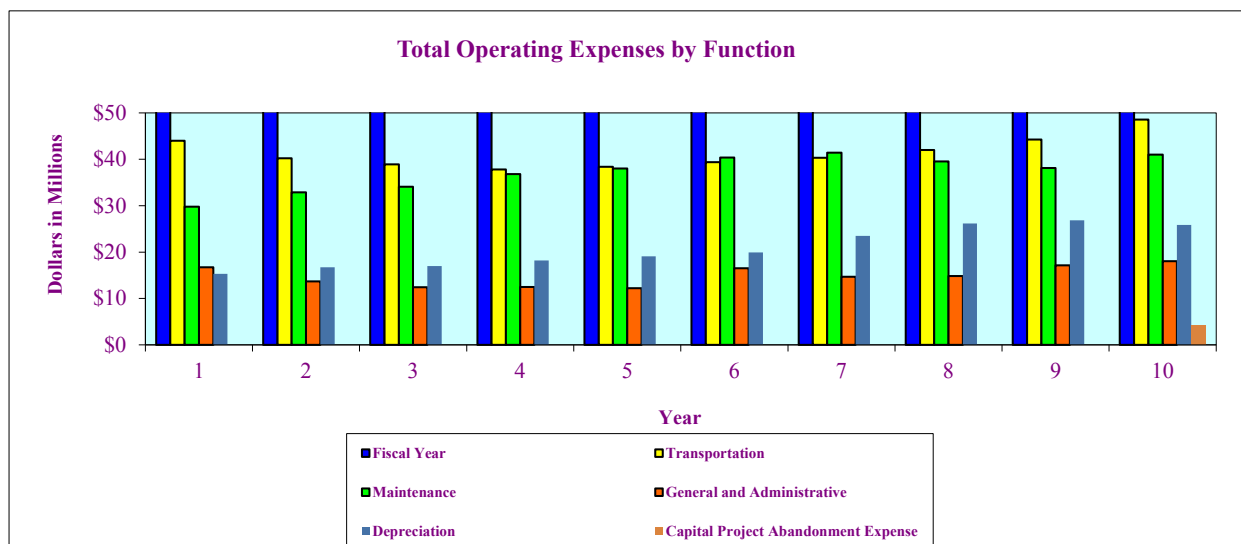


The table and graph show the annual amount for each of the 8 primary object classifications of operating expenses during the last ten years. Total operating expenses for fiscal year 2017 reflects a 21.9% increase from fiscal year 2008. At 47.98% of total operating expenses in fiscal year 2017 the Salaries, Wages and Benefits object is the largest object and has increased by 5.73% as compared to fiscal year 2016 due to increases in scheduled services to meet ridership demand.

Source: Financial Statements

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a
LYNX**
Operating Expenses by Function
Last Ten Years
Dollars in Millions
(Unaudited)

Fiscal Year	Transportation	Maintenance	Paratransit	General and Administrative	Depreciation	Capital Project Abandonment Expense	Total Operating Expenses
2008	\$44.0	\$29.8	\$20.2	\$16.7	\$15.3	\$0.0	\$126.0
2009	\$40.2	\$32.9	\$19.8	\$13.7	\$16.7	\$0.0	\$123.3
2010	\$38.9	\$34.1	\$21.3	\$12.4	\$17.0	\$0.0	\$123.7
2011	\$37.8	\$36.8	\$23.5	\$12.5	\$18.2	\$0.0	\$128.8
2012	\$38.4	\$38.0	\$23.4	\$12.2	\$19.1	\$0.0	\$131.1
2013	\$39.4	\$40.4	\$23.5	\$16.5	\$19.9	\$0.0	\$139.7
2014	\$40.3	\$41.4	\$24.1	\$14.7	\$23.5	\$0.0	\$144.0
2015	\$42.0	\$39.5	\$17.9	\$14.8	\$26.2	\$0.0	\$140.4
2016	\$44.3	\$38.1	\$18.4	\$17.2	\$26.8	\$0.0	\$144.8
2017	\$48.6	\$41.0	\$20.2	\$18.0	\$25.9	\$4.2	\$157.8



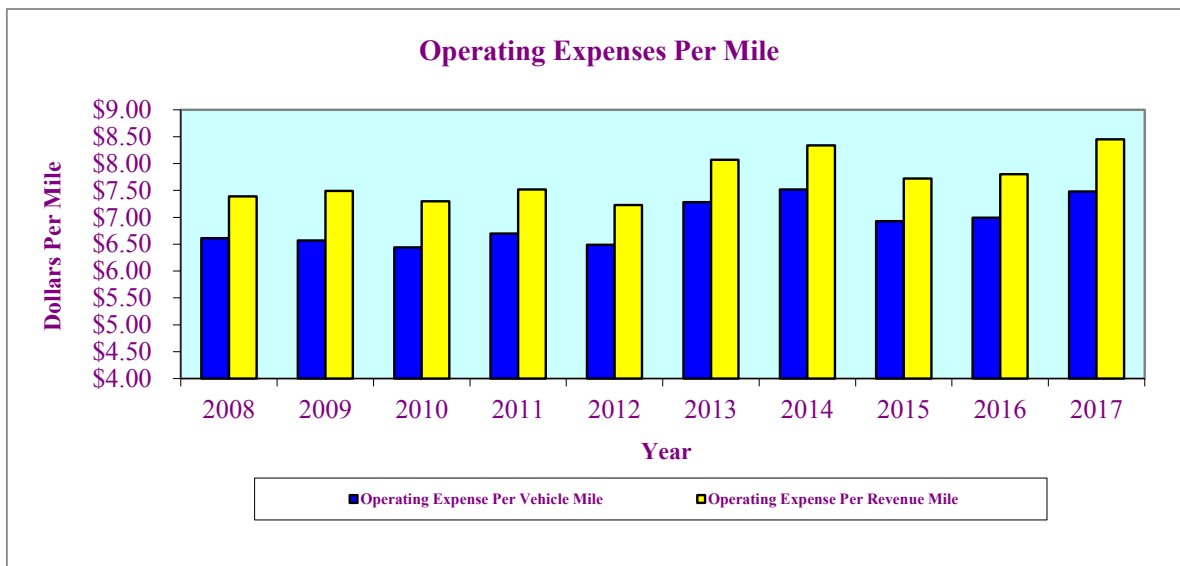
This table and graph show operating expenses by function for the last ten years. Total operating expenses for 2017 are 21.9% greater than 2008. Maintenance expenses in 2017 are 37.5% over the 2008 level; the greatest increase is due to increased demand for maintenance services resulting from an expanded revenue vehicles fleet and completion of office and maintenance facilities during the last 10-year period. Depreciation costs rose 69.2% over the same period due to acquisition of new vehicles and completion of new office and maintenance buildings. Transportation expenses increased in 2017 due mainly to expanded service routes. General and Administrative costs have fluctuated during the 10- year period reaching a peak in 2017.

Source: Financial Statements

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

**Operating Expenses Per Mile
Last Ten Years
(Unaudited)**

Fiscal Year	Vehicle Miles	Revenue Miles	Operating Expense Per Vehicle Mile	Operating Expense Per Revenue Mile
2008	16,739,475	14,985,672	\$6.61	\$7.39
2009	16,215,911	14,230,128	\$6.57	\$7.49
2010	16,570,711	14,612,279	\$6.44	\$7.30
2011	16,503,043	14,714,555	\$6.70	\$7.52
2012	17,258,824	15,487,372	\$6.49	\$7.23
2013	16,058,513	14,468,719	\$7.28	\$8.07
2014	16,040,104	14,464,800	\$7.52	\$8.34
2015	16,470,661	14,791,484	\$6.93	\$7.72
2016	16,869,241	15,110,465	\$6.99	\$7.80
2017	17,065,204	15,111,138	\$7.48	\$8.45



The table and graph show total miles and operating expenses per mile by year for the past ten years. These provide, directly and indirectly, some key operational indicators such as efficiency in use of operating assistance funding and the quality of the maintenance program. In 2017 the increase in Operating Expense Per Vehicle Mile and Revenue Mile is due to increases in labor and maintenance and costs. The ratio of Revenue Miles versus Vehicle Miles represents the level of service miles delivered to patrons versus the total level of miles required to service all routes.

Source: Financial Statements
National Transit Database report

**CENTRAL FLORIDA REGIONAL TRANSPORTATION d/b/a
LYNX
Risk Management
Insurance Policies - Fiscal Year 2017
(Unaudited)**

Insurance Company	Policy	Premium	Limits	Deductible/SIR	Commission/Fee
American Home Assurance Company	Property	\$96,939	\$57,948,910	\$10,000 per occurrence, except as noted	0% Commission to AJG \$3,000 Engineering Fee to American Home (AIG)
	Named Windstorm	Included	\$25,000,000	5% of TIV at time of loss at each covered location subject to minimum \$100,000	
	Flood	Included	\$10,000,000	\$100,000	
	Earth Movement	Included	\$50,000,000	\$100,000	
	Ordinance & Law	Included	Included		
	Debris Removal	Included	Included		
	Equipment Breakdown	Included	\$57,948,910	\$10,000	
	Sub-total	\$96,939			
PGIT (Preferred Governmental Insurance Trust)	Crime	\$1,175			0%
	Forgery & Alteration	Included	\$250,000	\$1,000	
	TDD	Included	\$250,000	\$1,000	
	Employee Dishonesty	Included	\$250,000	\$1,000	
	Computer Fraud	Included	\$250,000	\$1,000	
	Sub-total	\$1,175			
	General Liability				0%
	General Liability	\$31,593	\$1,000,000	\$200,000	
	EBL	Included	\$1,000,000	\$200,000	
	Sub-total	\$31,593			
	Public Officials/EPLI				0%
	Public Officials	\$84,283	\$2,000,000	\$100,000	
	EPLI	Included	\$2,000,000	\$100,000	
	Sub-total	\$84,283			
	Automobile				0%
	Auto Liability/UM/MedPay	Rejected	N/A	N/A	
	Auto Physical Damage	\$220,382	Symbol 10	\$1,000 / \$10,000	
	Sub-total	\$220,382			
	Total Premium	\$434,372			

**CENTRAL FLORIDA REGIONAL TRANSPORTATION d/b/a
LYNX
Risk Management
Insurance Policies - Fiscal Year 2016
(Unaudited)**

Insurance Company	Policy	Premium	Limits	Deductible/SIR	Commission/Fee
American Home Assurance Company	Property	\$125,408	\$71,042,965	\$10,000 per occurrence, except as noted	0%
	Named Windstorm	Included	\$25,000,000	5% of TIV at time of loss at each covered location subject to minimum \$100,000	
	Flood	Included	\$10,000,000	\$100,000	
	Earth Movement	Included	\$50,000,000	\$100,000	
	Ordinance & Law	Included	Included		
	Debris Removal	Included	Included		
	Equipment Breakdown	Included	\$71,042,965	\$10,000	
	Sub-total	\$125,408			
PGIT (Preferred Governmental Insurance Trust)	Crime	\$1,175			0%
	Forgery & Alteration	Included	\$250,000	\$1,000	
	TDD	Included	\$250,000	\$1,000	
	Employee Dishonesty	Included	\$250,000	\$1,000	
	Computer Fraud	Included	\$250,000	\$1,000	
	Sub-total	\$1,175			
	General Liability				0%
	General Liability	\$31,593	\$1,000,000	\$200,000	
	EBL	Included	\$1,000,000	\$200,000	
	Sub-total	\$31,593			
	Public Officials/EPLI				0%
	Public Officials	\$84,283	\$2,000,000	\$100,000	
	EPLI	Included	\$2,000,000	\$100,000	
	Sub-total	\$84,283			
	Automobile				0%
	Auto Liability/UM/MedPay	Rejected	N/A	N/A	
	Auto Physical Damage	\$220,382	Symbol 10	\$1,000 / \$10,000	
	Sub-total	\$220,382			
	Total Premium This Page	\$462,841			

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CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
 SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
 YEAR ENDED SEPTEMBER 30, 2017

FEDERAL GRANTOR/ PROGRAM TITLE	Federal CFDA Number	Project Number	Program or Award Amount	September 30, 2016 Receivable	Receipts	Expenditures	September 30, 2017 Receivable	Passed Through to Subrecipients
Department of Transportation Federal Transit Cluster								
Federal Transit - Capital Investment Grants								
Capital assistance	20.500	FL03-0340	\$ 7,920,000	\$ 135	\$ (3,735)	\$ 3,600	\$ -	-
Capital assistance	20.500	FL04-0112	1,149,050	308,905	(414,622)	105,717	-	-
Capital assistance	20.500	FL04-0147	1,233,132	5,070	(36,193)	92,240	61,117	-
Capital assistance	20.500	FL04-0172	1,056,800	7,314	(240,631)	422,366	189,049	-
Capital assistance	20.500	FL04-0185	8,390,860	6,459,381	(7,084,411)	635,227	10,197	-
			19,749,842	6,780,805	(7,779,592)	1,259,150	260,363	-
Federal Transit - Formula Grants								
Capital assistance	20.507	FL90-X726	22,243,009	204,287	(299,534)	97,751	2,504	-
Capital assistance	20.507	FL90-X773	20,549,869	6,710	(12,864)	6,154	-	-
Capital assistance	20.507	FL90-X789	20,903,149	71,873	(158,674)	86,801	-	-
Capital assistance	20.507	FL90-X826	23,509,503	400,772	(1,203,406)	820,428	17,794	-
Capital assistance	20.507	FL90-X858	25,317,482	126,703	(1,574,526)	1,582,099	134,276	-
Capital assistance	20.507	FL90-X885	10,630,000	3,419,616	(3,426,836)	402,099	394,879	-
Capital assistance	20.507	FL95-X054	6,025,050	109	(602)	493	-	-
Capital assistance	20.507	FL95-X068	6,297,975	6,206	(38,868)	38,738	6,076	-
Capital assistance	20.507	FL95-X071	7,685,383	-	(370,141)	400,112	29,971	-
Capital assistance	20.507	FL95-X101	7,850,500	562,344	(5,968,394)	5,429,011	22,961	-
Capital assistance	20.507	FL2017-001	17,609,919	2,179,754	(10,223,001)	8,257,310	214,063	-
Capital assistance	20.507	FL2017-013	8,209,682	-	(605,487)	605,487	-	-
Capital assistance	20.507	FL2017-019	5,479,549	-	(2,791,145)	2,791,145	-	-
Capital assistance	20.507	FL2017-027	4,222,670	-	(140,112)	531,788	391,676	-
Capital assistance	20.507	FL2017-039	26,103,204	-	(10,067,618)	12,230,150	2,162,532	-
Capital assistance	20.507	ZZ-FTA-PREAWARD	-	1,427,654	-	(115,320)	1,312,334	-
			212,636,944	8,406,028	(36,881,208)	33,164,246	4,689,066	-
Federal Transit - State of Good Repair Grants Program								
Capital assistance	20.525	FL54-0002	426,112	-	(6,626)	67,577	60,951	-
			426,112	-	(6,626)	67,577	60,951	-
Total Federal Transit Cluster			232,812,898	15,186,833	(44,667,426)	34,490,973	5,010,380	-
Federal Transit: National Infrastructure Investments								
Capital assistance	20.933	FL79-0001	13,000,000	1,324,395	(2,338,102)	1,013,707	-	-
			13,000,000	1,324,395	(2,338,102)	1,013,707	-	-

(Continued)

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
YEAR ENDED SEPTEMBER 30, 2017

FEDERAL GRANTOR/ PROGRAM TITLE	Federal CFDA Number	Project Number	Program or Award Amount	September 30, 2016 Receivable	Receipts	Expenditures	September 30, 2017 Receivable	Passed Through to Subrecipients
Federal Transit: Metropolitan Transportation Planning Passed through the Metroplan Orlando								
	20.505	FL80-X011	437,304	-	(317,978)	390,611	72,633	-
	20.505	FL80-X024	287,162	92,639	(92,639)	-	-	-
	20.505	FL80-X025	331,466	26,401	(114,565)	93,560	5,396	-
			1,055,932	119,040	(525,182)	484,171	78,029	-
Federal Transit: Formula Grants for Rural Areas								
Passed through Florida Department of Transportation Capital Assistance	20.509	AQU34	1,720,871	382,837	(382,837)	399,265	399,265	-
			1,720,871	382,837	(382,837)	399,265	399,265	-
Transit Services Programs Cluster								
Federal Transit: Job Access and Reverse Commute Program	20.516	AR064	1,421,955	49,543	(90,291)	66,511	25,763	-
			1,421,955	49,543	(90,291)	66,511	25,763	-
Federal Transit: Enhanced Mobility of Seniors and Individuals with Disabilities								
	20.513	FL16-X019	2,560,222	173,702	(258,621)	122,136	37,217	88,439
	20.513	FL16-X023	777,848	-	(385,259)	385,259	-	-
	20.513	G0327	674,915	68,096	(73,461)	611,481	606,116	-
			4,012,985	241,798	(717,341)	1,118,876	643,333	88,439
Federal Transit: New Freedom Program								
	20.521	AQN72	35,000	14,350	(29,124)	20,650	5,876	20,650
	20.521	AQN91	859,729	52,823	(71,707)	96,820	77,936	17,901
			894,729	67,173	(100,831)	117,470	83,812	38,551
Total Transit Services Program Cluster			6,329,669	358,514	(908,463)	1,302,857	752,908	126,990
Federal Transit - Alternatives Analysis								
	20.522	FL39-0013	1,200,000	111	(662)	551	-	-
			1,200,000	111	(662)	551	-	-
Department of Homeland Security - Federal Emergency Management Agency Disaster Grants - Public Assistance (Presidentially Declared Disasters)								
	97.036	8401-F	142,928	-	-	142,928	142,928	-
			142,928	-	-	142,928	142,928	-
TOTAL EXPENDITURES OF FEDERAL AWARDS			\$ 256,262,298	\$ 17,371,730	\$ (48,822,672)	\$ 37,834,452	\$ 6,383,510	\$ 126,990
NONOPERATING REVENUE PORTION								
OTHER INCOME						14,680,395		
CONTRIBUTED CAPITAL						113,235		
						\$ 23,040,822		

See Notes to Schedules of Expenditures of Federal Awards and Local and State Financial Assistance

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
SCHEDULE OF LOCAL FINANCIAL ASSISTANCE
YEAR ENDED SEPTEMBER 30, 2017

GRANT NUMBER/ SOURCE	Program or Award Amount	September 30, 2016 Unearned (Receivable)	Transfers/ Receipts	Expenditures	September 30, 2017 Unearned (Receivable)
LOCAL MATCHING GRANTS:					
N/A, AQN72	\$ 35,000	\$ -	\$ 20,650	\$ 20,650	\$ -
N/A, AQN91	859,729	-	96,820	96,820	-
N/A, AQU34	399,265	-	399,265	399,265	-
N/A, AQV49	10,142,756	-	10,142,756	10,142,756	-
N/A, AR064	1,421,955	-	66,511	66,511	-
N/A, AR12	355,389	-	153,994	153,994	-
N/A, AR13	281,621	-	98,176	98,176	-
N/A, ARP60	78,118	-	27,668	27,668	-
N/A, FL16-X019	1,388,921	-	118,484	118,484	-
N/A, FL2017-027	1,485,121	-	518,141	518,141	-
N/A, FL-8401-S-2	23,821	-	23,821	23,821	-
N/A, G0327	1,391,630	-	611,481	611,481	-
N/A, G0B90	473,774	-	355,252	355,252	-
N/A, G0I96	3,356	-	650	650	-
N/A, G0M69	507,578	-	126,978	126,978	-
Private Partners (Shelters and Vans)	-	99,060	-	4,500	94,560
City of Orlando (LYNX-Orlando Trail Project)	1,541,415	244,401	-	22,925	221,476
City of Orlando (LYMMO East-West Project)	9,920,000	-	900	900	-
City of Orlando (LYMMO Parramore Project)	16,250,000	-	188,049	188,049	-
City of Orlando (Mills District Shelter Project)	70,000	36,130	-	26,678	9,452
City of Orlando (Parramore Environmental)	662,581	-	1,529	1,529	-
City of Orlando (Parramore Project C)	327,912	129,171	108,079	237,250	-
City of Orlando (LYMMO CEI)	896,000	-	157,351	157,351	-
Orange County (Pine Hills SuperStop Project)	1,250,000	250,000	-	-	250,000
Orange County Capital	1,687,947	(992)	1,666,583	868,615	796,976
Osceola County Capital	193,753	203,270	(4,356)	198,914	-
Seminole County Capital	216,984	263,871	(48,049)	215,822	-
Other Local Capital	-	86,115	-	-	86,115
Total matching grants	\$ 51,864,626	\$ 1,311,026	\$ 14,830,733	\$ 14,683,180	\$ 1,458,579
Customer fares and operating assistance				12,760,647	
Contributed capital portion				\$ 1,922,533	
LOCAL GRANTS AND CONTRACT SERVICES:					
Operating assistance:					
Orange County		\$ -	\$ 41,659,629	\$ 41,659,629	\$ -
City of Orlando		-	4,199,686	4,199,686	-
Seminole County		-	1,770,506	1,770,506	-
Osceola County		-	1,180,498	1,180,498	-
Total nonoperating revenue portion		\$ -	\$ 48,810,319	\$ 48,810,319	\$ -
Contract services:					
Seminole County		\$ -	\$ 4,141,082	\$ 4,141,082	\$ -
Osceola County		500	5,708,940	5,709,440	-
City of Orlando (LYMMO)		(571,742)	2,394,717	2,087,895	(264,920)
City of Altamonte Springs		-	120,900	120,900	-
City of Sanford		-	840,263	840,263	-
Disney		(162,170)	315,744	307,148	(153,574)
Econ River High School		(47,197)	225,993	217,128	(38,332)
University of Central Florida (UCF)		(29,052)	95,538	83,808	(17,322)
Valencia College		-	75,000	9,677	65,323
Shingle Creek		(16,885)	92,005	101,028	(25,908)
Polk County		(110,922)	538,808	517,447	(89,561)
Lake County		-	264,013	264,013	-
Total Local Financial Assistance		(937,468)	14,813,003	14,399,829	(524,294)
Other Contractual Services					
Local - Shuttles		(10,775)	144,805	138,054	(4,024)
State - Transportation Disadvantage		(1,066,701)	4,269,532	4,345,923	(1,143,092)
Other Contractual Services		(2,703)	15,512	16,150	(3,341)
Total Other Contractual Services		(1,080,179)	4,429,849	4,500,127	(1,150,457)
Total contract services		\$ (2,017,647)	\$ 19,242,852	\$ 18,899,956	\$ (1,674,751)

See notes to Schedules of Expenditures of Federal Awards and Local and State Financial Assistance.

