


Meeting Date: 7/26/2018  
Meeting Time: 1:00 PM

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

## 1. Call to Order

## 2. Approval of Minutes

-  Board of Director's Meeting Minutes, March 22, 2018

Pg 4

## 3. Recognition

- 20 Years of Service Awards
- 25 Years of Service Awards
- 30 Years of Service Awards
- 2018 Rodeo LYNX Team Recognition
- Government Technology/AT&T Special Districts Summit Award for Technology Innovation Leadership
- Environmental Systems Research Institute (ESRI) Geographical Information Systems (GIS) Award

## 4. Public Comments






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

## 5. Chief Executive Officer's Report


## 6. Oversight Committee Report



## 7. Consent Agenda

### A. Request for Proposal (RFP)


-  Authorization to Release a Request for Proposal (RFP) to Procure Professional Recruitment Search Services Pg 13
-  Authorization to Release a Request for Proposal (RFP) to Procure Information Bike and Scooter Share at Major Transfer Points Along LYNX' Transit Alignments. Pg 14
-  Authorization to Release a Request for Proposal (RFP) to Procure Consultant Services for Autonomous Vehicles for the BRT/LYMMO Routes for a not to Exceed Amount of \$1,000,000 (One Million) Dollars for a Contract Period of Two (2) Years Pg 17
-  Authorization to Release a Request for Proposal (RFP) for Cleaning Services of Maintenance Shop Equipment for an Amount not to Exceed \$300,000 (Three Hundred Thousand) Dollars for the Five-Year Contract Period Pg 19
-  Authorization to Release a Request for Proposal (RFP) to Procure Digital Cameras for all of LYNX Facilities, Super Stops, and Maintenance to the Existing Camera Systems Pg 21

### B. Award Contracts















-  Authorization to Award a Contract to Cummins Sales and Service for the Procurement of Remanufactured Cummins Engines Not-To-Exceed Amount of \$264,580.00 for a Period of One (1) Year. Pg 23

- ii.  Authorization to Award a Contract for Heavy Duty Transit Fleet and Non-Revenue Vehicle Towing Services to Stepp's Towing in an Amount Not To Exceed \$240,600 for a Contractual Period of Three (3) Years, With the Option to Extend for Two (2) One (1) Year Periods Pg 25
- iii.  Authorization to Award a Contract to New Flyer for the purchase of up to seventy-five (75) CNG (Compressed Natural Gas) sixty-foot (60') articulated buses with a not-to-exceed amount of one million (\$1,000,000) dollars per vehicle. The Contract term is three (3) years with the option to extend two (2) one (1) year periods Pg 27




C. Extension of Contracts



- i.  Authorization to Exercise the Second Option Year of Contract #14-C28 to Enterprise Leasing Company of Orlando, LLC for Vanpool Support Pg 29

D. Miscellaneous






- i.  Authorization to Amend Value of the Authorization to Purchase Twenty-Eight (28) Vanpool Vehicles for Replacement and Expansion Purposes for the Vanpool Program. Pg 31
- ii.  Authorization to Submit the Fiscal Year 2018/2019 Transportation Disadvantaged Trip and Equipment Grant Application Pg 33  
-Attachments 
- iii.  Authorization to Approve an Inter-local Agreement with the University of Central Florida (UCF) to Provide Bus Wrap and Body Shop Services for the Campus Fleet. Pg 36
- iv.  Authorization to Submit Grant Applications to the Federal Transit Administration (FTA) for Fiscal Year 2018 Competitive Funding Opportunity: Grants for Buses and Bus Facilities Infrastructure Investment Program for a Southern Operations Base Pg 38
- v.  Authorization to Allow for the Additional Funding to WSP, Inc for the Design and Engineering of the Pine Hills Bus Transfer Center Pg 43  
-Attachments 
- vi.  Authorization to Apply for and Administer the Florida Commission "Local Program Administrative Support" Grant on behalf of MetroPlan Orlando in the amount of \$101,881. Pg 62
- vii.  Authorization to Submit a Grant Application to the Federal Transit Administration (FTA) for Public Transportation Emergency Relief Funds in Response to Hurricanes Irma and Maria Pg 64
- viii.  Staff is Requesting the Board of Directors' Authorization for the Chief Executive Officer (CEO) or Designee to Issue a Purchase Order to New Flyer for the Purchase of Fifteen (15) CNG (Compressed Natural Gas) Sixty-Foot (60') Articulated Buses With a Not-to-Exceed Amount of Sixteen Million (\$16,000,000) Dollars Pg 66
- ix.  Authorization to Enter into a Planning Grant Agreement with MetroPlan Orlando to Fulfill the Requirements of the Grant Agreement Pg 67
- x.  Board confirmation of Mr. William "John" Slot Jr. appointment to serve as LYNX' Chief Innovation Officer Pg 69  
-Attachments  