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY d/b/a LYNX
SCHEDULE OF STATE FINANCIAL ASSISTANCE
YEAR ENDED SEPTEMBER 30, 2017

STATE GRANTOR PROGRAM TITLE, CONTRACT NO., WPI NO., JOB NO.	CSFA Number	Program or Award Amount	September 30, 2016 Receivable	Receipts/ Adjustments	Expenditures	September 30, 2017 Receivable
Florida Department of Transportation						
Public Transit Block Grant Program						
N/A, AQV49	55.010	\$ 39,570,004	\$ 5,136,866	\$ (10,208,244)	10,142,756	\$ 5,071,378
		<u>39,570,004</u>	<u>5,136,866</u>	<u>(10,208,244)</u>	<u>10,142,756</u>	<u>5,071,378</u>
Public Transit Service Development Program						
N/A, ARA12	55.012	355,389	60,244	(194,698)	153,994	19,540
N/A, ARA13	55.012	281,621	56,952	(155,128)	98,176	-
N/A, ARD60	55.012	3,477,743	359,918	(871,922)	1,032,331	520,327
N/A, ARP60	55.012	78,118	12,407	(22,455)	27,668	17,620
N/A, G0G99	55.012	175,000	-	-	43,231	43,231
		<u>4,367,871</u>	<u>489,521</u>	<u>(1,244,203)</u>	<u>1,355,400</u>	<u>600,718</u>
Florida Commission for the Transportation Disadvantaged Trip and Equipment Grant Program						
N/A, G0B90	55.001	4,263,969	1,066,701	(4,263,969)	3,197,268	-
N/A, G0I96	55.001	356,180	-	(5,563)	5,850	287
N/A, G0M69	55.001	5,076,615	-	-	1,142,805	1,142,805
		<u>9,696,764</u>	<u>1,066,701</u>	<u>(4,269,532)</u>	<u>4,345,923</u>	<u>1,143,092</u>
State Share of Federal Grants						
N/A, FL16X023-S	N/A	48,167	-	(48,167)	48,167	-
		<u>48,167</u>	<u>-</u>	<u>(48,167)</u>	<u>48,167</u>	<u>-</u>
Total Florida Department of Transportation		<u>53,682,806</u>	<u>6,693,088</u>	<u>(15,770,146)</u>	<u>15,892,246</u>	<u>6,815,188</u>
Florida Division of Emergency Management Emergency Protective Measures Program						
N/A, 8401-S	N/A	23,821	-	-	23,821	23,821
		<u>23,821</u>	<u>-</u>	<u>-</u>	<u>23,821</u>	<u>23,821</u>
TOTAL STATE FINANCIAL ASSISTANCE		<u>53,706,627</u>	<u>6,693,088</u>	<u>(15,770,146)</u>	<u>15,916,067</u>	<u>6,839,009</u>
Other State Contracts						
N/A, BDV03	N/A	1,382,280	352,273	(817,324)	1,203,543	738,492
N/A, BE350	N/A	1,419,201	-	-	354,800	354,800
		<u>2,801,481</u>	<u>352,273</u>	<u>(817,324)</u>	<u>1,558,343</u>	<u>1,093,292</u>
TOTAL STATE FINANCIAL ASSISTANCE AND OTHER STATE CONTRACTS		\$ <u>56,508,108</u>	\$ <u>7,045,361</u>	\$ <u>(16,587,470)</u>	17,474,410	\$ <u>7,932,301</u>
CONTRACT SERVICES PORTION					4,345,923	
NONOPERATING REVENUE PORTION					<u>12,854,918</u>	
CONTRIBUTED CAPITAL PORTION					\$ <u>273,569</u>	

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

**NOTES TO SCHEDULES OF EXPENDITURES OF FEDERAL AWARDS AND
LOCAL AND STATE FINANCIAL ASSISTANCE
YEAR ENDED SEPTEMBER 30, 2017**

1. The Schedules of Expenditures of Federal Awards and Local and State Financial Assistance are prepared on the accrual basis of accounting.
2. All grants subject to the Florida Single Audit Act are included in the Schedule of State Financial Assistance. All grants subject to Single Audit in conformance with Uniform Guidance are included on the Schedule of Expenditures of Federal Awards. Local financial assistance is not subject to Single Audit.
3. The Authority utilized state toll revenue credits received from the Florida Department of Transportation under the following awards to satisfy federal and state matching requirements:

Grant	Award Amount	Toll Revenue Credits Applied during Fiscal 2017
FL-04-0112	\$ 1,149,050	\$ 26,429
FL-04-0172	1,056,800	105,592
FL-54-0002	426,112	16,894
FL-90-X726	22,243,009	24,438
FL-90-X773	20,549,869	1,539
FL-90-X858	25,317,482	395,525
FL-90-X885	10,630,000	100,525
FL-95-X054	6,025,050	123
FL-95-X068	6,297,975	9,685
FL-95-X071	7,685,383	100,028
FL-95-X101	7,850,500	1,357,253
FL-2017-001	14,369,763	2,064,328
FL-2017-013	8,209,682	151,372
FL-2017-019	5,479,549	697,786
FL-2017-039	26,103,204	3,057,538
Total	\$ 163,393,428	\$ 8,109,055

4. Contract services presented on the Schedule of Local Financial Assistance include only those services provided to local governmental units.
5. The Authority did not elect to use the 10 percent de minimis indirect cost rate as permitted by 2 CFR 200.414(f).

**Report of Independent Auditor on Internal Control over Financial Reporting
and on Compliance and Other Matters Based on an Audit of Financial Statements
Performed in Accordance with *Government Auditing Standards***

To the Board of Directors of
Central Florida Regional Transportation Authority:

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the statements of net position of Central Florida Regional Transportation Authority d/b/a LYNX (the "Authority") as of September 30, 2017 and 2016, and the related statements of revenues, expenses and changes in net position and of cash flows for the years then ended, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements, and have issued our report thereon dated February 22, 2018.

Internal Control over Financial Reporting

In planning and performing our audit, we considered the Authority's internal control over financial reporting ("internal control") as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designated to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Authority's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink, reading "Cheryl Behrman" followed by a stylized flourish.

Orlando, Florida
February 22, 2018

**Report of Independent Auditor on Compliance for
Each Major Program and State Financial Assistance Project and on Internal
Control Over Compliance Required by the Uniform Guidance and
Chapter 10.550, Rules of the Auditor General**

To the Board of Directors
Central Florida Regional Transportation Authority:

Report on Compliance for Each Major Federal Program and State Financial Assistance Project

We have audited Central Florida Regional Transportation Authority d/b/a LYNX's (the "Authority") compliance with the types of compliance requirements described in the *U.S. Office of Management and Budget (OMB) Compliance Supplement* and the requirements described in the State of Florida Department of Financial Services' State Projects Compliance Supplement, that could have a direct and material effect on each of the Authority's major federal programs and state financial assistance projects for the year ended September 30, 2017. The Authority's major federal programs and state financial assistance projects are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to each of its major federal programs and state financial assistance projects.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the Authority's major federal programs and state financial assistance projects based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the requirements of Title 2 U.S. *Code of Federal Regulation* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"); and Chapter 10.550, Rules of the Auditor General. Those standards, the Uniform Guidance and Chapter 10.550, Rules of the Auditor General, require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program or state financial assistance project occurred. An audit includes examining, on a test basis, evidence about the Authority's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program and state financial assistance project. However, our audit does not provide a legal determination of the Authority's compliance.

Opinion on Each Major Federal Program and State Financial Assistance Project

In our opinion, the Authority complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs and state financial assistance projects for the year ended September 30, 2017.

Report on Internal Control over Compliance

Management of the Authority is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Authority's internal control over compliance with requirements that could have a direct and material effect on a major federal program or state financial assistance project to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and state financial assistance project and to test and report on internal control over compliance in accordance with the Uniform Guidance and Chapter 10.550, Rules of the Auditor General, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program or state financial assistance project on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program or state financial assistance project will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program or state financial assistance project that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance and Chapter 10.550, Rules of the Auditor General. Accordingly, this report is not suitable for any other purpose.

A handwritten signature in black ink, appearing to read "Cheryl Behrman" followed by a stylized monogram or initials.

Orlando, Florida
February 22, 2018

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

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS -
FEDERAL AWARDS PROGRAMS AND STATE FINANCIAL ASSISTANCE PROJECTS**

FOR THE YEAR ENDED SEPTEMBER 30, 2017

Part I - Summary of Auditor's Results

Financial Statement Section

Type of auditor's report issued:	<u>Unmodified</u>		
Internal control over financial reporting:			
Material weakness(es) identified?	<u> </u> yes	<u> x </u> no	
Significant deficiency(ies) identified?	<u> </u> yes	<u> x </u> none reported	
Noncompliance material to financial statements noted?	<u> </u> yes	<u> x </u> no	

Federal Awards and State Projects Section

Internal control over major programs:			
Material weakness(es) identified?	<u> </u> yes	<u> x </u> no	
Significant deficiency(ies) identified?	<u> </u> yes	<u> x </u> none reported	
Type of auditor's report on compliance for major federal programs and state projects:	<u>Unmodified</u>		
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	<u> </u> yes	<u> x </u> no	
Any audit findings disclosed that are required to be reported in accordance with Chapter 10.550 for state projects?	<u> </u> yes	<u> x </u> no	

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

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS -
FEDERAL AWARDS PROGRAMS AND STATE FINANCIAL ASSISTANCE PROJECTS**

FOR THE YEAR ENDED SEPTEMBER 30, 2017

Part I - Summary of Auditor's Results (continued)

Federal Awards and State Projects Section (continued)

Identification of major federal programs and state projects:

Federal Programs:

Name of Program or Cluster	CFDA Number
U.S. Department of Transportation:	
Federal Transit Cluster	20.500-CL

State Projects:

Name of Project	CSFA Number
State of Florida Department of Transportation:	
Public Transit Block Grant Program	55.010

Dollar threshold used to determine Type A programs:

Federal	\$ 1,141,192
State	\$ 477,482

Auditee qualified as low-risk auditee for federal purposes?

 x yes no

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

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS -
FEDERAL AWARDS PROGRAMS AND STATE FINANCIAL ASSISTANCE PROJECTS**

FOR THE YEAR ENDED SEPTEMBER 30, 2017

Part II - Schedule of Financial Statement Findings

This section identifies the significant deficiencies, material weaknesses, fraud, illegal acts, violations of provisions of contracts and grant agreements, and abuse related to the financial statements that are required to be reported in accordance with *Government Auditing Standards*.

There were no findings required to be reported in accordance with *Government Auditing Standards*.

Part III - Federal Award Findings and Questioned Costs

This section identifies the significant deficiencies, material weaknesses, and material instances of noncompliance, including questioned costs, as well as any material abuse findings, related to the audit of major federal programs, as required to be reported by 2 CFR 200.516(a).

There were no findings required to be reported by 2 CFR 200.516(a).

Part IV - State Project Findings and Questioned Costs

This section identifies the significant deficiencies, material weaknesses, and material instances of noncompliance, including questioned costs, as well as any material abuse findings, related to the audit of major state projects, as required to be reported by Chapter 10.550, *Rules of the Auditor General - Local Governmental Entity Audits*.

There were no findings required to be reported by Chapter 10.550, *Rules of the Auditor General - Local Governmental Entity Audits*.

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

**SCHEDULE OF PRIOR AUDIT FINDINGS AND CORRECTIVE ACTION PLAN
FEDERAL AWARDS PROGRAMS AND STATE FINANCIAL ASSISTANCE PROJECTS**

FOR THE YEAR ENDED SEPTEMBER 30, 2017

Prior Year Audit Finding:

There were no audit findings in the prior year that required corrective action.

Independent Auditor's Management Letter

To the Board of Directors
Central Florida Regional Transportation Authority:

Report on the Financial Statements

We have audited the financial statements of Central Florida Regional Transportation Authority d/b/a LYNX (the "Authority") as of and for the years ended September 30, 2017 and 2016, and have issued our report thereon dated February 22, 2018.

Auditor's Responsibility

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the audit requirements of Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*; and Chapter 10.550, Rules of the Auditor General.

Other Reports and Schedule

We have issued our Report of Independent Auditor on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*; Report of Independent Auditor on Compliance for Each Major Federal Program and State Financial Assistance Project and on Internal Control Over Compliance Required by Uniform Guidance and Chapter 10.550, Rules of the Auditor General; Schedule of Findings and Questioned Costs – Federal Awards Programs and State Financial Assistance Projects; and Report of Independent Accountant on Compliance with Local Government Investment Policies regarding compliance requirements in accordance with Chapter 10.550, Rules of the Auditor General. Disclosures in those reports and schedule, which are dated February 22, 2018, should be considered in conjunction with this management letter.

Prior Audit Findings

Section 10.554(1)(i)1., Rules of the Auditor General, requires that we determine whether or not corrective actions have been taken to address significant findings and recommendations made in the preceding annual financial audit report. No findings or recommendations were made in the preceding annual financial audit report.

Official Title and Legal Authority

Section 10.554(1)(i)4., Rules of the Auditor General, requires that the name or official title and legal authority for the primary government and each component unit of the reporting entity be disclosed in the management letter, unless disclosed in the notes to the financial statements. Refer to Note 1 in the notes to the financial statements regarding the creation of the Authority.

Financial Condition and Management

Sections 10.554(1)(i)5.a. and 10.556(7), Rules of the Auditor General, require us to apply appropriate procedures and communicate the results of our determination as to whether or not the Authority has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and to identify the specific condition(s) met. In connection with our audit, the results of our tests did not indicate the Authority met any of the specified

conditions of a financial emergency contained in Section 218.503(1), Florida Statutes. However, our audit does not provide a legal determination on the Authority's compliance with this requirement.

Pursuant to Sections 10.554(1)(i)5.c. and 10.556(8), Rules of the Auditor General, we applied financial condition assessment procedures. It is management's responsibility to monitor the Authority's financial condition, and our financial condition assessment was based in part on representations made by management and review of financial information provided by same.

Section 10.554(1)(i)2., Rules of the Auditor General, requires that we address in the management letter any recommendations to improve financial management. References to these matters are provided in Appendix A for the Authority. We did not audit the Authority's responses to the recommendations, which are also provided in Appendix A, and, accordingly, we express no opinion on them.

Annual Financial Report

Section 10.554(1)(i)5.b. and 10.556(7), Rules of the Auditor General, requires that we apply appropriate procedures and report the results of our determination as to whether the annual financial report for the Authority for the fiscal years ended September 30, 2017 and 2016, filed with the Florida Department of Financial Services pursuant to Section 218.32(1)(a), Florida Statutes, is in agreement with the annual financial audit report for the fiscal years ended September 30, 2017 and 2016. Our comparison of these two reports resulted in no material differences.

Other Matters

Section 10.554(1)(i)3., Rules of the Auditor General, requires that we address noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but which warrants the attention of those charged with governance. In connection with our audit, we did not have any such findings.

Purpose of this Letter

The purpose of this management letter is to communicate certain matters prescribed by Chapter 10.550, Rules of the Auditor General. Accordingly, this management letter is not suitable for any other purpose.

A handwritten signature in black ink, appearing to read "Cheryl Behrman" followed by a stylized flourish.

Orlando, Florida
February 22, 2018

CENTRAL FLORIDA REGIONAL TRANSIT AUTHORITY d/b/a LYNX
APPENDIX A – MANAGEMENT LETTER COMMENTS

FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2017

Information provided for Self-insurance Program Actuary

Statement of Condition 2017-01: During our review of the information provided for the fiscal 2017 actuarial report for the Authority's self-insured plan for claims related to its general liability and worker compensation coverage, we noted that the actuary reported data inconsistencies and discrepancies in claims loss runs, including instances where information relating to outstanding claims in litigation had not been communicated or had been incorrectly communicated to the actuary.

Criteria: All claims information should be maintained by the third party administrator and monitored by the Authority. This will allow for comprehensive tracking with accurate and timely reporting.

Cause: Claims information was not sufficiently organized to ensure consistent year-to-year reporting. Some claims were processed in-house instead of by the third party administrator.

Recommendation: We recommend that the Authority strengthen internal controls for the accumulation and review of claims information to ensure that it is complete, timely and accurate. In addition we recommend the Authority ensure all claims are turned over to the qualified third party administrator for handling and reporting, and that the Authority scrutinize the claims reports for unusual fluctuations.

Management's Response:

Management concurs with the issue identified as 2017-01 and agrees with the recommendation.

Most of the Authority's liability claims, including workers compensation, general liability, subrogation and auto liability are now being administered externally by the third-party administrator and are tracked by the Authority's personnel.

Management remains committed to identifying and prioritizing both immediate and long-range solutions that will strengthen internal controls for the accumulation of claims information to ensure that it is complete, timely and accurate. Management is convening a working group in March 2018 to review the status of all outstanding claims and ensure they are accurately reported for FY 2018.

CENTRAL FLORIDA REGIONAL TRANSIT AUTHORITY d/b/a LYNX
APPENDIX A – MANAGEMENT LETTER COMMENTS

FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2017

Information provided regarding Information Technology Internal Controls

Statement of Condition 2017-02: During our review of Information Technology (IT) entity-level controls, we noted an Information Security Policy Manual has been drafted for quite some time but has not been finalized or submitted for approval. In addition, we noted that a formal recurring training program on security awareness of IT applications and systems has not been implemented.

Criteria: An Information Security Policy Manual should be current and its contents should be followed to ensure appropriate security practices are maintained. In addition, security awareness training should be regularly provided in order heighten employee awareness of current IT security risks and knowledge of methods to prevent, detect and report potential IT security risks.

Cause: The draft Information Security Policy Manual has not been approved and implemented, and recurring IT security awareness training has not been provided.

Recommendation: We recommend that the Authority's Management review and finalize the Information Security Policy Manual now in progress. The Information Security Policy Manual should be communicated to all affected parties to ensure their understanding of its contents and requirements. Additionally, a recurring security awareness training program should be implemented to provide periodic IT security training for all Authority employees.

Management's Response:

Management concurs with the issue identified as 2017-02 and agrees with the recommendation.

All employees are currently required to read and formally acknowledge the Authority's Information Security Policy during employee on-boarding.

Management remains committed to identifying and prioritizing both immediate and long-range solutions that will strengthen Information Technology entity-level controls. It is a strong desire of the Authority's senior management to update the Information Security Policy, to finalize the new policy manual, and to provide annual IT security training to all Authority employees.



**Report of Independent Accountant on Compliance
With Local Government Investment Policies**

To the Board of Directors
Central Florida Regional Transportation Authority:

We have examined the Central Florida Regional Transportation Authority's d/b/a LYNX (the "Authority") compliance with the local government investment policy requirements of Section 218.415, Florida Statutes, during the year ended September 30, 2017. Management of the Authority is responsible for the Authority's compliance with the specific requirements. Our responsibility is to express an opinion on the Authority's compliance with the specific requirements based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the Authority complied, in all material respects, with the specified requirements referenced above. An examination involves performing procedures to obtain evidence about whether the Authority complied with the specified requirements. The nature, timing and extent of the procedures selected depend on our judgement, including an assessment of the risks of material noncompliance, whether due to fraud or error. We believe that the evidence obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

Our examination does not provide a legal determination on the Authority's compliance with the specified requirements.

In our opinion, the Authority complied, in all material respects, with the local investment policy requirements of Section 218.415, Florida Statutes, during the year ended September 30, 2017.

The purpose of this report is to comply with the audit requirements of Section 218.415, Florida Statutes, and Rules of the Auditor General.

A handwritten signature in black ink that reads "Cherry Bekaert LLP". The signature is written in a cursive, flowing style.

Orlando, Florida
February 22, 2018

LYNX FINANCIAL STATEMENT AUDIT RESULTS

March 6, 2018

Year Ending September 30, 2017



Scope of Services for LYNX

- We at Cherry Bekaert LLP very much appreciate the opportunity to serve as independent auditor for LYNX. The services we were engaged to provide were designed to:
 - Express an opinion on the Authority's financial statements
 - Be in accordance with auditing standards generally accepted in the United States and generally accepted governmental auditing standards as set forth in *Government Auditing Standards*
 - Issue reports on internal control over financial reporting and compliance with certain provisions of laws, regulations, contracts, and grants and other matters
 - Issue a report on compliance with requirements applicable to each major federal awards program and state financial assistance project and internal control over compliance, in accordance with Office of Management and Budget Uniform Guidance and Chapter 10.550, Rules of the Florida Auditor General

Scope of Services for LYNX (continued)

- Prepare a schedule of findings and questioned costs pursuant to Uniform Guidance and Chapter 10.550, Rules of the Florida Auditor General
- Issue a management letter that provides our recommendations regarding opportunities for improvement to internal controls, based on observations made during the course of our audit
- Issue an agreed upon procedures report regarding National Transit Database information submitted to the Federal Transit Authority
- Issue an examination report that provides an opinion on the Authority's compliance with investment policies

Summary of Audit Results

- Unmodified (“clean”) opinion of the financial statements
- Unmodified (“clean”) opinions on major federal and state awards programs
- The Schedule of Findings and Questioned Costs summarizes audit results
 - No findings
- Issuance of reports on internal control over financial reporting and compliance matters, including Single Audit
 - No findings

Summary of Audit Results (continued)

- Issuance of a Management Letter, including information required by the State of Florida Auditor General
 - Comment #1: Self-insurance
 - Comment #2: Information Security Policy Manual and training
- The agreed upon procedures report on National Transit Database information is in progress
- Issuance of an examination report on compliance with investment policies
 - Clean opinion

Required Communications

- Certain communications related to audit results are provided in a separate letter. This letter provides the following:
 - An overview of our responsibility under applicable standards
 - There were no significant new accounting standards adopted
 - Planned scope and timing of the audit and notification that certain representations were received from management
 - There were no significant difficulties in dealing with management, there were no disagreements with management, and we are not aware of any management consultations with other accountants with respect to auditing and accounting matters
 - There are certain financial statement amounts subject to management judgment and estimates

Financial Highlights:

Financial Position

	(In Millions)		
	2017	2016	Change
Current and other assets	\$ 66.9	\$ 74.2	\$ (7.3)
Capital assets	157.2	163.8	(6.6)
Total assets	224.1	238.0	(13.9)
Deferred outflow	8.1	10.2	(2.1)
Current liabilities	23.3	31.7	(8.4)
Long-term liabilities	11.7	10.5	1.2
Total liabilities	35.0	42.2	(7.2)
Deferred inflow	0.7	0.5	0.2
Net investment in capital assets	153.0	149.9	3.1
Restricted	1.7	1.6	0.1
Unrestricted	41.8	54.0	(12.2)
Net position	\$ 196.5	\$ 205.5	\$ (9.0)

Financial Highlights: Changes in Net Position

	(In Millions)		
	2017	2016	Change
Operating revenue	\$ 47.1	\$ 46.8	\$ 0.3
General operating expenses	127.7	116.6	11.1
Depreciation	25.9	26.8	(0.9)
Capital project abandonment	4.2	-	4.2
Total operating expenses	157.8	143.4	14.4
Operating loss	(110.7)	(96.6)	(14.1)
Nonoperating revenue	76.5	73.8	2.7
Loss before capital contributions	(34.2)	(22.8)	(11.4)
Capital contributions	25.2	42.4	(17.2)
Change in net position	\$ (9.0)	\$ 19.6	\$ (28.6)

Oversight Committee Discussion Item #8.A.

To: LYNX Oversight Committee

From: Albert Francis
CHIEF FINANCIAL OFFICER
Albert Francis
(Technical Contact)
LEONARD ANTMANN
(Technical Contact)

Phone: 407.841.2279 ext: 6058

Item Name: FY2019 Operating Budget (Preliminary)

Date: 5/24/2018

ACTION REQUESTED:

LYNX Staff will provide an overview of the FY2019 Operating Budget (Preliminary).

FY2019 Operating Budget (Preliminary)

Presented to the
LYNX Oversight & Finance Committees
by Bert Francis
Chief Financial Officer
May 24, 2018

Assumptions Recap – Overall



- **FY2019 Funding based on the adopted LYNX Funding Model.**
- **Maintain a 3.5% funding increase from participating funding partners.**
- **Maximize current service levels through continuation of ongoing efficiencies.**
- **Leverage efficiencies from the Route Optimization Study (ROS).**

Assumptions Recap – Revenue



Customer Fares:

- Maintain customer fares at current levels (no fare increase).

Federal Funding:

- Maintain current Preventative Maintenance Funding Level, as approved by LYNX Board. FY2018 approved funding totaled \$8,794,752.

State Funding:

- Continue to maximize State Operating Assistance.

Advertising Revenue:

- Continue to maximize Advertising Revenue. Actual results estimated to total \$2,300,000 for FY2018.

Other Revenues:

- Maximize anticipated Compressed Natural Gas Rebates and Royalties.
- Identify additional investment opportunities to maximize Interest Income.
- Utilize reserves to fund budget shortfalls.



Assumptions Recap – Expense



Personnel Expenses:

- Salary increases consistent with Funding Partners and Board approved Union Labor Agreements.
- Continue to monitor the self-funded Health Insurance Program to identify efficiencies.
- Pursue rebates on prescription drugs to offset Program expense.

Fixed Route, Paratransit, and NeighborLink Services:

- Continue right sizing transit through Mobility Management.
- Begin to implement the Route Optimization Study.
- Continue focus on improving customer service.

Fuel Programs:

- Stabilize fuel costs, as appropriate:
 - Fuel Hedging
 - Bio-diesel
 - Compressed Natural Gas

Assumptions Recap – Other Initiatives



Service Expansion:

- Impacts of SunRail Phase 2 expansion (feeder service).
- Road Ranger expansion.

Technology:

- Customer service enhancements:
 - Continue to refine existing customer facing programs.
 - Electronic signage around LYNX Center Station.
- Review new budget system.
- New tracking system for Risk Management.
- Implement new, cloud based Payroll/Human Resources system.

Facility Relocation and Improvements:

- Relocation of Paratransit operations from LB McLeod to NoPetro land:
 - Bring all operations into the same vicinity.
 - Move fleet, parking, fueling depot, and customer service to future facility on NoPetro land.
- Buildout of Pine Hills Superstop.
- Upgrade of security camera system.



FY2019 Operating Budget – Overview



	FY2019 Budget (Preliminary)	FY2018 Budget as Amended	% Change
Operating Revenue	\$134,120,033	\$136,190,742	-1.5%
Operating Expenses	\$135,846,498	\$136,190,742	-0.3%
Operating Income (Deficit)	<u>(\$1,726,465)</u>	<u>\$0</u>	<u>n/a</u>

FY2019 Operating Budget – Revenue



Operating Revenue	FY2019 Budget (Preliminary)	FY2018 Budget as Amended	% Change
Customer Fares	\$24,826,294	\$25,408,169	-2.3%
Contract Services	\$6,628,578	\$6,537,507	1.4%
Advertising on Buses	\$2,200,000	\$2,175,000	1.1%
Advertising - Trade	\$30,000	\$30,000	0.0%
Interest & Other Income	\$1,157,660	\$1,111,283	4.2%
Federal Revenue	\$18,372,985	\$17,855,869	2.9%
State Revenue	\$14,226,714	\$13,635,017	4.3%
Local Revenue	\$66,677,802	\$65,346,177	2.0%
Total Revenue	\$134,120,033	\$132,099,022	1.5%
Proposed Budget Shortfall	\$1,726,465	\$1,737,041	
Mid-year Proposed Amendment		\$2,354,679	
Required Revenue	\$135,846,498	\$136,190,742	-0.3%

FY2019 Operating Budget – Expense



Operating Expense	FY2019 Budget (Preliminary)	FY2018 Budget as Amended	% Change
Salaries, Wages & Fringes	\$79,514,862	\$79,658,715	-0.2%
Other Services	\$11,248,188	\$12,042,475	-6.6%
Fuel	\$11,029,817	\$10,820,264	1.9%
Materials & Supplies	\$7,843,304	\$8,097,032	-3.1%
Utilities	\$1,611,880	\$1,558,424	3.4%
Casualty & Liability	\$2,224,751	\$2,353,031	-5.5%
Taxes & Tags	\$470,166	\$529,391	-11.2%
Purchased Transportation	\$20,214,223	\$19,614,332	3.1%
Leases & Miscellaneous	\$1,629,544	\$1,436,031	13.5%
Interest	\$59,763	\$81,047	-26.3%
Total Expense	<u>\$135,846,498</u>	<u>\$136,190,742</u>	<u>-0.3%</u>



FY2019 Local Funding (Preliminary)



Local Funding	FY2019 Budget (Preliminary)	FY2018 Budget as Adopted	Dollar Change	% Change
Operating:				
Orange County	\$44,780,737	\$43,266,413	\$1,514,324	3.5%
Osceola County	\$7,380,518	\$7,130,935	\$249,583	3.5%
Seminole County	\$7,503,133	\$7,249,404	\$253,729	3.5%
City of Orlando	\$4,091,589	\$4,399,737	-\$308,148	-7.0%
City of Orlando - Lymmo	\$2,459,071	\$2,607,482	-\$148,411	-5.7%
	<u>\$66,215,048</u>	<u>\$64,653,971</u>	<u>\$1,561,077</u>	<u>2.4%</u>
VA Route Link 406	\$0	\$229,452	-\$229,452	-100.0%
Altamonte Springs	\$120,900	\$120,900	\$0	0.0%
City of Sanford	\$93,000	\$93,000	\$0	0.0%
Lake County	\$248,854 *	\$248,854	\$0	0.0%
	<u>\$462,754</u>	<u>\$692,206</u>	<u>-\$229,452</u>	<u>-33.1%</u>
Total Operating Funding	\$66,677,802	\$65,346,177	\$1,331,625	2.0%
Capital Contributions:				
Orange County	\$1,779,414	\$1,738,768	\$40,646	2.3%
Osceola County	\$237,704 *	\$237,704	\$0	0.0%
Seminole County	\$211,838 *	\$211,838	\$0	0.2%
	<u>\$2,228,956</u>	<u>\$2,188,310</u>	<u>\$40,646</u>	<u>1.9%</u>
Total Local Funding	<u>\$68,906,758</u>	<u>\$67,534,487</u>	<u>\$1,372,271</u>	<u>2.0%</u>

* Pending verification of service hours.

FY 2019 Operating Budget – Calendar



FY2019 Key Budget Assumptions Presentation to Finance & Audit Committee	March 6 th
FY2019 Preliminary Operating Budget Presentation to Finance & Audit Committee	May 21 st
FY2019 Preliminary Operating Budget Presentation to Board and Oversight Committee	May 24 th
Budget Presentation Osceola and Orange Counties	June/July
Budget Presentation Seminole County	August
FY2019 Proposed Operating Budget Presentation to Finance & Audit Committee	September 26 th
Final Oversight Committee and Board Action	September 27 th
FY2019 Commences	October 1 st

FY2019 Operating Budget – Summary



LYNX staff will seek direction from the Oversight Committee and Board as we continue to refine the FY2019 Operating Budget (Preliminary).

After receiving direction from Oversight and the Board, we will submit the FY2019 Operating Budget (Preliminary) to our Funding Partners for their consideration. We expect those meeting to occur between June and August, 2018.

Presentation of the FY2019 Operating Budget (Final) will be scheduled for September 2018.

Oversight Committee Action Item #9.A.

To: LYNX Oversight Committee

From: Albert Francis
CHIEF FINANCIAL OFFICER
Albert Francis
(Technical Contact)
LEONARD ANTMANN
(Technical Contact)
Kimberly Forbragd
(Technical Contact)

Phone: 407.841.2279 ext: 6058

Item Name: LYNX Reserves Presentation

Date: 5/24/2018

LYNX' Reserve Policy is based on sound fiscal principles designed to allow LYNX to maintain continuation of operations in adverse conditions. The Reserve Policy is essential to maintain adequate levels of reserves to mitigate current and future risks such as revenue shortfalls, emergencies, natural disasters, and unanticipated expenditures.

LYNX' Reserves are as follows:

- **Reserves for Operations (Cash Reserves)**

\$19.5mm forty-five days, \$26mm sixty days, \$39mm ninety days

LYNX should establish a goal to maintain a reserve of forty-five to sixty days, or fifteen to twenty percent of regular operating expenditures to be used for short term cash flow purposes, or to ensure adequate resources for operating purposes at the beginning of the fiscal year. The cash reserve also helps to protect LYNX in the event it must respond to a natural or man-made disaster. This appropriation may also be considered to fund one-time capital outlay, but shall not be used to support ongoing operating expenses.

- **Reserves for Contingency (Emergencies)**

\$6,674,177 - 5% of FY2018 Adopted Operating Budget

LYNX should establish a goal to maintain a contingency reserve at a not to exceed 5% of the total budget. The contingency is commonly known as the emergency reserve to be used in the case of a major storm or other unforeseen disaster. The contingency reserve may also be used to cover unanticipated expenditures of a non-recurring nature, to meet unexpected immediate

increases in service delivery costs, and to temporarily maintain service levels in the event that an economic downturn should cause a shortfall in revenues.

- **Reserves for Capital Funds and Debt Service**

\$918,954 (CNG bus lease), \$2,724,662 (Pine Hills Transfer Center), \$531,503 (Bus Rapid Transit and Orlando Urban Trail), \$250,000 (Other Capital Projects))

In the event that the operating reserve balance exceeds the amount set forth in this policy, the excess will be transferred to Reserves for Capital. The goal will be to fund the future infrastructure. This only pertains to items and/or projects included in the annual capital budget. Debt Service Reserves are subjected to the creation of a very specific reserve amount as a part of the Loan Covenants. Therefore, the amount to be appropriated must adhere to these requirements and will be budgeted, accordingly.

- **Reserves for Self-Insurance Programs**

\$6,844,706 (Workers Compensation and General Liability Claims), \$1,700,000 (Medical Self Insured Surplus Assets) and \$1,592,000 Medical Insurance Claims)

Risk Management should maintain a minimum reserve equal to the 80% to 90% undiscounted confidence level of the annual actuarial study to ensure financial viability for Workers Compensation and General Liability Claims. In addition, should a claim be made against LYNX that is identified subsequent to the actuarial report and prior to the issuance of the Comprehensive Annual Financial Report that is financially material to the fund and highly likely to succeed, additional reserves should be established to provide adequate funds in reserve.

Florida Statue requires that a self-funded medical plan offered by a public entity maintain surplus assets equal to at least 60 days of claims either as assets in the plan or in the form of unencumbered surplus elsewhere in the organization to pay claims. These funds are in addition to the run out liability. As such, LYNX established a reserve equal to two months to support unanticipated increases in medical insurance expenses.

- **Reserves for Fuel Stabilization**

\$1,000,000 Budget Stabilization

In 2011, LYNX established a fuel hedging program to curtail some of the extreme volatility experienced in the price of fuel. The hedging program is not meant to “out-guess” the market for fuel, but rather is an attempt to

eliminate some of the pricing volatility and provide budget stabilization. This program, combined with establishing a Fuel Stabilization Reserve, will give LYNX, and ultimately our funding partners, some assurance of price and funding stability, as it pertains to the costs of fuel. The reserve will be funded via reserving excess revenues.

In summary, the reserves are as follows:

LYNX Reserves	45 days	60 days	90 days
Operations	\$19,500,000	\$26,000,000	\$39,000,000
Contingency -5%	6,674,177	6,674,177	6,674,177
Debt Service	0	0	0
Pine Hills Transit Center	2,724,662	2,724,662	2,724,662
Bus Rapid Transit Projects	531,503	531,503	531,503
Orlando Urban Trail Project	220,089	220,089	220,089
Other Capital Projects - CNG Bus State Rebate	250,000	250,000	250,000
Capital Bus Lease	918,954	918,954	918,954
Self-Insurance Programs			
General Liability	4,808,858	4,808,858	4,808,858
Worker's Compensation	1,240,848	1,240,848	1,240,848
Medical Claims - IBNR	795,000	795,000	795,000
State required - Medical self insured surplus	1,700,000	1,700,000	1,700,000
60 days medical insurance claims	1,592,000	1,592,000	1,592,000
Compensated Absences	4,163,321	4,163,321	4,163,321
Fuel Stabilization	1,000,000	1,000,000	1,000,000
Total Reserve Requirement	\$46,119,412	\$52,619,412	\$65,619,412
FY2017 \$2 Capital Funding	(796,976)	(796,976)	(796,976)
FY2018 \$2 Capital Funding	(1,093,920)	(1,093,920)	(1,093,920)
Self-Insurance (Long-term)	(4,059,751)	(4,059,751)	(4,059,751)
SIB Loan – Federally Funded	0	0	0
Pine Hills Transfer Center	(2,724,662)	(2,724,662)	(2,724,662)
Bus Rapid Transit Projects	(531,503)	(531,503)	(531,503)
Orlando Urban Trail Project	(220,089)	(220,089)	(220,089)
Other Capital Projects - CNG Bus State Rebate	(250,000)	(250,000)	(250,000)
Operating Reserve Fund Requirement	\$36,442,511	\$42,942,511	\$55,942,511
Restricted Fund Balance	(6,156,183)	(6,156,183)	(6,156,183)
Unrestricted Fund Balance	(41,248,462)	(41,248,462)	(41,248,462)
FY2018 Approved Budget - Use of Reserves	1,737,041	1,737,041	1,737,041
Unpaid Investment in Capital Assets	4,645,208	4,645,208	4,645,208
Adjusted Net Position	(\$41,022,396)	(\$41,022,396)	(\$41,022,396)
(Excess) Shortfall Cash Reserves	(\$4,579,885)	\$1,920,115	\$14,920,115
FY2018 Budget Amendment	2,300,000	2,300,000	2,300,000

Adjusted (Excess) Shortfall Cash Reserves	(\$2,279,885)	\$4,220,115	\$17,220,115
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The total reserve requirement is **\$46,119,412 for 45 days, \$52,619,412 for 60 days and \$65,619,412 for 90 days**, of which approximately **\$41,022,396** is in restricted and unrestricted net position as adjusted.

LYNX' Reserves Update

Presented to the
Finance & Audit Committee

Reserves for Operations (Cash Reserves)

- ✓ To be used for short term cash flow purposes, or to ensure adequate resources for operating purposes at the beginning of the fiscal year.
- ✓ Not to exceed forty-five to sixty days

Reserves for Contingency (Emergencies)

- ✓ To be used in the case of a major storm or other unforeseen disaster.
- ✓ Not to exceed 5% of the total budget.
- ✓ May also be used to cover unanticipated expenditures of a non-recurring nature, to meet unexpected immediate increases in service delivery costs, and to temporarily maintain service levels in the event that an economic downturn should cause a shortfall in revenues.

Policy Requirements

Reserves for Capital Funds and Debt Service

- ✓ In the event that the operating reserve balance exceeds the amount set forth the excess will be transferred to Reserves for Capital.
- ✓ The goal will be to fund the future infrastructure. This only pertains to items and/or projects included in the annual capital budget.
- ✓ Debt Service Reserves are subjected to the creation of a very specific reserve amount as a part of the Loan Covenants. Therefore, the amount to be appropriated must adhere to these requirements and will be budgeted, accordingly.

Reserves for Self-Insurance Programs

- ✓ Annual actuarial study to ensure financial viability for Workers Compensation and General Liability Claims.
- ✓ Florida Statute requires that a self-funded medical plan offered by a public entity maintain surplus assets equal to at least 60 days of claims either as assets in the plan or in the form of unencumbered surplus elsewhere in the organization to pay claims. These funds are in addition to the run out liability.
- ✓ LYNX established a reserve equal to two months to support unanticipated increases in medical insurance expenses.

Operating – Reserve Requirement



LYNX Reserves	45 Days	60 Days	90 Days
Operations	\$19,500,000	\$26,000,000	\$39,000,000
Contingency 5%	6, 674,177	6,674,177	6,674,177

Capital – Reserve Requirement



LYNX Reserves	45 Days	60 Days	90 Days
Pine Hills Transit Center	\$2,724,662	\$2,724,662	\$2,724,662
Bus Rapid Transit Projects	531,503	531,503	531,503
Orlando Urban Trail Project	220,089	220,089	220,089
Other Capital Projects – CNG Bus State Rebate	250,000	250,000	250,000
Capital Bus Lease	918,954	918,954	918,954



Statutory – Reserve Requirement



LYNX Reserves	45 Days	60 Days	90 Days
General Liability	\$4,808,858	\$4,808,858	\$4,808,858
Worker's Compensation	1,240,848	1,240,848	1,240,848
Medical Claims – IBNR	795,000	795,000	795,000
State Required – Medical self insured surplus	1,700,000	1,700,000	1,700,000



Funding Policy – Reserve Requirement



LYNX Reserves	45 Days	60 Days	90 Days
60 Days Medical Insurance Claims	\$1,592,000	\$1,592,000	\$1,592,000
Compensated Absences	4,163,321	4,163,321	4,163,321
Fuel Stabilization	1,000,000	1,000,000	1,000,000

Total Reserve Requirement



LYNX Reserves	45 Days	60 Days	90 Days
Operations	\$19,500,000	\$26,000,000	\$39,000,000
Contingency 5%	6, 674,177	6,674,177	6,674,177
Pine Hills Transit Center	\$2,724,662	\$2,724,662	\$2,724,662
Bus Rapid Transit Projects	531,503	531,503	531,503
Orlando Urban Trail Project	220,089	220,089	220,089
Other Capital Projects – CNG Bus State Rebate	250,000	250,000	250,000
Capital Bus Lease	918,954	918,954	918,954
General Liability	\$4,808,858	\$4,808,858	\$4,808,858
Worker's Compensation	1,240,848	1,240,848	1,240,848
Medical Claims – IBNR	795,000	795,000	795,000
State Required – Medical self insured surplus	1,700,000	1,700,000	1,700,000
60 Days Medical Insurance Claims	\$1,592,000	\$1,592,000	\$1,592,000
Compensated Absences	4,163,321	4,163,321	4,163,321
Fuel Stabilization	1,000,000	1,000,000	1,000,000
Total Reserve Requirement	\$46,119,412	\$52,619,412	\$65,619,412

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Operating – Capital Reserve Requirement



LYNX Reserves	45 Days	60 Days	90 Days
FY2017 \$2 Capital Funding	(796,976)	(796,976)	(796,976)
FY2018 \$2 Capital Funding	(1,093,920)	(1,093,920)	(1,093,920)
Pine Hills Transfer Center	(2,724,662)	(2,724,662)	(2,724,662)
Bus Rapid Transit Projects	(531,503)	(531,503)	(531,503)
Orlando Urban Trail Project	(220,089)	(220,089)	(220,089)
Other Capital Projects – CNG Bus State Rebate	(250,000)	(250,000)	(250,000)



Operating – Statutory Requirement



LYNX Reserves	45 Days	60 Days	90 Days
Self-Insurance (Long-Term)	(4,059,751)	(4,059,751)	(4,059,751)

Operating – Total Reserve Fund Requirement



LYNX Reserves	45 Days	60 Days	90 Days
Total Reserve Requirement	\$46,119,412	\$52,619,412	\$65,619,412
FY2017 \$2 Capital Funding	(796,976)	(796,976)	(796,976)
FY2018 \$2 Capital Funding	(1,093,920)	(1,093,920)	(1,093,920)
Pine Hills Transfer Center	(2,724,662)	(2,724,662)	(2,724,662)
Bus Rapid Transit Projects	(531,503)	(531,503)	(531,503)
Orlando Urban Trail Project	(220,089)	(220,089)	(220,089)
Other Capital Projects – CNG Bus State Rebate	(250,000)	(250,000)	(250,000)
Self-Insurance (Long-Term)	(4,059,751)	(4,059,751)	(4,059,751)
Total Operating Reserve Requirement	\$36,442,511	\$42,942,511	\$55,942,511

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Available Funds



LYNX Reserves	45 Days	60 Days	90 Days
Restricted Fund Balance	(6,156,183)	(6,156,183)	(6,156,183)
Unrestricted Fund Balance	(41,248,462)	(41,248,462)	(41,248,462)



Existing Commitments



LYNX Reserves	45 Days	60 Days	90 Days
FY2018 Approved Budget – Use of Reserves	1,737,041	1,737,041	1,737,041
Unpaid Investment in Capital Assets	4,645,208	4,645,208	4,645,208

Net Position



LYNX Reserves	45 Days	60 Days	90 Days
Total Operating Reserve Requirement	\$36,442,511	\$42,942,511	\$55,942,511
Restricted Fund Balance	(6,156,183)	(6,156,183)	(6,156,183)
Unrestricted Fund Balance	(41,248,462)	(41,248,462)	(41,248,462)
FY2018 Approved Budget – Use of Reserves	1,737,041	1,737,041	1,737,041
Unpaid Investment in Capital Assets	4,645,208	4,645,208	4,645,208
Adjusted Net Position	(\$41,022,396)	(\$41,022,396)	(\$41,022,396)
(Excess) Shortfall Cash Reserves	(\$4,579,885)	\$1,920,115	\$14,920,115

FY2018 Budget Amendment



LYNX Reserves	45 Days	60 Days	90 Days
FY2018 Budget Amendment	2,300,000	2,300,000	2,300,000

Adjusted (Excess) Shortfall Cash Reserves



LYNX Reserves	45 Days	60 Days	90 Days
Total Operating Reserve Requirement	\$36,442,511	\$42,942,511	\$55,942,511
Restricted Fund Balance	(6,156,183)	(6,156,183)	(6,156,183)
Unrestricted Fund Balance	(41,248,462)	(41,248,462)	(41,248,462)
FY2018 Approved Budget – Use of Reserves	1,737,041	1,737,041	1,737,041
Unpaid Investment in Capital Assets	4,645,208	4,645,208	4,645,208
Adjusted Net Position	(\$41,022,396)	(\$41,022,396)	(\$41,022,396)
(Excess) Shortfall Cash Reserves	(\$4,579,885)	\$1,920,115	\$14,920,115
FY2018 Budget Amendment	2,300,000	2,300,000	2,300,000
Adjusted (Excess) Shortfall Cash Reserves	(\$2,279,885)	\$4,220,115	\$17,220,115



LYNX Reserve Analysis



- [LYNX Reserve Analysis2.pptx](#)

LYNX Reserve Analysis



LYNX Reserves	45 Days	60 Days	90 Days
Operations	\$19,500,000	\$26,000,000	\$39,000,000
Contingency 5%	6, 674,177	6,674,177	6,674,177
Pine Hills Transit Center	\$2,724,662	\$2,724,662	\$2,724,662
Bus Rapid Transit Projects	531,503	531,503	531,503
Orlando Urban Trail Project	220,089	220,089	220,089
Other Capital Projects – CNG Bus State Rebate	250,000	250,000	250,000
Capital Bus Lease	918,954	918,954	918,954
General Liability	\$4,808,858	\$4,808,858	\$4,808,858
Worker’s Compensation	1,240,848	1,240,848	1,240,848
Medical Claims – IBNR	795,000	795,000	795,000
State Required – Medical self insured surplus	1,700,000	1,700,000	1,700,000
60 Days Medical Insurance Claims	\$1,592,000	\$1,592,000	\$1,592,000
Compensated Absences	4,163,321	4,163,321	4,163,321
Fuel Stabilization	1,000,000	1,000,000	1,000,000
Total Reserve Requirement	\$46,119,412	\$52,619,412	\$65,619,412
FY2017 \$2 Capital Funding	(796,976)	(796,976)	(796,976)
FY2018 \$2 Capital Funding	(1,093,920)	(1,093,920)	(1,093,920)
Pine Hills Transfer Center	(2,724,662)	(2,724,662)	(2,724,662)
Bus Rapid Transit Projects	(531,503)	(531,503)	(531,503)
Orlando Urban Trail Project	(220,089)	(220,089)	(220,089)
Other Capital Projects –CNG Bus State Rebate	(250,000)	(250,000)	(250,000)
Self-Insurance (Long-Term)	(4,059,751)	(4,059,751)	(4,059,751)
Total Operating Reserve Requirement	\$36,442,511	\$42,942,511	\$55,942,511
Restricted Fund Balance	(6,156,183)	(6,156,183)	(6,156,183)
Unrestricted Fund Balance	(41,248,462)	(41,248,462)	(41,248,462)
FY2018 Approved Budget – Use of Reserves	1,737,041	1,737,041	1,737,041
Unpaid Investment in Capital Assets	4,645,208	4,645,208	4,645,208
Adjusted Net Position	(\$41,022,396)	(\$41,022,396)	(\$41,022,396)
(Excess) Shortfall Cash Reserves	(\$4,579,885)	\$1,920,115	\$14,920,115
FY2018 Budget Amendment	2,300,000	2,300,000	2,300,000
Adjusted (Excess) Shortfall Cash Reserves	(\$2,279,885)	\$4,220,115	\$17,220,115

Oversight Committee Action Item #9.B.