8. Action Agenda


- A.  Authorization to Approve the Annual Financial Audit and Comprehensive Annual Financial Report (CAFR) for the Year Ended September 30, 2017 Pg 76  
-Attachments  

- B.  Authorization to Amend the FY2018 Operating and Capital Budgets Pg 185  
-Attachments 

## 9. Work Session

- A.  Discussion on Legal Services Request for Proposal Evaluation Pg 194  
-Attachments 
- B.  FY2019 Preliminary Operating and Capital Budgets Pg 195  
-Attachments  

## 10. Information Items

- A.  Notification of Settlement Agreement Pursuant to Administrative Rule 6 Pg 213

## 11. Other Business

## 12. Monthly Reports

- A.  FY2018 3rd Quarter Financial Report - October to June 2018 Pg 215  
-Attachments 
- B.  FY2018 Ridership Report through April 2018 Pg 221  
-Attachments 
- C.  Marketing Communications Report: March 2018 - June 2018 Pg 227
- D.  Planning & Development Report Pg 254

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  
**Board of Directors'** Meeting Minutes

PLACE: LYNX Central Station  
455 N. Garland Avenue  
Conference Room, 2<sup>nd</sup> Floor  
Orlando, FL 32801

DATE: March 22, 2018

TIME: 1:00 p.m.

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Members in Attendance:

Viviana Janer, Chair, Osceola County

Buddy Dyer, Mayor, City of Orlando,

Teresa Jacobs, Mayor, Orange County

Lee Constantine, Commissioner, Seminole County BoCC

Mike Shannon, Secretary, 5<sup>th</sup> District, Florida Department of Transportation

1. Call to Order

Chair Janer called the meeting to order at 1:04 p.m.

2. Approval of Minutes

Chair Janer asked the Board if there was any discussion about the February 1, 2018 meeting minutes. A motion was made by Mayor Jacobs, seconded by Commissioner Constantine. Minutes were unanimously approved as presented.

3. Public Comments

Joanne Cornelis, High Hawk Cove, Orlando, Fl. Recommended that LYNX provide 24 hour transportation service to include holiday, weekends and night time. Ms. Cornelis was disappointed to see that last weekend LYNX did not have transportation for the Art Festival.

Emma Jean Jackson, 4731 No. Pine Hills Road, Apartment #11, Orlando, FL. 32808 is a lifelong resident of Orlando. Ms. Jackson loves her Orlando City, she

depends on public transportation whether it's the regular bus or ACCESS LYNX to get around. She is retired and sometimes rides the bus to see what is happening in the community. Her concern is the sidewalks and bus stops that have been around as long as she has and are in poor condition. She says she leaves in a good mood and comes back disappointed with either the driver or the City of Orlando because some stops are not ADA compliant and nothing is being done about it. She stated that she sometimes **goes to Walmart and it's difficult for her to** get on the bus with her groceries and her wheelchair and the driver will not assist her, instead, passengers on the bus get off to help her. Chair Janer requested that staff get with Ms. Jackson and get information as to which stops she feels are not ADA accessible and in bad shape.

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

Chair Janer recognized Mr. Edward L. Johnson, Chief Executive Officer (CEO) to give his report.