To: LYNX Oversight Committee

From: Albert Francis
CHIEF FINANCIAL OFFICER
LEONARD ANTMANN
(Technical Contact)
Kimberly Forbragd
(Technical Contact)

Phone: 407.841.2279 ext: 6058

Item Name: Recommendation to Amend the FY2018 Operating and Capital Budgets

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Oversight Committee's recommendation for the Chief Executive Officer (CEO) to amend the FY2018 Adopted Operating and Capital Budgets to fund current LYNX initiatives.

BACKGROUND:

FY2018 Amended Operating Budget

The table and summarized captions below provide information comprising the operating budget amendment request. The prevailing purpose of this amendment is to fund the additional expenses incurred with recent adoption of the new Labor Agreement and other unplanned, but notable initiatives detailed below:

LYNX Board Agenda

Revenue	FY2018 Adopted Budget Total October 2017	6% Lump Sum Payment to Union per Labor Agreement	Diesel and Unleaded Fuel & Taxes Shortfall	LYNX Vision 2030 Plan Update	Bilingual HR Help with Puerto Rican Refugees	Safety and Security Training (Live Drill)	MV Contract Close-Out (2017)	Categorical Adjustments	FY2018 Amended Budget Total March 2018
Fund Balance	1,737,041	1,776,514	392,443	33,222	7,500	145,000	-	-	4,091,720
LYNX Generated Revenue	48,804,277	-	418,743	-	-	-	124,962	(350,000)	48,997,982
Federal Revenue	17,947,055	-	158,814	-	-	-	-	-	18,105,869
State Revenue	13,097,017	-	-	-	-	-	-	-	13,097,017
Local Revenue	51,898,154	-	-	-	-	-	-	-	51,898,154
Total Revenue	133,483,544	1,776,514	970,000	33,222	7,500	145,000	124,962	(350,000)	136,190,742
Expense									
Salaries/Wages/Fringes	78,226,554	1,776,514	-	-	-	-	-	(344,353)	79,658,715
Other Services	11,816,580	-	-	33,222	7,500	145,000	-	40,173	12,042,475
Fuel	9,920,264	-	900,000	-	-	-	-	-	10,820,264
Materials & Supplies	8,097,032	-	-	-	-	-	-	-	8,097,032
Utilities	1,604,244	-	-	-	-	-	-	(45,820)	1,558,424
Casualty & Liability	2,353,031	-	-	-	-	-	-	-	2,353,031
Taxes & Tags	459,391	-	70,000	-	-	-	-	-	529,391
Purchased Transportation	19,489,370	-	-	-	-	-	124,962	-	19,614,332
Leases & Miscellaneous	1,436,031	-	-	-	-	-	-	-	1,436,031
Interest	81,047	-	-	-	-	-	-	-	81,047
Total Operating Expenses	133,483,544	1,776,514	970,000	33,222	7,500	145,000	124,962	(350,000)	136,190,742

Revenue	FY2018 Adopted Budget Total October 2017	6% Lump Sum Payment to Union per Labor Agreement	Diesel and Unleaded Fuel & Taxes Shortfall	LYNX Vision 2030 Plan Update	Bilingual HR Help with Puerto Rican Refugees	Safety and Security Training (Live Drill)	MV Contract Close-Out (2017)	Categorical Adjustments	FY2018 Amended Budget Total March 2018
Fund Balance	1,737,041	1,776,514	392,443	33,222	7,500	145,000	-	-	4,091,720
Customer Fares	25,408,169	-	-	-	-	-	-	-	25,408,169
Contract Services	5,224,268	-	68,743	-	-	-	-	-	5,293,011
Advertising on Buses	1,975,000	-	200,000	-	-	-	-	-	2,175,000
Advertising - Trade	30,000	-	-	-	-	-	-	-	30,000
Interest & Other Income	1,186,321	-	150,000	-	-	-	124,962	(350,000)	1,111,283
Federal Revenue	17,947,055	-	158,814	-	-	-	-	-	18,105,869
State Revenue	13,097,017	-	-	-	-	-	-	-	13,097,017
Local Revenue	66,878,673	-	-	-	-	-	-	-	66,878,673
Total Revenue	133,483,544	1,776,514	970,000	33,222	7,500	145,000	124,962	(350,000)	136,190,742
Expense									
Salaries/Wages/Fringes	78,226,554	1,776,514	-	-	-	-	-	(344,353)	79,658,715
Other Services	11,816,580	-	-	33,222	7,500	145,000	-	40,173	12,042,475
Fuel	9,920,264	-	900,000	-	-	-	-	-	10,820,264
Materials & Supplies	8,097,032	-	-	-	-	-	-	-	8,097,032
Utilities	1,604,244	-	-	-	-	-	-	(45,820)	1,558,424
Casualty & Liability	2,353,031	-	-	-	-	-	-	-	2,353,031
Taxes & Tags	459,391	-	70,000	-	-	-	-	-	529,391
Purchased Transportation	19,489,370	-	-	-	-	-	124,962	-	19,614,332
Leases & Miscellaneous	1,436,031	-	-	-	-	-	-	-	1,436,031
Interest	81,047	-	-	-	-	-	-	-	81,047
Total Operating Expenses	133,483,544	1,776,514	970,000	33,222	7,500	145,000	124,962	(350,000)	136,190,742

Fund Balance – On December 7, 2017, the Board approved a 6% lump sum payment to the Union per the recently ratified Labor Agreement. LYNX Fund Balance is the recommended funding source to amend the FY2018 Adopted Operating Budget by \$1,776,514 to cover these expenses.

Increases in price and quantity of Diesel and Unleaded Fuel utilization necessitate additional budget to procure fuel (\$900,000) and pay the corresponding excise taxes (\$70,000) to operate LYNX vehicles. In FY17, LYNX placed a futures trade to hedge 61.1% of the Diesel and 63.4% of the Unleaded Fuel consumed thus far in FY18.

Growth from Interest Income (\$150,000), projected Advertising revenue (\$200,000), a Joint Partnership with FDOT (\$158,814), and the spring semester contract service agreements with

LYNX Board Agenda

UCF and Seminole State (\$68,743) combine with Fund Balance (\$392,443) to offset the \$970,000 increase requested.

Professional Services – On December 7, 2017 the Board approved \$145,000 to take part in a pair of Safety and Security “All Threats Training” Exercises. Also, two other Professional Service expenses: 1) Updating the LYNX Vision 2030 Plan (\$33,222), and 2) Providing Bilingual Human Resource Help with Puerto Rican Refugees (\$7,500) constituted the remaining \$40,722 requested to amend the FY18 Adopted Budget.

Purchase Transportation – On March 22, 2018 the Board approved an amendment of \$124,962 to close out LYNX’ previous obligations under Contract#12-C02 with MV Transportation. Growth from Interest Income will offset this unbudgeted expense.

Notable Categorical Adjustment – A recommendation from our year-end audit was to the reclassify LYNX’s Cigna Rx rebate budgeted as Miscellaneous Revenue \$350,000 and reduce the overall expense budget of Salaries/Wages/Fringes by \$350,000.

The following table summarizes the adjustments mentioned above and formally amends the FY2018 Adopted Operating Budget to \$136,190,742 from \$133,483,544:

FY2018 Amended Operating Budget

	FY2018 Adopted Budget	Revisions	FY2018 Amended Budget Total
Operating Revenues			
Fund Balance	1,737,041	2,354,679	4,091,720
LYNX-Generated Revenue	48,804,277	193,705	48,997,982
Federal Revenue	17,947,055	158,814	18,105,869
State Revenue	13,097,017	-	13,097,017
Local Revenue	51,898,154	-	51,898,154
Total Revenue	133,483,544	2,707,198	136,190,742

These funds are programmed to fund the following category of expense:

	FY2018 Adopted Budget	Revisions	FY2018 Amended Budget Total
Operating Expenses			
Salaries/Wages/Fringes	78,226,554	1,432,161	79,658,715
Other Services	11,816,580	225,895	12,042,475
Fuel	9,920,264	900,000	10,820,264
Materials & Supplies	8,097,032	-	8,097,032
Utilities	1,604,244	(45,820)	1,558,424
Casualty & Liability	2,353,031	-	2,353,031
Taxes & Tags	459,391	70,000	529,391
Purchased Transportation	19,489,370	124,962	19,614,332
Leases & Miscellaneous	1,436,031	-	1,436,031
Interest	81,047	-	81,047
Total Operating Expenses	133,483,544	2,707,198	136,190,742

FY2018 Amended Capital Budget

The principal objective for amending the FY2018 Capital Budget is to bring up-to-date the value of existing project purchase orders to account for additional expenses incurred:

Capital Contributions	FY18 Adopted Budget	Revisions	FY18 Amended Budget
Federal Contributions	\$ 59,730,966	(719,597)	\$ 59,011,369
State Contributions	1,080,235	(6,651)	1,073,584
Local Contributions	2,769,274	-	2,769,274
Total	\$ 63,580,475	(726,248)	\$ 62,854,227

These funds are programmed to fund the following types of expenditures:

Capital Expenditures	FY18 Adopted Capital Budget	Carryover Adjustment	FY18 Amended Capital Budget
Revenue Vehicles	31,090,499	-	31,090,499
BRT	808,304	(25,283)	783,021
Facilities	5,999,648	-	5,999,648
Passenger Amenities	14,438,436	(142,662)	14,295,774
Technology	4,196,307	(347,235)	3,849,072
Security	752,837	-	752,837
Support Equipment	6,294,444	(211,068)	6,083,376
Total	\$ 63,580,475	\$ (726,248)	\$ 62,854,227

FISCAL IMPACT:

Upon the LYNX Oversight committee's positive vote, LYNX's FY2018 Amended Operating Budget will be recommended to increase from \$136,190,742 from \$133,483,544.

The FY2018 Amended Capital Budget will be recommended to decrease from \$63,580,475 to \$62,854,227.

FY2018
Amended Operating Budget
Presented to the
LYNX Oversight Committee
by Bert Francis
Chief Financial Officer
May 24, 2018

Operating Revenues

FY2018 Amended Operating Budget

Operating Revenues	FY2018 Adopted Budget	Revisions	FY2018 Amended Budget Total
Fund Balance	1,737,041	2,354,679	4,091,720
LYNX-Generated Revenue	48,804,277	193,705	48,997,982
Federal Revenue	17,947,055	158,814	18,105,869
State Revenue	13,097,017	-	13,097,017
Local Revenue	51,898,154	-	51,898,154
Total Revenue	133,483,544	2,707,198	136,190,742

Operating Expenses

	FY2018 Adopted Budget	Revisions	FY2018 Amended Budget Total
Operating Expenses			
Salaries/Wages/Fringes	78,226,554	1,432,161	79,658,715
Other Services	11,816,580	225,895	12,042,475
Fuel	9,920,264	900,000	10,820,264
Materials & Supplies	8,097,032	-	8,097,032
Utilities	1,604,244	(45,820)	1,558,424
Casualty & Liability	2,353,031	-	2,353,031
Taxes & Tags	459,391	70,000	529,391
Purchased Transportation	19,489,370	124,962	19,614,332
Leases & Miscellaneous	1,436,031	-	1,436,031
Interest	81,047	-	81,047
Total Operating Expenses	133,483,544	2,707,198	136,190,742

Capital Contributions

Capital Contributions	FY18 Adopted Budget	Revisions	FY18 Amended Budget
Federal Contributions	\$ 59,730,966	(719,597)	\$ 59,011,369
State Contributions	1,080,235	(6,651)	1,073,584
Local Contributions	2,769,274	-	2,769,274
Total	\$ 63,580,475	(726,248)	\$ 62,854,227

Capital Expenditures

Capital Expenditures	FY18 Adopted Capital Budget	Carryover Adjustment	FY18 Amended Capital Budget
Revenue Vehicles	31,090,499	-	31,090,499
BRT	808,304	(25,283)	783,021
Facilities	5,999,648	-	5,999,648
Passenger Amenities	14,438,436	(142,662)	14,295,774
Technology	4,196,307	(347,235)	3,849,072
Security	752,837	-	752,837
Support Equipment	6,294,444	(211,068)	6,083,376
Total	\$ 63,580,475	\$ (726,248)	\$ 62,854,227

Oversight Committee Action Item #9.C.

To: LYNX Oversight Committee

From: Tomika Monterville
DIRECTOR OF PLAN & DEVELOP
Tomika Monterville
(Technical Contact)
BRUCE DETWEILER
(Technical Contact)
Douglas Robinson
(Technical Contact)

Phone: 407.841.2279 ext: 6019

Item Name: Authorization to Implement Proposed Service Changes Effective July 15, 2018

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Oversight Committee's authorization for the Chief Executive Officer (CEO) or designee to implement the proposed service changes effective July 15, 2018.

BACKGROUND:

On September 28, 2017, staff received authorization from the Board of Directors to initiate the Public Participation Process for consideration of proposed service changes that would go into effect July 15, 2018. A total of three (3) public workshops/public hearings were held between May 15, 2018, and May 17, 2018. LYNX customers and the public provided input on the service changes at the following workshops/public hearings:

Date/Time: Tuesday, May 15, 2018, 4-6 PM
Location: LYNX Central Station, Orlando, FL

Date/Time: Wednesday, May 16, 2018, 10-12 PM
Location: Altamonte Springs City Hall, Altamonte Springs, FL

Date/Time: Thursday, May 17, 2018, 10-12 PM
Location: Kissimmee City Hall, Kissimmee, FL

In addition to the Public Hearings above, LYNX staff will be holding several outreach events at the following locations from May through July:

LYNX Board Agenda

- 5/19 Poinciana SunRail Station
- 5/31 Buenaventura Lakes Branch Library
- 5/31 Hart Memorial Library (Kissimmee)
- 6/7 Poinciana Library
- 6/7 Poinciana Walmart Superstop
- 6/14 Tupperware HQ
- 6/16 Tupperware SunRail Station
- 6/23 Meadow Woods SunRail Station
- 6/30 Kissimmee SunRail Station
- 7/10 Kissimmee Intermodal Station
- 7/10 Buenaventura Lakes Branch Library

More details on these events can be found on our website at www.golynx.com

The public comment period for the proposed service changes ran from May 1, 2018, through May 30, 2018. Public notices for the service change information and the public meetings were posted in the LYNX Central Station terminal lobby and bus bays; at Superstops throughout the service area, on www.golynx.com, and on LYNX social media sites including Facebook and Twitter.

PROPOSED SERVICE CHANGES:

Route changes included extending Link 18 into Meadow Woods SunRail Station, a routing change on Link 103 to serve the Polk Correctional Facility, extending Link 306 into the Poinciana SunRail Station, changing the routing of FastLink 418 to serve Orange Blossom Trail and Wetherbee Road, and extending the route into Meadow Woods SunRail Station, extending NeighborLink 604 to Poinciana SunRail Station and the Crescent Lakes area, and extending NeighborLinks 631 and 632 into Tupperware SunRail Station.

Schedule adjustments would include time changes on Links 1, 9, 15, 23, 26, 34, 42, 45, 46W, 104, 111, 426, 436N, and 652.

Maps and schedules are being finalized and upon completion will be posted on www.golynx.com. The next service change is scheduled for December, 2018.

JULY 15, 2018 SERVICE PROPOSAL

NEW ROUTES

- **Link 155** – The Loop/Buena Ventura Lakes/Osceola Parkway (Osceola County) – NEW SERVICE will operate between Buena Ventura Lakes and the Loop shopping area via Osceola Parkway serving Tupperware SunRail Station. Service every 30 minutes during weekday peak period only.

ROUTE ELIMINATIONS

- **ExpressLink 208** – Downtown Kissimmee Express (Orange/Osceola County) – Eliminate service effective July 30.

ROUTE & SCHEDULE ADJUSTMENTS

- **Link 1** – Winter Park/Altamonte Springs (Orange/Seminole County) – Routing from Altamonte Mall will operate via SR 436, Westmonte Drive to Wymore Road. Minor schedule changes.
- **Link 18** – S. Orange Avenue/Kissimmee (Orange/Osceola County) – Extend route into Meadow Woods SunRail Station. Minor schedule changes.
- **Link 103** – North 17-92/Sanford (Seminole/Orange County) – Change A.M. route to operate via Busch Blvd to serve the Polk Correctional Facility.
- **Link 306** – Poinciana/Disney Springs (Orange/Osceola County) – Extend route into Poinciana SunRail Station. Change P.M. route to operate via Seralago Blvd. and U.S. 192 to Poinciana Blvd. Minor schedule changes.
- **FastLink 418** – Florida Mall/Meadow Woods/Lake Nona (Orange County) – Eliminate service along Sand Lake Road, Orange Avenue, and to Sand Lake SunRail Station. Operate via Orange Blossom Trail, and Wetherbee Road, extend into Meadow Woods SunRail Station. Minor schedule changes.
- **NeighborLink 604** – Intercession City/Campbell City (Osceola County) – Extend route into Poinciana SunRail Station and the Crescent Lakes area. Change time point from Orange Blossom Trail/Pleasant Hill Road to Poinciana SunRail Station. Minor schedule changes.

- **NeighborLink 631** – Buena Ventura Lakes (Osceola County) – Extend route into Tupperware SunRail Station. Eliminate time point at Valencia College Osceola Campus and change to Tupperware SunRail Station. Minor schedule changes.
- **NeighborLink 632** – North Kissimmee (Osceola County) – Extend route into Tupperware SunRail Station. Eliminate service to Kissimmee Intermodal Station. Eliminate time point at Valencia College Osceola Campus and change to Tupperware SunRail Station. Minor schedule changes.

SCHEDULE ADJUSTMENTS

- **Link 1** – Winter Park/Altamonte Springs (Orange/Seminole County) – Minor schedule adjustments.
- **Link 9** – Winter Park/Rosemont (Orange County) – Minor schedule adjustments.
- **Link 15** – Curry Ford Road (Orange County) – Minor schedule adjustments.
- **Link 23** – Winter Park/Springs Plaza (Orange/Seminole County) – Minor schedule adjustments.
- **Link 26** – Pleasant Hill Road/Poinciana (Osceola County) – Minor schedule adjustments.
- **Link 34** – Sanford (Orange County) – Minor schedule adjustments.
- **Link 42** – E. Colonial Drive/Goldenrod (Orange County) – Minor schedule adjustments.
- **Link 45** – Lake Mary (Seminole County) – Minor schedule adjustments.
- **Link 46W** – West SR 46/Seminole Towne Center (Seminole County) – Minor schedule adjustments.
- **Link 104** – East Colonial Drive (Orange County) – Minor schedule adjustments
- **Link 111** – SeaWorld/Orlando International Airport (Orange County) – Minor schedule adjustments.
- **Link 426** – Poinciana Circulator (Osceola/Polk County) – Minor schedule adjustments.
- **Link 436N** – SR 426 Crosstown (Orange/Seminole County) – Minor schedule adjustments.
- **NeighborLink 652** – Maitland Center (Orange County) – Minor schedule adjustments.

FISCAL IMPACT:

All proposed changes will be supported with funds included in the FY2018 Adopted Operating Budget or additional funding, if necessary, from FDOT and/or LYNX Local Funding Partners upon their approval of the proposed service changes.

Oversight Committee Action Item #9.D.

To: LYNX Oversight Committee

From: Tellis Chandler
DEPUTY DIRECTOR OF SAFETY
Tellis Chandler
(Technical Contact)
Rose Hernandez
(Technical Contact)

Phone: 407.841.2279 ext: 6154

Item Name: Authorization to Adopt a System Safety Program Plan (SSPP) that
Complies with or Exceeds the Established Safety Standards Set Forth by
Chapter 14-90 of the Florida Administrative Code

Date: 5/24/2018

ACTION REQUESTED:

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to adopt a System Safety Program Plan (referred to a SSPP) that complies with or exceeds the established safety standards set forth by Florida Administrative Code, Chapter 14-90.

BACKGROUND:

Florida Statutes requires the establishment of minimum equipment and operational safety standards for all transit systems operating in the state of Florida, which are financed wholly or partly by state funds. Safety standards for bus transit systems are provided by Rule Chapter 14-90, Florida Administrative Code, referred to as Rule 14-90. Bus transit systems are required to develop, adopt, and comply with a System Safety Program Plan (SSPP), which meets or exceeds, the established safety standards set forth in Rule 14-90. In the interest of safety and security, and in order to comply with the statutory requirements staff revised the SSPP to reflect changes in staff, operational procedures and recommended revisions made by the State during a recent audit to conduct agency-wide background checks every two-years after an employee's initial hire date. Once adopted, the revised SSPP with an effective date of May 2018 will meet and/or exceed Rule 14-90.

DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION:

There is no DBE participation requirement associated with this item.

FISCAL IMPACT:

LYNX staff included \$19,000 in the FY2018 Adopted Operating Budget for background checks. Pending LYNX Board approval, LYNX staff will include an appropriate amount for background checks in the FY2019 Operating Budget.



LYNX SYSTEM SAFETY PROGRAM PLAN

REVISION 16

May 2018

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Revision History

Revision Number	Revision Date	Summary of Changes	Author
Revision 16	5-1-2018	Updated system description, positions and added criminal background checks-section 4.2.3	Risk Management, Safety & Security
Revision 15	12-01-2015	Update to include FDOT BSS requirements	Risk Management, Safety & Security
Revision 14	3-01-2014	Update to include Grapefruit LYMMO	Risk Management and Safety
Revision 13	8-1-2013	Plan Update and FDOT BSS Requirements	Risk Management and Safety
Revision 12	2-1-2010	Plan Update	Safety and Security
Revision 1	2-1-1993	Initial Version	Operations

Document Location

This is an on-line document. Paper copies are valid only on the day they are printed. Refer to the Risk Management, Safety & Security Division if you are in any doubt of the accuracy of this document.

Adoption

This document requires the adoption by the CEO:

Name	Title	Signature
Edward Johnson	Chief Executive Officer	

Approvals

This document requires the following approvals:

Name	Title	Signature
Tellis Chandler	Director, Risk Management, Safety & Security	

Distribution

This document has been distributed to:

Name	System Safety Program Plan
File	Risk Management, Safety & Security Division
InLYNX	Risk Management, Safety & Security Division

SYSTEM SAFETY PROGRAM PLAN

1.0 INTRODUCTION

This System Safety Program Plan (SSPP or Plan) establishes the technical and managerial safety program adopted by the Central Florida Regional Transportation Authority (LYNX or authority) for the public transportation system which operates in the Central Florida region. Transit system services include fixed route buses, downtown Rapid Bus Transit (LYMMO Orange, Grapefruit and Lime lines), Paratransit, NeighborLink, XpressLink and commuter vanpools. The SSPP describes the authority's service philosophy, organization, operations, management and safety program elements.

The SSPP further identifies LYNX safety policy and the responsibilities associated with system safety at all levels of the organization and for all entities or individuals under contract to the authority. The safety program formalized by this plan applies to all life cycle phases for LYNX projects and the transit system.

1.1 Safety Definitions

Safety: As a basic definition, safety is defined as: a reasonable degree of freedom from those conditions that can cause injury or death to personnel, damage to or loss of equipment or property.

According to U.S. Military Standard 882C, system safety is the application of technical and managerial skills to the systematic, forward looking identification and control of hazards through the life cycle of a project, program or activity. This process spans the entire system life cycle, beginning with acquisition (including concept definition, design, construction and inspection/testing/certification) and continuing through operation (including training, maintenance, modification, and disposal).

The following are also key terms used throughout this plan: ¹

Hazard Management: This is an element of the system safety management function that evaluates the safety effects of potential hazards and considers acceptance, control or elimination of such hazards with respect to expenditure or resources. The feasibility of hazard elimination must be considered in light of financial, legal, as well as human considerations.

¹ Instructor Guide: System Safety Planning Seminar, prepared by the U.S. Department of Transportation's Research and Special Programs Administration (Transportation Systems Center, Safety and Security Systems Division) and Urban Mass Transportation Administration Office of Safety, October 1988.

System: A composite of people, procedures and equipment/facilities, which are integrated to perform a specific operational task or function within a specific environment.

System Safety: The application of operating, technical and management techniques and principles to the safety aspects of a system throughout its life to reduce hazards to the lowest practical level through the most effective use of available resources.

System Safety Program: The combined tasks and activities of system safety management and system safety engineering that enhance operational effectiveness by satisfying the safety requirements in a timely and cost effective manner through all phases of a system life cycle.

System safety focuses on the prevention of accidents, by eliminating and/or controlling safety hazards in a systematic way. This preventive approach, through the most effective use of resources, will serve to reduce the risks from system hazards to the lowest practical level. Hazards are not accidents. A hazard is any real or potential condition that CAN lead to or cause injury, death, damage to or loss of equipment or property.

For the purpose of this plan, LYNX further defines system safety as the coordinated effort of all departments and personnel, under the direction and guidance of, LYNX Risk Management, Safety & Security Division to:

- Conserve life and property.
- Reduce the frequency of accidents/incidents.
- Reduce the probability of accidents/incidents and injuries.
- Control and minimize the consequences of accidents/incidents, which do occur.
- Maintain the safe operation of LYNX services.
- Provide for the operational safety of patrons and LYNX employees.
- Maintain the safety of the general public in contact with the transit system.

1.2 Regulatory Requirement/Authority

On May 2, 1972, the Orange-Seminole-Osceola Transportation Authority was created pursuant to a local agreement by and between Orange, Seminole and Osceola counties, the East Central Florida Regional Planning Council and the Florida Department of Transportation.

The state of Florida requires LYNX to develop and implement a System Safety Program Plan (SSPP) that complies with the equipment and operational safety standards in Subsection 341.061 Florida Statutes (Appendix A), as amended, and to inspect all equipment in accordance with minimum state standards

contained in Rule Chapter 14-90, Florida Administrative Codes (Appendix B), as amended. The requirements so imposed are also mandated by this SSPP, as are other applicable state and federal laws and local codes, ordinances and regulations that impact transit system safety.

The Chief Executive Officer (CEO) accepts overall responsibility for safety at LYNX. The Directors and Managers are responsible and accountable for the implementation of the SSPP in their respective areas. However, all LYNX employees are responsible for safety and must carry out their assigned duties in a safe and efficient manner. The LYNX Risk Management, Safety & Security Division is responsible for taking a proactive position in supporting LYNX management through identifying hazards and controls for those hazards to ensure the highest degree of safety for LYNX patrons and employees. As such, the LYNX Risk Management, Safety & Security Division is designated as bearing the primary responsibility for coordinating implementation of the SSPP and monitoring compliance. This office reports to the General Manager (GM).

1.3 Purpose

The purpose of this plan is to establish and document the LYNX System Safety Policy and Program.

Specifically, the purpose of the System Safety Program Plan is to:

- Establish the safety program on an authority wide basis.
- Provide a framework for implementing a safety program to achieve safety goals and objectives.
- Identify the relationships and responsibilities of LYNX with city and county departments and other organizations and agencies that impact transit system safety.
- Provide a mechanism by which LYNX can demonstrate its commitment to safety.
- Ensure that, as appropriate, contractors and suppliers meet LYNX safety requirements prior to commencing work and while on LYNX property or working on LYNX equipment.
- Satisfy federal, state and local safety requirements.
- Meet or exceed accepted industry safety, fire, and environmental standards.

1.4 Scope

The safety goal of LYNX as a public transit agency is to create a comprehensive transportation system that provides and coordinates a full array of mobility and community services and offers quality customer service in a safe, secure and cost-effective manner. The SSPP is intended to cover all current and future

LYNX operations, services and projects. In order to implement LYNX safety policies, goals and objectives, this Plan:

- Addresses all LYNX departments and contractors.
- Applies to all activities which involve design, construction, procurement, installation and testing of equipment or facilities; operations, maintenance and support activities; and the environment in which the transit system operates, including areas of public access and adjacent property.
- Empowers each director, manager, supervisor, and employee with responsibility for System Safety Program Plan (SSPP) compliance, implementation and success.
- Requires coordination, integration, communication and cooperation among all directors, departmental managers, supervisors and employees.
- Encompasses all fixed facilities, equipment, vehicles and employee activities and applies to all who come in contact with the transit system.
- Includes LYNX' interface with local, state and federal governmental entities, regulatory agencies and departments, professional organizations and the general public.

1.5 Goals

LYNX has established the following system safety program goals, all of which are designed for broad relevance throughout the transit system, a lasting impact on safety system wide, quantitative characteristics (observable and measurable), and the agency's ability to effectively achieve them. The agency intends to reduce the following areas of concern:

- The annual rate of accidents that result in injuries or fatalities among passengers or other members of the general public (injuries and fatalities per 100,000 vehicle miles).
- The frequency and severity of on the job injuries to LYNX employees (measurable in hours or days lost per total hours or days worked on an annual basis).
- The rate of accidents/incidents that result in damage to LYNX and public property and equipment (average number of accidents/incidents per 100,000 vehicle miles).
- Claims, replacement and repair costs associated with accidents/incidents that result in damage to LYNX and public property and equipment (average cost per accident/incident).

1.6 Objectives

The objectives included here state specifically the manner in which LYNX goals will be met. These objectives are:

- LYNX will establish, implement and maintain a safety program that effectively identifies potential hazards of the transit system and imposes management controls and design requirements to prevent mishaps by either eliminating hazards or reducing the associated risk to an acceptable level for LYNX management.
- Safety is always an integral part of current and future design, procurement, construction, testing, training, operation and maintenance of the LYNX system.
- LYNX operations, including the working environment at all LYNX facilities, will meet or exceed all applicable local, state and federal safety, fire and environmental codes, ordinances and regulations.
- The authority will communicate and cooperate with local government fire and rescue agencies to ensure effective coordination in emergency response, management and corrective action.
- Existing LYNX safety information management systems will provide appropriate data and reports on performance, non-critical system failures and accidents to appropriate departments and managers for the purposes of increasing system safety.

1.7 Update Plan

It will be the responsibility of the LYNX Director of Risk Management, Safety & Security to ensure that the SSPP is reviewed at least every year and maintained in an appropriate and effective manner. The Risk Management, Safety & Security Division is responsible for producing, coordinating and managing this effort.

Revisions to the plan will be necessitated by:

- The request of the CEO.
- Major system changes or major departmental changes.
- If none of the above conditions has occurred in two calendar years from the previous update and review of the SSPP.

Major changes are defined as those that meet any of the following conditions:

- Addition, deletion or reconfiguration of LYNX operations, scope or depth, operating methodology (including the use of contractors for provision of transportation or maintenance), or operating territory.
- Major facility changes, additions or rehabilitation.
- Purchase of new equipment or rolling stock or major overhaul of existing equipment or rolling stock.
- Reorganization of personnel, which results in changes in authority or responsibility in any safety critical area of LYNX.

Changes in safety policy, goals or objectives require the approval of the Chief Executive Officer.

1.8 Reference Documents

Related documents and guidelines used to develop this SSPP include:

- Manual for the Development of Rail Transit System Safety Program Plans, American Public Transit Association.
- Military Standard 882C, "System Safety Program Requirements".
- LYNX Transportation Development Plan.
- Mass Transit System Safety Glossary, U.S. Department of Transportation, John A. Volpe National Transportation Systems Safety Center.
- "System Safety Program Plan Outline," provided by the U.S. Department of Transportation, Research and Special Programs Administration.
- Bus and Passenger Accident Prevention, by Judith A. Byman and William T. Hathaway, sponsored by the U.S. Department of Transportation and the Federal Transit Administration Office of Technical Assistance and Safety.
- Transit System Security Program Planning Guide, by John N. Balog, Anne N. Schwarz and Bernard C. Doyle, sponsored by the Federal Transit Administration Office of Technical Assistance and Safety.

2.0 SYSTEM DESCRIPTION

This chapter of the Plan provides a brief history of the LYNX Transportation system, its operating environment and organizational structure. Also, described are the types of services provided, operational facilities and locations, equipment utilized and basic department organizations and functions.

2.1 History

Prior to 1972, the Orlando Transit Company was the principal transit system in the Orlando urban area. When financial difficulties made it impractical to continue providing transit as a private venture, the Orlando Transit Company announced its intention to cease operations. The governments of Orange, Seminole and Osceola counties acted to avert the cessation of service by creating the Orlando-Seminole-Osceola Transportation Authority (OSOTA) in accordance with the Florida Inter-Local Cooperation Act of 1969 (F.S. 163.01). The City of Orlando joined the inter-local agreement in 1981. In 1984, OSOTA adopted the name Tri-County Transit (TCT) as the designated name for the region wide transportation authority.

In July of 1992, the authority began doing business as LYNX although its legal name remained OSOTA. In March of 1994, the merger of LYNX and the Central

Florida Commuter Rail Authority (pursuant to F.S. 343.61) created the Central Florida Regional Transportation Authority (CFRTA). The current CFRTA Board of Directors consists of five members: Chairmen from Seminole and Osceola counties (or their designees); The Mayor of Orlando; the Mayor of Orange County (or designee); and the District 5 Florida Department of Transportation Secretary or designee.

2.2 Scope of Service

The geographical jurisdiction of the authority encompasses more than 2,500 square miles. LYNX currently provides an assortment of services that includes regular and express fixed route bus services; three downtown circulators known as the “Orange,” “Grapefruit,” and “Lime”; Paratransit Services (for individuals who are unable to access fixed route bus service because of a disability) known as “ACCESS LYNX”; NeighborLink; vanpooling and other commuting options with the Mobility Assistance Program; and other specialized transportation services (i.e. Road Rangers on Interstate 4).

Fixed Route Bus: LYNX currently operates approximately 77 regular fixed routes that link residential areas with major work sites, Downtown Orlando, Walt Disney World, hospitals and shopping malls. Six (6) routes serve the Orlando International Airport. There are 10 cross-town routes, three circulators, one Xpress service route and five FastLink commuter service that is designed to reduce stops along specific corridors providing a quicker trip.

Most of the routes operate seven days a week with 15 to 60 minute headways, depending on the time of day. Service hours are generally from 4:30 A.M. until 3:05 A.M., varying by route and day of the week.

Paratransit: In 1992, the Transportation Disadvantaged Commission designated LYNX as the Community Transportation Coordinator (CTC). In this role, the authority is responsible for overseeing the provision of transportation services for all people in the tri-country community who cannot provide for their own transportation because of age, income or disability. Known as the ACCESS LYNX Program, LYNX manages a specialized transportation provider coordinating service delivery.

Paratransit service is available 24 hours a day, 7 days a week. Reservations can be made between 8:00 A.M. to 5:00 P.M. seven days a week.

NeighborLink: The NeighborLink (formerly PickUpLine) is a call two-hour ahead flex-service bus service aimed to make it easier for residents living less-populated areas to make use of both local transportation and LYNX' local bus system. Customers may travel to and from any location within LYNX' clearly defined NeighborLink's service area. LYNX operates 13 NeighborLink routes. This service is subcontracted.

LYNX Commuter Van Pool: As of November 2015, 137 commuter vans are in services with 30 spares. LYNX commuter vans have been manufactured by Ford Motor Company, Chrysler, and Chevrolet. Most vehicles are in the 10 or 12 passenger configuration, with a growing number being requested in the smaller 7 and 8 passenger size. The Commuter Services Division manages this program on-site from within the Communications department and is responsible for offsite maintenance arrangements; LYNX typically stores spares.

LYNX Paratransit and NeighborLink services are operated by a private contractor. Current Paratransit and NeighborLink service levels require about 182 peak vehicles for ambulatory and wheelchair persons. The entire fleet (202) of Paratransit and NeighborLink vehicles are stored and maintained by the contractor who operates this service.

Shuttles: LYNX also operates shuttle buses between Downtown and satellite parking garages, for many entertainment and sporting events held at the Orlando Citrus Bowl and Amway Center.

Main College Campus Services: LYNX operates student transportation services to the Central Florida's main college campuses, including University of Central Florida, Valencia State College (East, West, Winter Park, & Osceola Campuses), Rollins College and Seminole State College. Fixed routes that serve these colleges include – Links 1, 8, 9, 10, 13, 14, 15, 18, 21, 23, 37, 42, 45, 57, 58, 102, 103, 104, 105, 210, 211, 434 and 443.

Downtown Rapid Bus Transit (LYMMO): The LYMMO started operation in August, 1997. The LYMMO project consists of exclusive and multi-use lanes through Downtown Orlando. It uses state of the art, low floor, and rubber-tire buses operating frequently along a 3-mile route. The project is comprised of a one-way, single lane loop at the north end of downtown (along Alexander Place, Hughey Avenue, Garland Avenue, and Amelia Street) and a two-lane spine along Livingston Street and Magnolia Avenue (between Interstate 4 and Church Street). Buses operate in an exclusive contra flow bus lane northbound on Orange Avenue between South and Church Streets. The LYMMO Project replaced the FreeBee bus transportation service for the Downtown area.

In Spring 2014, the LYMMO was expanded and renamed "Orange Line" in conjunction with the construction of two additional downtown Rapid Bus Transit lines. The second downtown Rapid Bus Transit line named "Grapefruit Line" runs east and west in the down town area and serves the Orange County Administration, City Hall, Wells Built Museum, the Orange County Health Department, the History Center and the Public Library. The third downtown Rapid Bus Transit line named "Lime Line" runs north and south and serves the future Creative Village, Bob Carr auditorium, FAMU College of Law, and the Federal Courthouse.

All three LYMMO lines connect with the SunRail commuter rail system at the LYNX Central Station.

The Downtown Rapid Bus Transit(LYMMO) operates in revenue service from approximately 6:00 A.M. until 10:00 P.M. (for 16 hours) on Monday through Thursday, from 6:00 A.M. until 12:00 midnight (for 18 hours) on Friday; Saturday service from 10:00 A.M. until 12:00 midnight (for 14 hours); and Sunday and Holiday service from 10:00 A.M. until 10:00 P.M (for 12 hours). Buses run approximately every five minutes during business hours. (After hours, buses will run approximately every 10 minutes. Sundays and holidays after 6 PM, buses run every 15 minutes). Hours may change for special events or as demand dictates.

SunRail Connections: LYNX operates fixed routes that connect with the SunRail commuter rail services. Fixed routes that serve SunRail Stations include – 1, 9, 11, 14, 18, 23, 34, 42, 40, 45, 46E, 46W, 102, 111, 125, 208, 418, 434, 443, 436N and NeighborLink 651, NeighborLink 652. The SunRail station located at LYNX Central Station is served by 34 fixed routes.

FastLink: In August 2011, LYNX added a Monday-Friday morning and afternoon commuter service named FastLink. This faster service is designed to reduce stops along specific corridors providing a quicker trip. Passengers riding the five FastLink routes from start to end will save at least 50 minutes of valuable travel time in each direction.

Road Rangers: The Road Rangers Program is a joint venture between the Florida Department of Transportation, StateFarm and LYNX. The I-4 Road Rangers Program provides assistance to stranded motorists and minimizes instances where roadside breakdowns and accidents distract and slow down traffic with a fleet of 13 trucks that operate 7 days a week on the most heavily congested portions of the I-4 corridor. Trucks are equipped with tools and materials for basic repairs and operators have special training in auto maintenance and repair, carry cell phones that can be used by motorists, and follow procedures to ensure that vehicles are safely out of the way of traffic. Road Ranges provide a valuable service in keeping their eyes out for safety problems on the corridor for law enforcement and traffic management. They also communicate with law enforcement and emergency services to ensure a quick response to traffic incidents, which occur on the most congested corridor of the region.

2.3 Organizational Structure

The Board of Directors establishes policy and directive guidance for the management of the authority while responsibility for day-to-day activities rests with the Chief Executive Officer. The departmental directors report to the Chief

Executive Officer or the General Manager. The organizational charts in Appendix C show staff positions and the functional reporting relationships.

2.4 Physical Plant

Transit service is supported by maintenance facilities, vehicles, bus stops and passenger transfer centers, administrative offices, storage/warehousing, and public right-of-ways through the service area. With Downtown Rapid Bus Transit (LYMMO), the LYNX transit system also includes passenger stations and Bus Rapid Transit (BRT) bus only lanes in the Central Orlando Business district.

2.4.1 Facilities

LYNX facilities are designed and maintained to meet applicable federal, state and local safety requirements, such as those of the Occupational Safety and Health Administration (OSHA) and National Fire Codes.

LYNX maintains two primary/main facilities: LYNX Central Station (LCS) and the LYNX Operations Center (LOC) and two smaller maintenance facilities: one in Osceola County and one in Orlando.

LYNX Operations Center (LOC)



LYNX primary operations and maintenance facility, opened in 2007, houses the bulk of LYNX' Fleet, the Risk Management, Safety & Security Division, the Training Division, the Operations Department and other administrative offices, including the Human Resources Division. It is located at 2500 LYNX Lane, Orlando, Florida 32804.

Osceola Satellite Facility



LYNX has a smaller maintenance facility in Kissimmee, Florida. LYNX entered into an agreement with the City of Kissimmee to lease 900 square foot of office space and 64,400 square foot outdoor parking space at their fleet vehicle service center. This location holds 44 revenue buses and 11 spare buses for a total of 55 buses. The Osceola Site Facility (OSF) provides fixed and flexible routes to the Osceola County & the City of Kissimmee area.

LB McLeod



LYNX has a Paratransit Operations Facility located at 4950 L.B. McLeod Road, Orlando, Florida. This location houses the sub-contracted Paratransit and NeighborLink operations and spare commuter vans. Located on this site is one (1) main building and operations and maintenance procedures are conducted on-site.

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LYNX Central Station (LCS)



The downtown bus station or terminal, which is located between Amelia and Livingston Streets, east of Garland Avenue, is the transfer point for many LYNX bus Links. The terminal contains two covered pedestrian aisles with 24 bus bays and public restrooms. Bus operators also have access to a lounge area. System maps, route schedules, and bus tickets can be obtained at this facility.

Most of the LYNX Administration is also located at this facility, including IT, Procurement, Governmental Affairs, Communications, Finance and Administrative Support.

2.4.2 Vehicles



Safety features of LYNX revenue vehicles meet or exceed federal (USDOT) and State (FDOT) requirements. When appropriate, industry criteria or LYNX transit safety requirements are also imposed in vehicle procurement specifications. See Purchasing and Contract Policy and Procedures-PRO-001 Procurement Policies and Guidelines and LYNX Administrative Rule 4 - Procurement and Contract Administration in Appendix G and Appendix H. Appendix D presents an

inventory of the LYNX fleet. LYNX vehicle procurement complies with F.A.C.14-90.007.

Buses: The current bus fleet consists of approximately 334 buses in service of various makes and models. The fleet is 85% diesel-fueled with 16 diesel electric hybrid buses on the LYMMO routes and 35 buses fueled by compressed natural gas will be put into service in February 2016. Eight (8) of the diesel-fueled buses are articulated buses. All of the buses in the active fleet are lift- or ramp-equipped and are wheelchair accessible.



Paratransit and NeighborLink Vans: LYNX Paratransit and NeighborLink are operated by a private contractor. Current Paratransit and NeighborLink service levels require about 179 peak vehicles for ambulatory and wheelchair persons. The entire fleet (219) of Paratransit and NeighborLink vehicles are stored and maintained by the contractor who operates this service.

VanPool Commuter Vans

As of May 2013, 78 commuter vans are in service with 11 spares. LYNX commuter vans have been manufactured by the Ford Corporation, Dodge Corporation or Chevy Corporation, most are 12 passenger vehicles. The Commuter Services Division manages this program and is responsible for offsite maintenance arrangements; LYNX typically stores spares.



2.5 Transit Operations and Maintenance Department

Transit operations may be viewed as the reason for the authority's existence, because its primary function is to provide and coordinate mobility and community services with high quality customer service. Transit operations include maintenance, transportation, and Paratransit (ACCESS LYNX). The Director of Transportation and Maintenance who reports directly to the Chief Executive Officer manages the transit operations department. For purposes of this SSPP, the following discussion of department responsibilities focuses primarily upon the Authority's two largest divisions – the transportation and maintenance divisions.

2.5.1 Operation Support Division

The Director of Transportation and Maintenance is responsible for coordinating the efforts of the Risk Management, Safety & Security Division. This office assists the Transportation and Maintenance Divisions. It is the role of the Risk Management, Safety & Security Division to review all safety related programs and procedures to ensure federal and local compliance. This includes, but is not limited to environmental safety, driver training, system safety, disaster preparedness, employee injuries, and occupational health and industrial safety compliance. The Risk Management, Safety & Security Division will maintain the organization's accident and injury data.

The Risk Management, Safety & Security Division will also assist transportation by monitoring operations, and responding to major crashes/incidents, or complaints.

The Transportation Division reports and processes all accident and safety related incidents. Each department staff assists the Risk Management, Safety & Security Division in accident/incident investigation efforts. Safety data collected by the Division include injury claims, damage costs and settlement information. All

accident and incident data collected by the division is reviewed and analyzed by the Risk Management, Safety & Security Division.

Operator requirements, normal and special operating procedures are covered in the Operator's Guide to Daily Operations and Work Rules. Transportation supervisory procedures are established in a memorandum to dispatchers and supervisors, from the Deputy Director of Transportation, which provides general information, operating procedures, tour assignment overview, tours and radio terminology.

Transportation operations specific to the Downtown Rapid Bus Transit (LYMMO) lines are described in that project's Transportation and Maintenance Operations Plan (TMOP) for normal operations, abnormal conditions (e.g., emergencies, foul weather) and special events.

2.5.2 Maintenance

The Vehicle Maintenance Division is responsible for supporting the Transportation Division in its service delivery efforts by ensuring that all revenue vehicles, non-revenue vehicles and equipment are safe in design and use, highly reliable, clean and available for service.



2.5.2.1 Vehicle Maintenance

Prevention is the cornerstone of vehicle maintenance at LYNX, based on an established and effective Preventive Maintenance (PM) program. Preventive vehicle maintenance inspections occur at preprogrammed intervals according to an "A-B-C" schedule. Maintenance plans and procedures for preventative maintenance and routine maintenance for all buses, including buses assigned away from LYNX' maintenance facility are maintained by the Vehicle Maintenance Division of the Transportation and Maintenance Department.

In addition, LYNX operators perform a pre-operational or daily inspection and report all defects and deficiencies likely to affect safe operation or cause mechanical malfunctions. The Pre-Trip Condition Reports are reviewed daily, corrective actions documented, and records maintained for a minimum of two weeks by the Vehicle Maintenance Division of the Transportation and Maintenance Department. See Appendix J: LYNX Pre-Trip Condition Report.

Corrective maintenance is addressed as a result of defects noted by bus operators, defects found during routine inspections, vehicle failure in service, and

accidents. In all cases, risk is assessed and a decision made based on safety criticality to repair immediately or record the repair for the next scheduled maintenance activity. No maintenance is deferred ever on safety critical equipment.