Mr. Johnson said that courtesy to passengers is the one thing no one can take from us. We need to treat our passengers with the upmost respect and often times we need to go the extra mile for many of our customers who need additional assistance. We will identify where she lives and understand what the sidewalk concerns are and work with the respective departments and city to handle this issue.

Mr. Johnson shared with the board members that earlier that morning, LYNX had their Emergency Drill that took place behind the downtown airport. They had Orlando Police Department SWAT Team, the Orange County Sheriff Department **and the City of Orlando's Fire Department who assisted in the** drill. He added that Secretary Mike Shannon also joined them this morning and they had a fantastic time. All agencies that participated learned a lot. We hold these drills so that our first responders can understand how to assist us in emergency situations. We used the hostage situation where 4 people took the bus hostage with approximately 45 passengers on the bus (employees were actors on it and some were shot and 4 were killed). The SWAT team overtook the bus and the Fire Department did their role of triage of the passengers.

We want to make sure that we are testing ourselves and that we have the right protocol to deal with an emergency situation. Communication is huge. Although we did well, there are still ways to improve. We are planning another drill before the end of this year which will be an active shooter drill that will take place in our building. More details will follow and we encourage that you come out and see us as we conduct these drills.

Mr. Johnson also mentioned that 2 million dollars of State Funding that was put into the budget for our Parking Facility and Paratransit Facility at our Operations Facility were vetoed by Governor Rick Scott.

The Softball Challenge that was discussed earlier in the year has been scheduled for May 19<sup>th</sup> between LYNX and our Funding Partners (City of Orlando, Orange County, Seminole and Osceola County). It will be held at Lake Fairview Park, 2200 Lee Road, Orlando, FL. Mr. Johnson invited the Board Members to represent their respective organizations and participate by throwing the first pitch.

Mr. Johnson requested that a discussion item be added under the Work Session for the RFP of Legal Services if permissible.

Chair Janer asked the board members if that was okay and they concurred.

## 5. Consent Agenda

Chair Janer stated that she did not have a report as there was no Oversight Meeting earlier in the day due to the Emergency Drill therefore none of the items on the Consent Agenda were looked at or vetted through LYNX oversight committee. Each of the Board members were briefed on the consent agenda items prior to the meeting.

Commissioner Constantine stated that unless anyone had any concern or questions, he moved to approve the Consent Agenda. Mayor Dyer seconded the motion. All items on the Consent Agenda passed unanimously.

## 6. Action Agenda

Before moving onto the Election of LYNX Board of Directors Officers, Chair Janer stated that it has been an honor and a pleasure to serve as our Chairman for this Board this **past year. It's great to work with a group of people that are so dedicated. Everyone** from the operators to the Executive Administrative staff is so dedicated. It has been an honor and a blessing and thanked each and every one of us for entrusting her with that role this past year.

### A. Election of LYNX' Board of Directors Officers –

Mayor Jacobs nominated Commissioner Constantine for the office of Chairman, seconded by Viviana Janer. The vote passed unanimously.

Mayor Jacobs nominated Mayor Buddy Dyer as Vice Chair, seconded by Commissioner Constantine. The motion passed unanimously.

Commissioner Constantine nominated Mike Shannon, Director of Transportation as Secretary of the Board, seconded by Mayor Dyer. The motion passed unanimously.

B. Authorization to Approve Proposed Service Changes Effective April 29, 2018

Tomika Monterville, Director of Planning and Development addressed the Board of Directors requesting authorization to eliminate route 406. Tomika stated there were several hearings from March 13 through 15<sup>th</sup> and as a result of their analysis, they would like authorization to remove route 406. Chair Janer confirmed that this route is in the City of Orlando and Orange County.

Mayor Dyer moved to approve, Mayor Jacobs seconded the motion. The action item passed unanimously.