Examples of safety-critical equipment are:

- Brakes
- Fire/life safety equipment (extinguishers, breakdown kits)
- Mirrors
- Door interlocks
- Communication devices

It will be the responsibility of the Risk Management, Safety & Security Division to audit vehicle inspection practices, procedures, and documentation to verify whether department personnel are in compliance with the LYNX System Safety Program.

Communications System: Inspection and maintenance of the communication systems will be the responsibility of LYNX vehicle maintenance staff. Whereas actual maintenance will be performed by specific LYNX staff, manufacturers or contractors, LYNX will be responsible for inspection and normal operation of the communication system. The radio system specifications are as follows:

System type - trunk system through Orange County Government
Frequencies - total 28
Frequency - lower – 816-825 MHz
Frequency - higher – 851-860 MHz
Portable - (hand held) assigned to various locations through the agency
Models – APEX 7000, XTS 5000, XTS2500 and XTS 1500
(Transportation, maintenance, risk management, safety and security, security guards, customer service and training)
Mobile (busses) – XTL 1500, XTL 2500 and APX7500. Every active bus is assigned a mobile radio; the total mobiles including spares are 359.

Total Radios per Division	
35	APX7500 @ LOC
144	XTL2500 @ LOC
134	XTL1500 @ LOC
28	XTL2500 @ OSF
18	XTL1500 @ OSF

Repairs are completed by Orange County Radio Services by means of a scheduled on-call basis, while minor repairs are completed by limited LYNX internal staff.

2.5.2.2 Facilities Maintenance

The goal for LYNX facilities, systems and ground maintenance is to provide a clean, reliable and safe environment for passengers, visitors, employees, contractors and the general public. Corresponding department objectives are to maintain these assets in optimum operating condition so as to ensure safety, reliability and cost effectiveness. Maintenance personnel keep facilities operating optimally and in clean and attractive condition, thereby reducing hazards as well as unnecessary and unbudgeted capital and operating costs to meet these goals.

The LYNX building and grounds staff as part of the Operations Department are responsible for contracting, maintaining and coordinating with outside contractors on the facility and grounds modifications and upgrades. This function is performed for all LYNX property, entities (e.g., signs, benches, shelters, trash receptacles).

Downtown Rapid Bus Transit (LYMMO): Responsibility for maintenance is shared jointly by LYNX and the City of Orlando. Generally, the city will maintain the bus lanes, traffic control system, Centro-Plex Garage and urban design elements while LYNX will maintain bus shelters, supervisor booths, passenger amenities and communications. Any maintenance work affecting vehicular traffic will be coordinated with LYNX and other agencies, as necessary. The LYNX customer amenities department will notify the city maintenance department regarding any issues with Downtown Rapid Bus Transit (LYMMO).

- Signal Control System: The city also will be responsible for maintaining the Downtown's Rapid Bus Transit (LYMMO) traffic control signal system, which includes traffic signals, presence detectors and location devices and signal central control.
- The city will be responsible for maintaining the Centro-Plex Garage. LYNX will be responsible for cleaning, servicing, and repairing passenger stations and the supervisor's booth in the Centro-Plex Garage.

2.6 System Modification

LYNX continuously encounters change and modifications to its transit system. The impetus for proposing changes may result from any of a number of sources, such as observations, inspections, data analyses, hazard reports, accident investigations, and internal and external audits. Modifications may be proposed in connection with transit system expansion, as a means of improving efficiency and performance, or in order to eliminate or control hazards. Regardless of the reasons for changes to a transit system, it is important to assess the potential safety implications of proposed modifications. Tasks applicable to safety in system modification are described in Section 4.0.

3.0 SYSTEM SAFETY MANAGEMENT

An effective system safety program benefits everyone.

- An effective safety program results in fewer harmful accidents and incidents.
- Reduced staff injuries and equipment failures translate to improved productivity and system availability.
- System safety provides for improved service through more reliable equipment and cost savings.

Safety is the responsibility of every LYNX employee.

- The Chief Executive Officer is responsible for providing employees with a safe and healthy work environment and is ultimately responsible for the authority's overall safety program.
- Directors and Managers are responsible for the safety of their departments, including staff, facilities, equipment, operations and services provided. This responsibility involves implementing and enforcing all safety rules and evaluating and correcting hazards. Additionally, they are responsible to coordinate safety related issues and accident information with the Risk Management, Safety & Security Division.
- Supervisors are responsible for the safety of staff, facilities, equipment, operations and services under their supervision. Safety related supervisory actions include routinely discussing with employees, prior to the start of work each day, workplace or operational changes which may affect safety and taking appropriate action in instances where unsafe acts or conditions are reported, observed or otherwise come to their attention.
- Employees are responsible for on the job safety awareness, which means routinely following established rules, procedures, policies and safe work practices. They are responsible for knowing and following all safety rules and regulations affecting their position, and ensuring the safety of themselves and others in their work area.

An effective safety program successfully combines management commitment, adequate staff and other resources, credibility, cooperation of all departments and follow up. This chapter defines the safety responsibilities of certain staff and departments, describes how system safety is coordinated among departments, and highlights safety related interactions between LYNX and other agencies.

3.1 Organizational Responsibility

It is the responsibility of LYNX directors and managers to ensure that all new employees receive orientation and training appropriate to their job tasks and

positions. Employees must also receive training in safety, safety culture and specific safety rules, procedures and regulations applicable to them. Directors and managers are also responsible for ensuring that training quality assurance is performed so that training programs can be constantly evaluated for effectiveness, and so that employees who are in need of training or retraining can receive it. In addition, safety responsibilities include ensuring continued safe performance by employees through reinforcement of good behavior and attitudes and a safety assessment during performance evaluations. Other specific safety responsibilities are listed below.

3.1.1 Chief Executive Officer

- Direct allocation of available resources as necessary to meet system safety goals and objectives.
- Monitor and evaluate safety programs.
- Implement LYNX safety policy.
- Provide policy direction to department and divisions.
- Advise in the development of strategies for resolution of major problems.

3.1.2 Deputy Director - Transportation

- Direct the safety related use of resources available to transportation departments.
- Exercise approved authority for system and equipment design and modification as necessary and in accordance with the SSPP.
- Coordinate safety related activities of transportation division and ensure that they comply with SSPP requirements.

3.1.3 Manager - Transportation

- Establish and communicate to transportation employees, the Standard Operating Procedures (SOP) and bulletins for various tasks. Ensure that Transportation staff adheres to SOP's, bulletins, rule and processes set forth in the SSPP.
- Monitor field operations, communications (including the dispatch operations), and transportation training programs for compliance with SSPP requirements.
- Notify appropriate managers and supervisors whenever deviations from established procedures occur or are needed.
- Take appropriate actions to resolve identified hazards in a timely manner.
- Coordinate external safety audits and participation in emergency response plans.

3.1.4 Deputy Director – Vehicle Maintenance

- Establish and communicate to the vehicle maintenance employees, the Standard Operating Procedures (SOP) and bulletins for various tasks.
- Ensure that vehicle maintenance staff adheres to SOP's, bulletins, work rules and processes set forth in the SSPP.
- Monitor vehicles maintenance operations, and training programs for compliance with SSPP requirements.
- Notify appropriate vehicle maintenance supervisors whenever deviations from established procedures occur or are needed.
- Ensure new mechanics are properly trained to safely and effectively inspect, maintain and repair the LYNX fleet (maintenance procedures, manuals and instructions).
- Ensure all vehicle maintenance staff is properly trained in emergency procedures and injury and illness prevention.

3.1.5 Director, Risk Management, Safety & Security Division

- Establish the Risk Management Committee with transportation safety, industrial safety, system safety, risk management and environmental activities.
- Oversee the activities of the safety and security officers.
- Oversee and review the implementation and management of the LYNX comprehensive safety and health program in accordance with applicable federal, state and local provisions.
- Develop, implement, coordinate and administer a comprehensive risk management program to include, risk identification, control, evaluation and funding.
- Develop and maintain a company loss prevention program to include facility and equipment inspections, safety surveys and accident investigations.
- Maintain a computer database of accident/incident statistical data analysis. Compile and analyze statistical data relative to accident, compensation and general liability claims. Prepare management reports.
- Administer a self-insurance program for worker's compensation and general liability.
- Provide oversight and follow up of site visits by medical and health professionals.
- Maintain injury reporting forms and workers compensation cases. Coordinate these records with Safety and Security Officers.
- Develop, implement and maintain a "Light Duty Program."

3.1.6 Safety and Security Officers

- Develop and implement control measures for reducing risk associated with procurement, modification and operation of the transit system. Assist with risk management and loss prevention programs.
- Assist risk management and human resources staff to review and maintain workers compensation cases and accident reports forms.
- Periodically review current safety standards and guidelines for continuing relevance, especially for transit operation divisions. Formulate and implement new guidelines as necessary or prudent.
- Develop investigative methodology for accident/incident investigations for Road Supervisors. Conduct accident investigation workshops. Review accidents and make recommendations for corrective actions to prevent recurrence of the same type of accident/incident. Monitor and evaluate corrective actions.
- Oversee safety of service delivery and LYNX facilities and operations. Monitor and oversee that safety/fire inspections have been completed at LYNX facilities. Establish system safety program requirements for contract service providers and vendors; review specifications prior to request for bids.
- Administer safety aspects of claims. Plan and oversee emergency drills and simulations. Schedule and conduct internal and external safety reviews and internal safety audits. Assist the Deputy Director - transportation and vehicle maintenance in coordinating external safety audits and participate in emergency response plans.
- Oversee the development, implementation and management of the LYNX comprehensive safety and health program in accordance with applicable federal, state and local provisions. Develop safety related SOP's. Develop safety and health issues for maintenance employees. Maintain occupational safety and health records.
- Conduct outside inspections relating to buildings, fire alarms, elevators, hazardous material issues, including the storage and dispensing equipment.
- Responsible for building and grounds emergency preparedness plans, and verification that all safety related maintenance procedures are followed.
- Assist risk management in reporting all maintenance accidents/incidents, including workers compensation cases. Investigate and recommend corrective action in all accidents/incidents cases.
- Conduct periodic inspections of all buildings and grounds to ensure compliance with all federal, state and local regulations.
- Develop and implement policies relating to storage, handling and disposal of any material regulated as hazardous by the Department of Environmental Protection.

- Develop, implement and Lead Quarterly Safety Meetings for all Safety-Sensitive employees.

3.1.7 Manager of Organizational Development & Training

- Train new bus operators in routes and equipment operation, defensive driving, pre-trip inspection, emergency procedures and injury/illness prevention, and seat belt requirements.
- Ensure bus operators have received the required safety training prior to working in the field.
- Perform in service and retraining following traffic accidents, occupational injuries and as warranted.
- Coordinate with the Risk Management, Safety & Security Division to ensure that LYNX safety policies, rules and procedures, are adequately addressed in the training.

3.1.8 Transportation Division

- Assist the Risk Management, Safety & Security Division in investigating accidents and incidents (traffic, passenger and occupational). Take corrective action, including discipline and counseling to prevent or mitigate recurrences.
- Take appropriate action(s) to identify, report, and resolve hazards in a timely manner.
- Ensure bus operators are fit for duty.
- Monitor daily operations and schedule with field supervisors and radio dispatch. Reroute buses in response to hazards and emergencies. Direct bus operators during emergencies. Arrange replacement of defective or damaged equipment. Investigate reports of unsafe conditions. Alert emergency response personnel as required by circumstances.
- Maintain a record of each bus driver's duty status which shall include total days worked, on-duty hours, driving hours, and time of reporting on and off duty each day.

3.1.9 Maintenance Division

- Administer an industrial safety program for division employees.
- Monitor safety compliance of staff, equipment and facilities for safety codes, regulations and policies violations.
- Develop technical equipment specifications and procedures that address the safety requirements of regulatory agencies and LYNX. Ensure that replacement equipment meets safety requirements prior to acceptance. Examine equipment and systems to explore the potential for increased efficiencies and improvements in user safety, fire safety as well as in performance.

- Assist the Risk Management, Safety & Security Division in the accident/incident investigation and reporting process.
- Monitor the collection and disposal of hazardous waste and materials (e.g., oils, fuel, and clarified waste water sludge) to effectively and safely handle employee and environmental exposure to potentially hazardous and toxic byproducts.
- Take appropriate action(s) to identify and resolve hazards in a timely manner. As appropriate, develop and test engineering solutions as a means of addressing hazards.
- Assist the Risk Management, Safety & Security Division to develop and implement quality assurance control measures for reducing risk associated with procurement, modification and operation of LYNX equipment and facilities. Monitor procurement practices ensuring that safety is not compromised in replacing parts. Monitor man-machine interfaces.

3.1.9.1 Vehicle and Equipment Maintenance

- Ensure safe and reliable vehicles are available for LYNX operations. Perform nonscheduled repairs due to accidents. Perform major equipment, rebuild, repair and retrofits.
- Ensure that equipment purchased by LYNX meets safety requirements and complies with F.A.C.14-90.007. Administer warranty programs.
- Perform quality assurance inspection and testing activities necessary to ensure that equipment, supplies and operations result in the desired level of safety. Monitor the performance of preventive maintenance efforts. Stop work on all unauthorized modifications. Analyze equipment failures and identify trends.
- Document equipment modifications and inform the Risk Management, Safety & Security Division of the configuration management changes and modifications.

3.1.10 Engineering and Construction Department

- Administer/monitor construction contracts to ensure that the contractor's procedures conform to current state and occupational safety and health regulations and that the results are safe for authority and/or public use. Monitor the installation of facilities' systems and equipment to ensure compliance with contractual safety standards and procedures.
- Assist Risk Management, Safety & Security Division in conducting safety/fire inspections and correcting any identified safety deficiencies. Document and maintain accurate records of inspections, maintenance work, accident-related activities and emergency responses.
- Ensure that LYNX emergency communication and warning systems always function properly.

- Serve as liaison with State of Florida, Orange County, City of Orlando, LYNX Risk Management, Safety & Security Division, and other external agencies for hazard resolutions involving street operations. Ensure that bus stops meet applicable safety requirements and LYNX practices.

3.1.11 Marketing Department

- Develop marketing tools to increase the transit safety awareness of customers and others coming in contact with LYNX. Develop and implement community outreach programs promoting the safe use of LYNX services.
- Maintain a liaison with the media following accidents and emergencies involving LYNX and obtain copies of media broadcast segments as warranted.

3.1.12 Planning Department, Strategic Planning and Service Planning Division

- Conduct site inspections of proposed fixed routes. Coordinate route test trips. Consult with the Risk Management, Safety & Security Division for input of planning decisions.
- Conduct site inspections of bus stops that have been identified by Operators as presenting safety issues. Consult with Risk Management, Safety & Security Division, as well as Engineering and Construction Department to identify options for addressing the safety issue.
- Ensure that service delivery schedules allow sufficient running time for safe operation within speed limits and adequate recovery time for Operators.
- Investigate operator complaints of insufficient running time. Develop work routes and schedule relief in accordance with collective bargaining agreements.

3.1.13 Finance Department and Material Control Division

- Facilitate achievement of SSPP objectives through preparation and control of the LYNX budget, staffing level recommendations and monitoring, and control of capital programs.
- Perform risk management tasks
- Develop, maintain and use a list of hazardous waste and materials.
- Enforce safety procedures related to hazardous substance acquisition, handling, labeling, storage, disposal and record keeping. Ensure that vendors supply the material safety data sheets (MSDS) for the types of chemicals, solvents, and other materials used by LYNX.

3.1.14 Human Resources Department

- Develop job descriptions and work assignments for all LYNX positions.
- Develop position descriptions that address safety related restrictions and requirements. Develop and administer medical standards for specific job positions, as warranted. Ensure that successful candidates for positions are capable of safely performing the tasks of these positions on a repetitive basis.
- Administer the application of LYNX employee discipline policy. Maintain complete and current documentation in personnel files.
- Maintain records of bus driver background checks and qualifications.
- Maintain detailed descriptions of training administered and completed by each bus driver.

3.1.15 Purchasing and Contracts Division

- Ensure that the procurement process complies with established procedures for evaluating materials and products for use by the authority. Ensure that materials and services obtained by LYNX do not degrade the safety of the transit system.
- Procure vehicles strictly adhering to the vehicle equipment standards and procurement criteria specified in 14-90.007.
- As warranted, include safety requirements in contracts, such that contractors must meet all applicable state, federal, and local regulations as well as authority requirements, related to the safety of LYNX employees, property, and the public.
- Forward contractor/supplier SSPP and supporting documentation to LYNX Risk Management, Safety & Security Division for approval.

3.2 Coordination

As the focus of a safety program is system wide, related activities are often interdepartmental (crossing department lines within LYNX) and interagency (sometimes requiring involvement with the staff of other agencies). Coordination among relevant agencies, departments, policies, procedures, and individuals is imperative.

An important source of information on interdepartmental/interagency coordination is LYNX representation at seminars and meetings with other transit systems where safety issues are discussed. Insight gained at these meetings is made available to relevant staff.

3.2.1 Risk Management Committee

Risk Management Committee has been established at a high managerial level in which members have the ability to recommend that the Authority direct resources to solve problems, create policy, and direct subordinate employees. The committee's guiding responsibility is to review and provide recommendations to LYNX with respect to:

- Risk Management
- Safety
- Security
- Insurance and risk control programs
- Pending litigation relating to liability and
- Sovereign immunity matters

The membership meets regularly (every other month). The membership of the Risk Management Committee is comprised of a staff member from each of the agency's funding partners with expertise in risk management matters. The LYNX Director of Risk Management, Safety and Security is not be a member of the committee but provides support to the committee. The committee members include representatives from the following organizations:

- Florida Department of Transportation, District 5
- Orange County
- Osceola County
- Seminole County
- City of Orlando

Duties:

- Review issues and potential problems brought to it by committee members or referred by Authority staff, outside agencies, or the public
- Conduct periodic reviews and audits of agency risk programs to determine compliance with management policies, procedures, rules, regulations, codes, procedures and assigned responsibilities and identify organizational issues that may contribute to recurring incidents or less effective response to incidents

3.2.2 Inter-Agency

LYNX personnel regularly interface and coordinate with local, state and federal agencies, organizations, and associations regarding safety matters. To facilitate interagency coordination and enhance the effectiveness of LYNX system safety, the authority encourages its safety personnel to actively participate on relevant boards, panels, and committees.

Examples of interagency coordination include:

- Disaster preparedness with the Orange County - Office of Emergency Management in accordance with the Orange County Contingency Emergency Management Plan. Special Event Planning where mass movement of people is required. Examples of this include: World Cup Soccer Events, Concerts, Pre-season NFL Games, College Citrus Bowl Games, Olympic Soccer Games, etc.

3.2.3 Employee Involvement

LYNX personnel must understand and adopt their specific roles and responsibilities, as identified in the System Safety Program Plan, thereby increasing their own personal safety and the safety of their passengers.

To ensure the success of the safety program, the following functions must be performed by LYNX personnel:

- Immediately report all unsafe conditions, no matter how insignificant it may seem, to their supervisor or manager, or to the Director of Risk Management, Safety and Security or the Director's designee.
- Immediately report all accident or incidents (including unforeseen events or occurrences that does not necessarily result in death, injury, or significant property damage but may result in minor loss of revenue).
- Timely completion of "Operator Incident Report, or Employee Statements" and forward those reports to Risk Management, Safety and Security Division.

Beyond reporting to their immediate supervisor or to Risk Management, Safety and Security, any employee can report any safety issue or concern through two electronic reporting systems available on InLYNX (a LAN based program). Those two electronic reporting processes are:

- "*Nip It in the Bud*" Any employee can report any concerns, issues and suggestions regarding any aspect of the organization, services or customer concerns.
- "*Ask the CEO*" Any employee can report any concerns, issues and suggestions regarding any aspect of the organization, services or customer concerns. Questions can also be asked. This program is confidential and employees may remain anonymous. Answers are posted on bulletin boards and reported in the agency newsletter.

RESPONSIBILITIES AND INTERFACES

Safety Related Tasks For Lynx Department	Admin	Trans	Vehicle Maint	Facilities Maint	Other	Safety Committee(s)
Data Collection and Analysis	C	C	C	C	C	R/A
Occupational Health and Safety	I - 2	I - 2	I - 2	I - 2	I - 2	R/A
Training and Certification	I - 2	I - 1	I - 1	I - 1	C	R/A
Bus Operator Selection	I - 1	I - 2	N/A	N/A	N/A	R/A
Operational Driving Requirements	I - 1	I - 2	N/A	N/A	N/A	R/A
Drug and Alcohol Abuse Program	I - 1	I - 2	I - 2	I - 2	I - 2	R/A
Rules and Procedures	C	I - 1	I - 1	I - 1	C	R/A
Contractor/Supplier Safety	I - 1	I - 2	I - 2	I - 2	I - 2	R/A
Emergency Response Planning, Coordination and Training	I - 2	I - 2	I - 2	I - 2	I - 1 **	I - 2
Accident/Incident Reporting and Investigation	I - 2	I - 2	I - 2	I - 2	I - 2	I - 1 *
Annual Safety Audit	I - 2	I - 2	I - 2	I - 2	I - 1	R/A
Facility Inspections	I - 2	I - 2	I - 2	I - 2	I - 2	R
Vehicle Maintenance Audits and Inspections	C	C	I - 1	C	C	R/A
Operator Inspections	C	I - 1	I - 2	C	C	R/A
Hazard Identifications, Analysis and Resolution	I - 2	I - 2	I - 2	I - 2	I - 2	R/A
Equipment Test Programs	C	C	I - 1	I - 1	C	C
Proposed System Modification	I - 2	I - 2	I - 2	I - 2	I - 2	I - 1
Configuration Management and Control	I - 1	I - 2	I - 2	I - 2	C	R/A
Procurement	I - 1	I - 2	I - 2	I - 2	I - 2	R/A
Hazardous Materials Program	I - 2	C	I - 2	I - 2	C	R/A

KEY: I = Implementation C = Coordination & Interface
1 = Primary Role * = Major Accidents (fatality and/or cost exceeding \$1,000)
2 = Secondary Role ** = Fire Prevention Bureau
R = Review N/ A = Not Applicable
A = Audit

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The tasks, which form the core of the LYNX system safety program, are described in detail in the next section.

4.0 SYSTEM SAFETY PROGRAM

This chapter describes the functions in the LYNX system safety program, identified in the departmental responsibility matrix in Chapter 3. The functions are generically grouped within seven (7) general categories:

- Safety data collection and analysis.
- Personnel training and conduct, including Bus operator selection and Operational driving requirements.
- Accident/Incident reporting and investigation.
- Safety audits and inspections.
- Hazard identification, analysis, and resolution.
- Systems development.
- Records Retention and Distribution

Other functions will be implemented as required (e.g., new laws or codes) and as directed by LYNX management. The implementation schedule and status of current program functions are included in Chapter 5.

4.1 Safety Data Collection and Analysis

This function involves acquiring and analyzing safety related data in order to meet internal and external reporting requirements. Trend analysis is also performed as a means of identifying causes of accidents and occupational injuries. Analysis addresses roadway conditions, equipment type, procedures, human factors, environmental conditions, and other factors.

Currently, safety data is acquired and analyzed formally by a safety and security officer in conjunction with the National Transit Database reporting procedure. The safety and security officer reviews all incidents in each mode, using all information gathered from internal and external sources, such as incident reports, informal reporting, tips and external reports (risk management data, media, police reports, customer complaints, employee interviews, financial data, etc.) to determine all “reportables” (those that meet NTD reporting guidelines). If incidents are not complete, the safety and security officer requests more information from appropriate sources. Once each incident has a complete file with all pertinent information, incidents that require more follow-up, such as hazard investigation and analysis, are referred, when trends are identified through this process, to the Director, Risk Management, Safety & Security Division.

Safety data collection and analysis also involves obtaining technical information for use in systems design, testing; and inspections, as identified in Section 4.6.

Resources include:

- Florida Department of Highway Safety & Motor Vehicles (DHSMV).
- National Highway Traffic Safety Administration (NHTSA).
- United States Department of Transportation (USDOT).
- Florida Department of Transportation (FDOT).
- Occupational Safety and Health Administration (OSHA).
- Environmental Protection Agency (EPA).
- American National Standards Institute (ANSI).
- National Fire Protection Association (NFPA).
- American Society for Testing and Materials (ASTM).
- Federal Motor Vehicle Safety Standards (FMVSS).
- Society of Automotive Engineers (SAE).
- American Public Transit Association (APTA).
- National Safety Council (NSC).
- Transportation Safety Institute (TSI).
- Florida Administrative Code (FAC).
- Material Safety Data Sheets (MSDS).

Other data sources include building codes and professional society guidelines. Safety data is exchanged with other transit systems and is provided to external agencies, as required (e.g., Florida Department of Transportation, Federal Transit Administration, etc.).

4.2 Personnel Training and Conduct

Activities directly related to personnel include employee safety, training and certification, drug and alcohol abuse testing, rules and procedures, contractor safety, and responding to emergencies.

4.2.1 Bus Operator Selection

Bus operators must meet, at minimum, the following qualifications to be employed by LYNX:

- Be twenty one (21) years of age.
- Have no suspension or revocation of driving license for moving violations within the past three (3) years.
- Driving and criminal background checks for all new drivers.
- Must pass a DOT physical examination and urine drug screen, with physical examination performed by a licensed medical doctor every two

(2) years. The physical examination requirements for operations are in compliance with the Florida Administrative Code 14-90.0041 *Medical Examinations for Bus Transit System Drivers*. Human Resources Division manages and oversees the Occupational Medicine contract and scope.

- A return to duty examination is required for any driver prior to returning to duty after having been off duty for 30 or more days due to an illness, medical condition, or injury.
- Successful completion of a seven (7) week training period. Driving safety and training program will include an introduction to LYNX bus maneuvers, defensive driving program and discussion, emergency and accident avoidance procedures, route training, Americans with Disabilities Act, and customer relations.
- Agreement to abide by terms of LYNX' Substance Abuse Program Policy for Safety Sensitive Positions Policy.

4.2.2 Bus Operator Requirements

A LYNX bus operator must have the appropriate Commercial Drivers License (CDL) to operate a bus. Operators are required to notify LYNX dispatch when they receive notice that their license has been suspended, canceled, or revoked before the end of the business day when they received the notice. At no time will bus operators be permitted to drive a LYNX vehicle without a valid CDL in possession.

4.2.3 Employee Criminal Background Checks

All offers of employment at LYNX are contingent upon acceptable results of a thorough background check. Background checks will be conducted on all final candidates, when a current employee transitions between certain job classifications, and every two years thereafter.

The database used for criminal backgrounds contains over 200 million records from the multiple jurisdictions and sources. Sources include state court repositories, departments of correction, county courts and/or state level agencies, as well as sex and violent offender records from 50 states.

4.2.4 Training and Certification

Formal safety certification attests that the operating transit system, including all property, is safe for customers, employees, emergency response personnel, and the general public. Such certification is required by Florida statute and FDOT rules for fixed guide way transit modes and for public transit bus inspections. In addition, the FTA has used the safety certification process to verify

implementation of mandated safety programs. Activities required to support this function include:

- Development of preventive maintenance bus inspection procedures.
- Development and retention of adequate documentation to support level of safety attested and for submission to state and federal agencies.

LYNX uses safety training programs as a means of informing employees about hazards associated with their jobs and the appropriate methods for controlling these hazards. The programs also motivate employees to work safely. There are three types of safety training: 1) Initial, 2) Periodic, and 3) Retraining. Training mechanisms include a classroom, written and video communications, field exercises and drills.

There are formal training programs for bus operators and employees involved in maintenance activities. Written formal training programs are under the control of and can be located in the Human Resources Department - Training Division. These include training classes, training manuals and lesson plans. Testing is conducted as necessary to ensure training effectiveness and all safety training is documented.

The frequency and amount of training conducted by the various departments depend upon regulatory requirements and the level of hazards associated with the operation. The Risk Management, Safety & Security Division, Manager of Organizational Development & Training, and department directors work together to ensure that safety elements are included in the curricula and that safety information is disseminated to affected employees.

Examples of these types of training techniques include:

- Identifying requirements for all LYNX training as it impacts safety. This encompasses initial and refresher training related to procedures and equipment, including manufacturers' training and retraining requirements identified as a result of accident investigations.
- Reviewing all training programs for safety adequacy.
- Assessing the effectiveness of training courses and on the job experience by the conduct of emergency scenarios, drills, audits, and evaluations. Evaluations may be on the job performance, statistical trends, public perception, etc.
- With the introduction of new vehicle technologies, specific training is provided with specialized curricula to bus operators, mechanics, and emergency response personnel.

4.2.5 Drug and Alcohol Testing Program

LYNX has established a drug and alcohol testing program to support its Substance Abuse Program Policy for Safety Sensitive Positions Policy. (See Appendix F).

4.2.6 Rules and Procedures

Standard Operating Procedures (SOPs) are required for all safety critical activities in order to ensure the activities are completed in a safe and consistent manner; an auditable document exists to guide activities at LYNX, and to enforce and reinforce LYNX safety programs and the SSPP. LYNX is currently in the process of development of all SOPs and associated Emergency Operating Procedures (EOPs) for the agency.

Each department will review its own SOPs and EOPs periodically to ensure they are current and effective.

Rules and procedures will be reviewed periodically, or when accidents or incidents indicate a possible rule or procedural deficiency. In addition, any LYNX employee can propose a rule or procedure modification for the Risk Management, Safety & Security Division to consider. Reviews may also include instructional materials, emergency procedures, rule books, and Standard Operating Procedures. The review process involves identifying operational hazards and determining whether rules and procedures adequately control exposure to the hazards. The effect of the rule or procedure on the safety of other operations also will be examined.

Urgent changes can be made by department managers having control over specific rules/procedures by means of bulletins, notices, or orders; subsequent to implementation, they must be submitted by the department head to the Director of Risk Management, Safety & Security. Whenever updated, Standard Operating Procedures, bulletins, department notices and memoranda will be reissued.

According to Florida Statute 14-90.004, bus transit systems must implement a wireless communication plan and procedure that provides for the safe operation of the bus transit vehicle. The wireless communication plan and procedure assures that:

- The use of a personal wireless communication device is prohibited while the transit vehicle is in motion, and
- All personal wireless communications devices are turned off with any earpieces removed from the operator's ear while occupying the driver's seat.

LYNX requires all operators to fully comply with the Wireless Communication policy stated in the LYNX Operator's Guide & Work Rules Section 6.16:

“Radios, Cell phones, TV’s, recorders, and all other types of electrical sound devices – Our primary concern is for the safety of our Operators and customers. Therefore, the Authority adopts a “zero Tolerance” policy on cellular telephones and personal electronic device including but not limits to (I-phones, I-pods, Bluetooth type devices, MP3/music players, smart phones, PDA’s (personal digital assistants, ear devices and/or texting devices). The use of any personal electronic devices by Operators while operating any of LYNX’ vehicles are prohibited and will be considered a Class “C” Violation which will result in termination. All personal electronic devices must be turned off and not openly displayed when operating any of LYNX’ vehicles.”

LYNX Operator’s Guide & Work Rules section 2.1 4) states:

“Operators are not allowed to report for duty at the Dispatch window wearing an earpiece or using an electronic device. This includes, but is not limited to, I-phones, I-pods, Bluetooth type devices, MP3/music players, smart phones, PDA’s (personal digital assistants) ear devices and/or text messaging devices.”

LYNX Operator’s Guide & Work Rules section 2.1 4) states:

“Mobile Data Terminals (MDT’s) - Your primary responsibility is the safe operation of your vehicle at all times. Use the MDT only when it is safe to do so. If your MDT is equipped with a mapping system, remember it is not always perfect. There are street changes and construction all the time. So, if the mapping system says it is alright to turn down a one-way street and it is the wrong direction, do not follow the mapping system. Read the MDT only when it is safe to do so. Send a message on the MDT only when it is safe to do so. The MDT stand is adjustable. Adjust it so that it does not block your vision or obstruct the operation of the vehicle.”

In addition, LYNX has developed a driver educational training and testing program on the proper use of a wireless communications device while in the performance of safety related duties and hazards associated with driving and utilizing these devices. Use of a wireless communications device in emergency situations must comply with the above.

4.2.7 Contractor/Supplier Safety

All affected departments will work with the Purchasing and Contract Division and the Risk Management, Safety & Security Division to ensure that, as appropriate, contractors and suppliers meet LYNX safety requirements, and all OSHA regulations prior to, and when commencing work for LYNX. Department

personnel are required to monitor the safety performance of contractor/supplier staff (e.g., wearing appropriate safety equipment, adhering to facility speed limits) and informing the Purchasing and Contract Division and the Risk Management, Safety & Security Division whenever deviations from established procedures occur or are needed. The Purchasing and Contract Division will coordinate contractor/supplier safety with the Risk Management, Safety & Security Division.

Private transit providers which operate, lease, or control buses where such transportation consists of continuous or recurring transportation and are under the contract with LYNX must adopt LYNX' System Safety Program Plan (SSPP) or submit their own System Safety Program Plan (SSPP) for LYNX review and approval.

4.2.8 Emergency Response Planning, Coordination, and Training

As a key participant in the Orange County Contingency Emergency Management Plan, LYNX is responsible for coordination and implementation of transportation resources to federal, state and local governments, volunteer organizations and the general public in response to a natural or man-made disaster, or other similar event, which necessitates immediate personnel transportation and evacuation. Additionally, LYNX is responsible for coordinating the necessary food and supplies into the affected area(s). In such circumstances LYNX is designated as the prime coordinator of Orange County's Emergency Operations Center as Emergency Support Function (ESF) #1 - Transportation.

4.3 Accident/Incident Reporting and Investigation

All accidents and incidents will be thoroughly investigated if they involve an injury or illness, significant damage to vehicles, equipment or facilities, release of hazardous material, loss of vehicle control, or if management believes there was a high potential for these losses as a result of the event.

Fortunately, most accidents and incidents are relatively minor in severity; these are routinely investigated by the transportation supervisors. An accident report is completed and the Risk Management, Safety & Security Division determines if the accident is preventable or non-preventable based on findings from evidence, statements and photographs. Forms currently in use are attached as Appendix G. Accident reports shall be completed by the operator immediately after the completion of the day worked.

The LYNX Risk Management, Safety & Security Division will maintain a comprehensive accident reporting and record keeping system. Any accidents involving:

- A fatality, where an individual is confirmed dead within 30 days of a bus transit system related event, excluding suicides and deaths from illnesses.
- Injuries requiring immediate medical attention away from the scene for two or more individuals.
- Property damage to bus transit system buses, non-bus transit system vehicles, other bus system property or facilities, or any other property. The bus transit system shall have the discretion to investigate events resulting in property damage less than \$1,000.
- Evacuation of a bus due to a life safety event where there is imminent danger to passengers on the bus, excluding evacuations due to operational issues.

will be investigated in accordance with FAC 14-90.004(4)(5). A formal written report will be documented with investigation facts, causal factors and corrective action plans. The Risk Management, Safety & Security Division will be responsible for monitoring and supporting the affected department's implementation of the corrective actions. All reports and documentation of these activities will be maintained for at least four years.

In the event of serious or multi-departmental accidents and incidents, the LYNX Risk Management, Safety & Security Division will follow its procedures for accident notification, response, and investigation as well as facilitate interagency coordination when outside agencies also investigate the event.

4.3.1 Accident Review

The Risk Management, Safety & Security Division is responsible for identifying and tracking trends in accidents and incidents, and in order to ensure that all accidents are properly reviewed and analyzed, an accident review process is required for bus operator and maintenance personnel accidents.

4.4 Safety Audits and Inspections

The LYNX safety program will encompass an annual system-wide safety audit, monthly departmental inspections, and periodic audits in the areas of operations and maintenance. Some audits/reviews will be formal and others will be unannounced. The Risk Management, Safety & Security Division will be responsible for developing and distributing standard procedures to be followed during the conduct of planned, formal reviews and audits. The reviewed department will be informed of the audit/review and will be provided with information regarding the purpose, scope and content of the planned safety audit/review. Preliminary findings will be communicated as soon as practical to enable expeditious corrective action; the unannounced audit/review will be

conducted on a “no notice” basis. However, the auditors will document the purpose, scope, content, and results of each such, review/audit.

The purpose of annual safety audits is to officially identify and evaluate and document any deficiencies, accomplishments and trends related to the LYNX system safety program, The Risk Management, Safety & Security Division is responsible for the direction of the reviews and audits of LYNX departments, sections, or units, and contractors to determine performance related to system safety goals and activities. Audit guidelines will be developed by the Risk Management, Safety & Security Division to measure the success of the safety policies, procedures, and requirements. Upon completion of each annual safety audit, the Risk Management, Safety & Security Division will issue a report of the results, specify any areas of deficiency, make recommendations, identify corrective actions, and issue copies of the report to the Chief Executive Officer, department directors, and all department managers.

All LYNX departments are subject to safety audits, which always will include fire/life safety issues and may include emergency scenarios. The Risk Management, Safety & Security Division will coordinate with the fire department to develop, train, and test authority performance in following emergency and operational procedures which ensure that all fire/life safety related equipment is in proper order, all associated personnel are appropriately trained, and to prescribe testing and inspection procedures for fire/life safety equipment in accordance with applicable codes.

Departments will be expected to document inspections, testing, training, reports of unsafe conditions, accidents, injuries, and investigations, procedures, and other records as necessary for the audit. Certain critical operations requiring more rigorous review/audit include training and maintenance programs. The annual safety audit will address documentation, practices, and compliance with the SSPP, LYNX policy, and other requirements.

4.4.1 Internal Safety Audit

The Chief Executive Officer will establish an internal safety audit program to measure the effectiveness of the safety program in meeting the requirements stated in the plan. Internal safety audits verify that safety elements of the system are in place and their performance is within acceptable ranges. The internal safety audit documents whether departments are fulfilling their SSPP responsibilities.

The internal safety audit will be coordinate by the Risk Management, Safety & Security Division with the cooperation of all Directors. Final audit results will be submitted for Chief Executive Officer review and approval.

Schedule: The internal safety audit is announced by the Chief Executive Officer to ensure the full support and participation of each department. Internal safety audits are conducted annually.

Content: An internal safety audit addresses the following functions:

- Hazard identification and resolution.
- Accident/Incident reporting and investigation.
- Facilities' inspections.
- Maintenance audits and inspections.
- Rules and procedures review.
- Training and certification review/audit.
- Emergency response planning, coordination and training.
- System modification review/approval.
- Safety data acquisition and analysis.
- Interdepartmental/Interagency coordination.
- Configuration management.
- Employee safety programs.
- Hazardous materials program.
- Drug and alcohol testing programs.
- Contractor safety coordination.
- Procurement.

Follow up: Each department director is responsible for carrying out the approved recommendations and action plans resulting from an internal safety audit. Any director who foresees or encounters a problem with completing implementation within the established time frame shall inform the Chief Executive Officer. A process will be established and the Director of Risk Management, Safety & Security will be involved in addressing and resolving implementation issues.

4.4.2 External Safety Audits

From time to time the authority may be subjected to external or independent safety audits of operations, equipment or facilities. External safety audits may be required by a regulatory agency or deemed warranted by authority management. Examples of these agencies include: U.S. Department of Transportation (DOT), Occupational Safety & Health Administration (OSHA), Environmental Protection Agency (EPA), State of Florida - Department of Transportation (FDOT), State of Florida Department of Labor, Orange County – Risk Management Department, City of Orlando – Fire Department, etc.

Content: External safety audits might include an audit of the SSPP and the following items include therein:

- Policy statement and authority for SSPP.
- Description of purpose for SSPP.
- Clarity of SSPP goals.
- Identifiability and attainability of SSPP objectives.
- System description and organizational structure.
- SSPP control and update procedures.
- Hazard identification/resolution process.
- Accident/incident reporting and investigation.
- Facilities inspections.
- Maintenance audits/inspections.
- Rules/procedures review.
- Training and certification review/audits process.
- Emergency response planning, coordination and training.
- System modification review/approval process.
- Safety data acquisition/analysis.
- Interdepartmental/interagency coordination.
- Employee safety programs.
- Configuration management.
- Hazardous materials program.
- Drug and alcohol abuse programs.
- Contractor safety coordination.
- Procurement.

Follow up: LYNX actions, in response to external safety audits will be coordinated by LYNX Risk Management, Safety & Security Division, and approved by the Chief Executive Officer. The Chief Executive Officer will be continuously updated on the LYNX safety issues. Any LYNX department/division may assist in resolving any outstanding safety items.

4.4.3 Facility Safety and Fire Inspections

Routine facility inspections are to be conducted on all departments to identify unsafe or unhealthy conditions, determine if maintenance is required, and to monitor system-wide compliance with SSPP requirements. The Risk Management, Safety & Security Division will supplement departmental inspections with more formal evaluations of facility equipment, as well as preparing, posting, and keeping current site maps which show the location of safety equipment, entrances, exits, etc. Each department is required to conduct facility inspections at least monthly (e. g., exposed sharp edges, first aid supplies, floor/carpet condition, furniture/equipment placement, combustibles/stacked material in storage, placement and condition of electrical cords). Facilities maintenance personnel will conduct equipment inspections on a periodic basis according to PM schedules (e.g., fire alarms and extinguishers,

exit signs, HVAC, elevators, etc.). The frequency of equipment inspections depends upon the level of hazards associated with operation, industry standards, and contractor/supplier recommendations. Facilities and equipment are also inspected by departments and/or the Risk Management, Safety & Security Division as a result of accident reports.

4.5 Occupational Safety and Health

This function entails developing and implementing occupational employee illness and injury prevention measures which comply with federal, state and local regulatory requirements. The Risk Management Committee may assist in developing this program. The Risk Management, Safety & Security Division shall facilitate the implementation by other departments and monitor compliance. Some issues to be addressed are respiratory protection, hearing conservation, and personal protective equipment requirements.

Typical elements related to occupational health and safety include:

- Methods for identifying and evaluating workplace hazards.
- Procedures for investigating occupational injuries and illnesses and for correcting unsafe or unhealthy conditions in a timely manner.
- Occupational health and safety training for employees.
- Communication methods, such as safety meetings, posted notices, suggestion programs, and labor/management safety and health committees.
- Verification of compliance with safety and health practices including recognition and discipline.
- Documentation of compliance with program training and inspection requirements.

Methods of communicating safety information to employees include posting and/or distribution of bulletins, department notices, and memoranda. Such information is posted at a central location in each department, easily accessible to employees. Other communication methods include posters, signs, brochures, training materials, rulebooks, and Standard Operating Procedures.

4.6 Annual Safety and Security Certification

4.6.1 The Chief Executive Officer will submit an annual Safety and Security Certification to the FDOT utilizing the self-certification form provided by FDOT. The certification will be submitted no later than February 15, for the prior calendar year period unless otherwise required by FDOT. The certification states LYNX certifies the items listed in 4.6.2.

4.6.2 F.A.C. 14-90.010 establishes the following certification requirements:

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“Each bus transit system shall annually submit a safety and security certification to the Department. The certification shall be submitted no later than February 15, for the prior calendar year period. The certification shall attest to the following:

- The adoption of an SSPP and an SPP in accordance with established standards set forth in this rule chapter.*
- Compliance with its adopted SSPP and SPP.*
- Performance of safety inspections on all buses operated by the system in accordance with this rule chapter.*
- Reviews of the SSPP and SPP have been conducted to ensure they are up to date.*

The certification shall include:

- The name and address of the bus transit system, and the name and address of the entity(ies) who performed bus safety inspections and security assessments during the prior calendar year, if different from that of the bus transit system.*
- A statement signed by an officer or person directly responsible for management of the bus transit system attesting to compliance with this rule chapter.”*

4.7 Hazards

4.7.1 Purpose, Scope, and Requirements

To ensure that LYNX provides a safe and reliable transportation service, the authority has established a process by which hazards are identified, analyzed for potential impact on the operating system, and resolved in a manner acceptable to LYNX management and applicable regulatory agencies.

All LYNX management, staff, contractors and suppliers are required to implement high standards of safety and system assurance throughout the design, construction, testing, and operational phases of LYNX projects. Hazards, which cannot be eliminated in the design, are to be controlled by safety devices, warning devices, training, and/or written procedures to prevent mishap.

Hazard identification and resolution is a system safety activity managed by the Risk Management, Safety & Security Division. The safety task force will determine, on a case-by-case basis, those hazards for which formal analyses are to be prepared. All LYNX staff and committee meetings are forums for identifying potential hazards.

Hazards can be identified by any or all of the following methods:

- Formal analyses prepared and submitted by contractors.
- Design reviews, conducted as part of the design process.
- Preliminary field observations, during project construction and testing.
- Operating experience.

Safety analysis requirements, included in design and procurement contracts, will provide for:

- Identification of potential hazards.
- Assessment of the severity and probability of occurrence of each potential hazard.
- Timely awareness of hazards for those who must resolve them.
- Traceability and control of hazards through all phases of a project's life cycle.

4.7.2 Hazard Categories

Hazard Severity

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

Category	Description	Mishap Definition
I	Catastrophic	Death or system loss
II	Critical	Severe injury, severe occupational illness or major system damage
III	Marginal	Minor injury, minor occupational illness or minor system damage
IV	Negligible	Less than minor injury, occupational illness or system damage

Hazard Probability

The probability that a hazard will occur during the planned life expectancy of the system element, subsystem, or component, can be described subjectively in potential occurrences per unit of time, event, population, items, or activity. A qualitative hazard probability may be derived from research, analysis, and evaluation of historical safety data from the same or similar systems, subsystems or components.

Supporting rationale for assigning a hazard probability will be documented in hazard analysis reports. A qualitative hazard probability ranking is identified in the following table:

Level	Description	Probability
Frequent	A	Likely to occur frequently to an individual item. Continuously experienced in the fleet/inventory
Reasonably Probable	B	Will occur several times in the life of an item, will occur frequently in fleet/inventory
Occasional	C	Likely to occur sometime in the life of an item; will occur several times in fleet/inventory
Remote	D	Unlikely, but possible to occur in the life of an item; unlikely but can be expected to occur in fleet/inventory
Extremely Improbable	E	So unlikely it can be assumed occurrence will not be experienced to an individual item; unlikely to occur but possible in fleet

Hazard Resolution Process

Hazards identified within the system are to be evaluated by appropriate staff and eliminated, or mitigated, to a level acceptable by the authority's management. The following schedule has been developed to ensure that the optimum level of safety is achieved through the expeditious resolution of hazards, once identified.

Hazard Resolution Schedule	
Criterion	Resolution Timetable
Unacceptable	Within five (5) working days, a resolution should be developed and implemented:
Undesirable; Chief Executive Officer decision required	A hazard with a risk index of unacceptable must be eliminated as soon as possible. There is no other option.
Acceptable with review by Director, Risk Management, Safety & Security Division	Within ten (10) working days, the review process should be completed and accepted
Acceptable to Risk Management, Safety & Security Division	Notification within thirty (30) days

4.7.3 Risk Assessment and Corrective Action

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Before implementation of any corrective action, system safety analyses establishes a hazard severity category (I through IV) and a probability ranking (A through E), which are combined to form a risk index, reflecting both severity and probability of occurrence for each identified hazard. A risk index is assigned to a hazard before implementation of any corrective action. The range of possible risk indices is shown in the following matrix (explanation of shading follows):

HAZARD RISK INDICES				
	I Catastrophic	II Critical	III Marginal	IV Negligible
(A) Frequent	IA	IIA	IIIA	IVA
(B) Probable	IB	IIB	IIIB	IVB
(C) Occasional	IC	IIC	IIIC	IVC
(D) Remote	ID	IID	IIID	IVD
(E) Improbable	IE	IIE	IIIE	IVE

Risk assessment criteria will be applied to the identified hazards based on their estimated severity and probability of occurrence to determine acceptance of the risk or the need for corrective action to further reduce the risk.

The risk assessment and acceptance criteria will assist decision makers in understanding the amount of risk involved by accepting the hazard relative to the costs (schedule, dollars, operations, etc.) to reduce the hazard to an acceptable level. The following table identifies the acceptance criteria.

ACCEPTANCE CRITERIA		
Risk Index	Decision Authority	
IA, IB, IC, IIA, IIB, IIIA		Unacceptable
ID, IIC, IID, IIIB, IIIC		Undesirable. Chief Executive Officer decision required.
IE, IIE, IIID, IIIE, IVA, IVB		Acceptable with review by LYNX Director of Risk Management, Safety & Security Division.
IVC, IVD, IVE		Acceptable with review by LYNX Director of Risk Management, Safety & Security Division.

Action will be taken to eliminate identified hazards or reduce the associated risk. Catastrophic and critical hazards will be eliminated or their associated risk reduced to an acceptable level. If this is impossible or impractical, alternatives will be recommended for the appropriate decision-making.

4.7.4 Hazard Resolution Precedence

The order of precedence for satisfying system safety requirements and resolving (eliminating or controlling) hazards will be as follows:

- Design for minimum risk. The primary safety effort during the design phase of a project will be an attempt to eliminate hazards through selection of design features (e.g., fail safe, redundancy).
- Incorporate safety devices. Hazards that cannot be eliminated through design will be reduced to an acceptable level through the incorporation of appropriate safety devices.
- Provide warning devices. Where it is not possible to preclude the existence or occurrence of a hazard, devices will be installed for the timely detection of the hazard condition and the generation of an adequate warning signal.
- Develop special procedures and training. Where it is not possible to reduce the magnitude of an existing or potential hazard through design or the use of safety and warning devices, the contractor/supplier will develop special procedures to control the hazard.

All facility, system and vehicle specification requests for proposals will require that responding contractors/suppliers solve hazards in accordance with this list, in order of precedence. Specifications will include the requirement for all contractors/suppliers: who provide systems, subsystems, or equipment that effect safe vehicle movement or passenger/employee safety to establish and maintain a SSPP. These program plans will, at a minimum, define objectives, tasks, procedures, and schedules and data submittal for the safety activities that will be performed by the contractor/supplier. The contractor/supplier SSPP and supporting documentation must be approved by LYNX Risk Management, Safety & Security Division and Purchasing and Contracts Division.

4.8 Systems Development

As the transportation authority of a region experiencing significant growth, it is expected that LYNX will undergo its own process of growth and change to keep pace with the area it serves. As the transit system continues to develop, four safety program elements will require increasing surveillance and monitoring:

- Equipment test programs.
- Configuration management and change control.
- Procurement.
- Hazardous materials program.

4.8.1 Equipment Test Programs

Equipment test programs are primarily concerned with verifying that:

- The equipment can perform in the LYNX operating environment, while meeting required specifications.
- The equipment can be integrated with other equipment to provide dependable service.
- Personnel, procedures and equipment can function safely together in normal, abnormal and emergency conditions.

Required safety related tests are identified and documented during equipment planning and procurement. Hazards that become apparent during testing are reported and resolved either by equipment redesign, use of safety warnings, or the imposition of special procedures.

The Risk Management, Safety & Security Division and other staff as necessary will support the Deputy Director of Vehicle Maintenance in this effort.

4.8.2 Configuration Management and Change Control

Configuration management for LYNX is defined as identification and documentation of the functional and physical characteristics of facilities, equipment and vehicles, including the control of changes to these elements. Required configuration information will be maintained and tracked, documenting test/modified equipment as well as relevant serial numbers and dates of installation of standard equipment. The Deputy Director of Vehicle Maintenance will be responsible for storing, retrieving configuration information as well as keeping the data current. Changes to configurations will be classified as to their impact and functional importance to operations.

- Class I changes are defined as hardware, material or software changes that affect vehicle or equipment performance, specification requirements, previously approved documents, or interchangeability with existing components.
- Class II changes are defined as hardware, material or software changes that do not affect vehicle or equipment performance, specification requirements, previously approved documents, or interchangeability with existing components.

4.8.3 Procurement and Contracts

The purchasing process formally begins with the preparation of a request and its submission to the Purchasing and Contracts Division. However, planning for

contracts and procurement actions begin far in advance of this time. Advance procurement planning includes safety as a significant factor, by addressing system safety as well as technical, business, management and other considerations that will control acquisition actions from the inception through completion.

This procuring department works in conjunction with the Risk Management, Safety & Security Division when purchasing personal protective equipment for employees, controlling chemicals and other hazards in the workplace, mandating safety requirements in specific contracts, and requiring compliance from specific vendors with LYNX safety requirements.

4.8.4 Hazardous Materials Programs

All LYNX activities must comply with applicable federal, state, and local environmental protection laws. Procedures have been established in order to control hazards associated with procurement, storage, transfer use, and disposal of hazardous substances. Methods used in this process include product and substance evaluations, procurement procedures, tracking and monitoring, testing, inspections, marking, and training. These procedures also address record keeping and reporting requirements. Examples of the authority's handling of hazardous materials and waste include a file of Material Safety Data Sheets, employee training, and procedures regarding chemical labeling, chemical disposal, employee notification (i.e., right-to-know), and formal disposal and tracking procedures.

4.9. Records Retention and Distribution

LYNX will maintain the following records for at least four years:

- a. Records of bus driver background checks and qualifications. These records are maintained by the Human Resources Department.
- b. Detailed descriptions of training administered and completed by each bus driver. These records are maintained by the Human Resources Department.
- c. A record of each bus driver's duty status which shall include total days worked, on-duty hours, driving hours, and time of reporting on and off duty each day. These records are maintained by the Transportation and Maintenance Department.
- d. A record of written documentation of preventive maintenance, regular maintenance, inspections, lubrication, and repairs performed for each bus under LYNX control and will provide the following information:
 1. Identification of the bus, the make, model, and license number, or other

- means of positive identification and ownership.
- 2. Date, mileage, description, and each type of inspection, maintenance, lubrication, or repair performed.
- 3. If not owned by the bus transit system, the name of any person furnishing a bus.
- 4. The name and address of any entity or contractor performing an inspection, maintenance, lubrication, or repair.

These records are maintained by the Vehicle Maintenance Division of the Transportation and Maintenance Department.

- e. Records of annual safety inspections and documentation of any required corrective actions. These records are maintained by the Vehicle Maintenance Division of the Transportation and Maintenance Department.
- f. Medical examination certificates or a signed letter from the medical examiner attesting to the completion of a medical examination of the employee for a minimum of four years from the date of the examination. These records are maintained by the Human Resources Department.
- g. Accident Investigation reports and documentation. These records are maintained by the Risk Management, Safety & Security Division.

5.0 SSPP IMPLEMENTATION, MAINTENANCE, and VERIFICATION

5.1 SSPP Implementation

Implementation of the SSPP by all LYNX departments and firms participating in LYNX projects will assure that safety is an integral part of all planning, testing, operation, maintenance, construction, procurement, and disposal activities. System safety continuity will be assured through the evolution of the plan, periodic updates of the SSPP, and audits and reviews. Directors and Managers are responsible for carrying out plan procedures pertaining to their respective departments.

The authority has adopted an eight-step process for implementing the SSPP, modeled on information presented through the Federal Transit Administration's Transportation Safety Institute:

- 1. Ignite and renew interest of top management in the system safety program concept.
- 2. Evaluate appropriate staff and schedule requirements for implementation.
- 3. Coordinate and solicit cooperation from all departments.
- 4. Develop and document the revised SSPP.
- 5. Obtain top management approval for the revised SSPP.
- 6. Distribute the revised SSPP and obtain feedback from all departments.
- 7. Implement the SSPP (revised version).
- 8. Assess the implemented SSPP and revise as necessary.

This document, dated December 2015, is a continual revision to the LYNX SSPP (dated February 1993). It represents the current iteration of step #15 in the authority's program implementation process.

5.2 SSPP Maintenance

To remain viable, the SSPP must be adjusted and updated to reflect changes in the authority's organization, procedures, equipment, facilities, and operating environment.

5.2.1 SSPP Review and Update

The SSPP is scheduled for a biennial (once every other year) review by directors, managers, and supervisors. The SSPP will be updated following the biennial review and also as a result of the following actions within the authority:

- Policy changes (mission, goals or objectives).
- Organizational changes.
- Changes to rules and regulations.
- Changes in operating procedures.
- Elimination of equipment or addition of new equipment.
- Elimination of a facility or additional/acquisition of a new facility.

SSPP Plan Updates due to changes in facilities or equipment will be directed to the Risk Management, Safety & Security Division, using change pages within 30 days of the completion of the action. Changes in policy, organization, rules and regulations, or operations necessitating plan adjustments will be accomplished within the time limit prescribed in the plan revision schedule.

5.2.2 Revisions to SSPP

This System Safety Program Plan will continually be updated and revisions will be submitted to and incorporated by the LYNX Risk Management, Safety & Security Division. The process of revising the SSPP must include:

- A thorough review of the current plan by authority's management
- Complete documentation of all proposed revisions to the plan
- Required approval
- Distribution
- Implementation

Plan Revision Schedule		
Activity	Responsibility	Target
Review plan	Directors, Department Managers, Safety	14 days
Document recommendations for proposed revisions to Plan	Risk Management, Safety & Security Department	10 days
Review of proposed revisions	Risk Management, Safety & Security Department	10 days
Obtain required approval of revised Plan	Risk Management, Safety & Security Department	5 days
Distribute revised Plan	Risk Management, Safety & Security Department	5 days
Implement revised Plan	Directors and Department Managers	30 days

5.2.3 Accident Statistical Data Review

Supported by the Risk Management Committee and the Risk Management, Safety & Security Division collect, maintain, analyze and report on safety data, categorize accidents, and prepare and submit accident related reports for evaluation to LYNX management and outside agencies, as required. Monthly reports summarizing accident statistics will be prepared and distributed to LYNX management for review and comment. Quarterly and annual reports comparing current and previous accident experiences also will be prepared and distributed to management.

5.3 SSPP Verification

Assurance of compliance with safety requirements of the SSPP will be accomplished using management tools such as design reviews, testing, hazard analyses and resolution, analysis of accident/incident data, reports, inspections, investigations, drills, configuration control, and transit safety and assurance audits.

Auditing techniques, procedures and schedules will be implemented to ensure that the objectives and requirements of the SSPP are being achieved. Safety audits may include internal units and outside agencies and contractors, as appropriate.

Appendix List

Appendix A: Subsection 341.061 Florida Statutes
Appendix B: Rule Chapter 14-90, Florida Administrative Codes
Appendix C: LYNX Organizational Chart
Appendix D: LYNX Fleet Inventory
Appendix E: LYNX Drug and Alcohol Policy
Appendix F: LYNX Incident and Accident Forms
Appendix G: Administrative Rule 4 – Procurement and Contract Administration
Appendix H: Purchasing and Contracts Policy and Procedure PRO-001 Procurement Policies and Guidelines
Appendix I: Operator's Guide & Work Rules
Appendix J: LYNX Pre-Trip Condition Report

Oversight Committee Information Item #10.A.

To: LYNX Oversight Committee

From: Tomika Monterville
DIRECTOR OF PLAN & DEVELOP
Douglas Robinson
(Technical Contact)
Rose Hernandez
(Technical Contact)

Presented By: Doug Robinson, Manager Strategic Planning

Phone: 407.841.2279 ext: 6019

Item Name: Update on LYNX Forward

Date: 5/24/2018

BACKGROUND:

In March 2017, the Board of Directors authorized LYNX Staff to prepare the ten-year Transit Development Plan (TDP) major update and a Route Optimization Study (ROS). Together, the TDP and ROS are referred to as LYNX Forward initiative.

The ten-year TDP major update was submitted and approved by the Florida Department of Transportation (FDOT) District Five Office in December 2017. The ROS is still in progress and will continue into summer 2018. Once the ROS is complete, LYNX staff will prepare the TDP annual update to include the ROS capital and operating improvements, as approved by the LYNX Board of Directors. The TDP annual update is due to the FDOT District Five office on September 1, 2018.

OVERVIEW:

This LYNX Forward update will focus on the following:

- Purpose of Route Optimization Study
- Partner agency input on long-term transit network
- ROS next steps including:
 - Ridership forecasting,
 - Development of the near-term plan,
 - Public involvement, and
 - Short-term capital improvements.
- ROS Goal for FY2019



LYNX FORWARD

Oversight Committee Update

May 24, 2018



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LYNX FORWARD Goals



Promote economic competitiveness, sustainability, and quality of life



Advance an equitable, dynamic, and performance driven transit system



Deliver a seamless network of transportation services for the region



Enhance customer experience and communications



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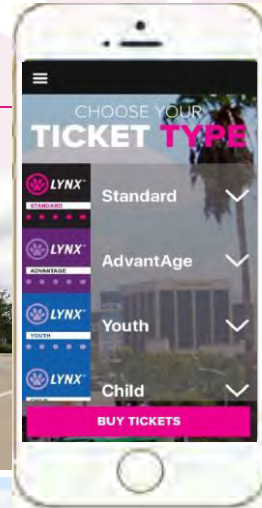
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What is *LYNX FORWARD*?

- 10 -Year Transit Development Plan (TDP) and funding strategies
- Optimized, multi-modal transit system - Route Optimization Study (ROS) supported with O-D surveys, mobile device data and real-time information.
- Regional vision developed in partnership with our riders, jurisdictional partners and stakeholders.



Existing Network Challenges

Quality of Service / Service Performance

- Poor On-Time Performance
- Lengthy Travel Times
- Declining Ridership
- Low Route Productivity

Service Supply

- Not Addressing Population Growth
- Infrequent Service
- Largest Employment Markets Under-Served
- Match vehicle size with demand

Service Design

- Meandering / Out-of-Direction Routing
- Lack of SunRail Connections
- Downtown Centric System
- One-Size “Local Route” Does Not Fit All



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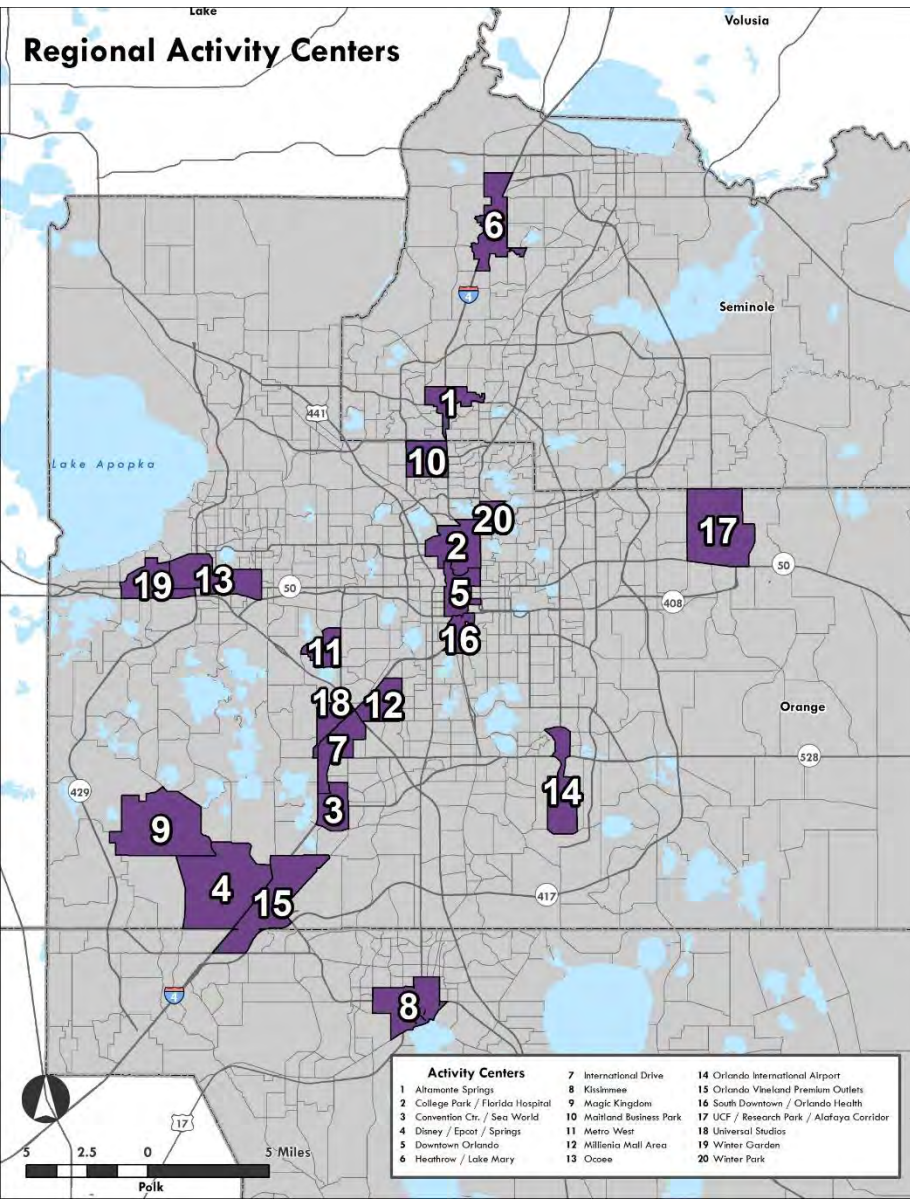
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Route Optimization Study Purpose

- 1 Meet **future mobility needs** through new and improved mobility services
- 2 Allocate resources in the most **effective and efficient** manner possible
- 3 Improve regional **connectivity to SunRail**
- 4 Continue to serve existing riders while **gaining new riders**
- 5 **Serve new markets** with focused and specialized service delivery models and integration with complementary modes (e.g. rideshare and bikeshare)

Regional Activity Centers



1. Altamonte Springs
2. College Park / Florida Hospital
3. Convention Ctr. / Sea World
4. Disney / Epcot / Springs
5. Downtown Orlando
6. Heathrow / Lake Mary
7. International Drive
8. Kissimmee
9. Magic Kingdom
10. Maitland Business Park
11. Metro West
12. Millenia Mall Area
13. Ocoee
14. Orlando International Airport
15. Orlando Vineland Premium Outlets
16. South Downtown / Orlando Health
17. UCF / Research Park / Alafaya Corridor
18. Universal Studios
19. Winter Garden
20. Winter Park

Others Restructuring Transit

- Houston/Metro – Metro Solutions Plan
- Jacksonville – Route Optimization Initiative
- Tampa – Mission MAX
- Columbus, OH – [NextGen](#)
- Austin – [Connections 2025](#)
- Indianapolis – Marion County Transit Plan
- West Palm Beach – Route Performance Maximization (RPM)

Network Restructuring Overview

- **Tradeoffs**
 - Frequency or coverage
 - Service type matching demand
- **Benefits**
 - Improved reliability & predictability
 - Improved frequency
 - More direct routing
- **Model Proposed Plan Ridership**
 - Test new network before allocating resources
- **Feedback and Expectations**
 - Draft plan review (Tough Choices: Winners & Losers)
 - Plan must stop and ideally reverse ridership decline

Long-Term Plan (>5 years)

- Long-Term Plan Details*:
 - 91 transit lines
 - 26 micro-transit / on-demand service zones
 - 408 vehicles
 - 2.5 million annual service hours
 - 38.2 million annual service miles

*based on preliminary un-modeled network data from remix software

FY2019 and Near-Term Plan

- **What's possible in FY2019**
 - Cost neutral service adjustments consistent with near-term plan
 - Target lowest performing services
 - Bus stop consolidation
- **Near-Term Plan – Next 3 to 5 years?**
 - Establish the core of future network
 - Phasing plan to incrementally add services

Short Term Capital Improvements

- New bus stop signs and blades
- Superstop enhancements
- Bus stop improvements
- New passenger facilities/amenities
- ADA accessibility

Bus Stop Signage
(Current)



Bus Stop Signage (Future)



Vision 2030 Plan



- Completed in Oct. 2011
- Examined 22 corridors
 - 4 added during study
- Determined potential transit modal improvements along each corridor
- Modes Considered
 - Local Bus, Express Bus, BRT Streetcar, Light Rail and Commuter Rail
- Estimated costs and identified potential revenue sources to realize vision

Next Steps

- Model Long-Term Plan Ridership
- Develop Near-Term Plan
- Model Near-Term Plan Ridership
- Engage Public in Plan Review
- Prepare TDP Annual Update
- Develop Public Education/Communications Plan
- Implement short-term capital improvements
- Implement FY2019 Services

Implementation Timeline

Plan Refinement and Approval

- Internal and External Stakeholder Communication
- Title VI Analysis and Mitigation Strategies
- Public Outreach
- Final Board Approval

Plan Implementation

- Scheduling and Runcutting
- Hiring and Training
- Procurement (facilities and vehicles)
- Marketing and Outreach
- Prepare printed and electronic passenger information

Launch

- Media Rollout
- Bus Stop Changeover
- Publish printed and electronic passenger information

4 to 6 months

8 to 10 months

1 to 2 months

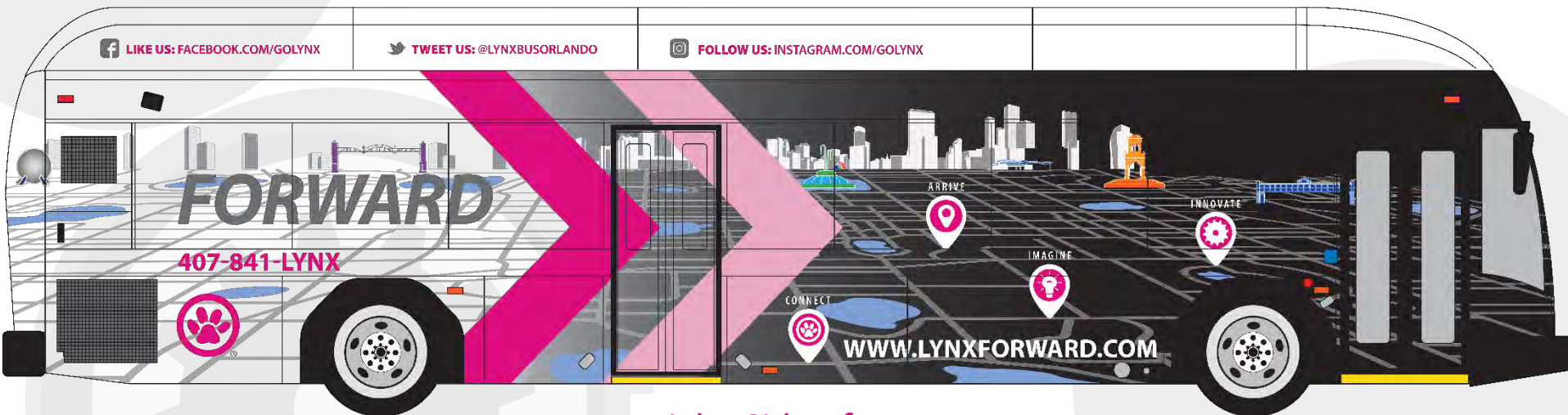
13 to 18 months

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LYNX Forward Bus Wrap



Left Side of Bus



Right Side of Bus

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