C. Board of Director ratification of the Chief Executive Officer (CEO) Spending of the Contingency funds for the LYNX Orlando Trail also known as the Gertrude Walk **Project \$59,945 (65%), Ratification of the CEO's spending for various utility \$22,054 (25%)** and permit fees, and to increase the total contingency by \$20,000

**D'Hasheem Alkebulan, Senior Project Manager** addressed the board members **stating that staff is requesting ratification of the Chief of Executive Officer's spending of the project contingency funds for the LYNX Orlando Trail also known as Gertrude's Walk. First to ratify the spending of 65% of the contingency that was used for unknown discoveries on the project site. It came to \$59,945. Secondly to ratify the spending of 25% of the contingency that was used for municipal fees that came to \$22,054 and lastly staff is requesting to increase the contingency by \$20,000 for unidentified expenses to close out the project by May 2018. If the funds are not necessary, the balance will be returned to the Capital Budget.**

Mayor Jacobs moved to approve, Mayor Dyer seconded the motion. The Action Item passed unanimously.

7. Work Session – Legal Services RFP

Mr. Johnson, discussed the status of the legal RFP. He made it very clear that staff had missteps in this process but would like to present to the board the direction they need to move forward. Mr. Johnson requested that Tiffany Homler Hawkins address the members of the Board for comments.

Tiffany Homler Hawkins, Chief Administrative Officer stated that we had authorization from the board to release the RFP for Legal Services July 2017. Proposals were due August 30<sup>th</sup> and they did not have the first selection committee meeting scheduled until November 30<sup>th</sup>, that had to be reschedule. That meeting was scheduled on Feb. 23<sup>rd</sup>, **2018. During that process some of the funding partner's legal teams were involved in** the selection committee meeting. There was a technical glitch in the RFP Document, an anomaly in the scoring. As a result of that and some comments received at the selection committee meeting, they felt it was imperative to bring back to the board for direction moving forward. Once that technical glitch was discovered, LYNX engaged with Gray Robinson, an outside legal counsel, and their recommendation was to cancel the RFP and go back out. During the selection committee process, some of your staff attorneys recommended that some of these services come in house (procurement and contracts). For this reason, they are bringing this back to the Board.

Chair Janer updated the rest of the board explaining that once she found out there was a problem with the RFP she got Frank Kruppenbacher, President of the Greater Orlando Aviation Authority (GOAA), and part of the constitutional review committee to seek his opinion. He stated that the RFP was fine just bring a new selection committee and start the process over because all the companies went ahead and replied to the RFP. Also received recommendation for members of a new selection committee that could be reviewed by this board. We have not discussed to date bringing services in house, so as a board member, she will need to stop and analyze this. Chair Janer stated she was ok with the way legal services are right now for our general counsel so she will bring it back to the board. Chair Janer opened it up for discussion and clarified that per Attorney Kruppenbacher, they can keep the RFP but select a new selection committee so everyone can be re-scored.

Mayor Jacobs stated she had concerns about the direction moving forward. It was **Orange County's appointee to the Procurement Committee that was uncomfortable** scoring because of the language that was sent out in the RFP identifying that there may be a conflict because of our present legal counsel, and their role in the procurement and the oversight of the process. The legal counsel that sat on that committee had concerns about voting on something in light of the potential for a conflict and whether or not the process that was set up. Mr. Johnson had accepted there was some error in the way this was issued. Mayor Jacobs stated that her comfort level would be greater if we started the process over and cured whatever deficiency or perception problem existed in that process and start clean.

Chair Janer stated that we have a motion on the table to go ahead and cancel the initial RFP and re-release as it was originally intended by this board.

Mayor Dyer requested that Tiffany Homler Hawkins elaborate on the recommendation of our attorneys as a group.



Tiffany Homler Hawkins stated that the selection committee discussion (apologized for not having meeting notes in front of her) was that based on the budget we have for our legal services has LYNX evaluated bringing certain services in house. She stated that some of that research had been done a couple of years ago. A lot of our sister agencies in the state are county departments, so they use those attorneys. Procedurally she is not sure if we need to request a release for a new RFP, but we can bring that back in May.

Tiffany Homler Hawkins stated we have extended our current contract through June 30<sup>th</sup>. We will come back to you in May to extend once again.

Mayor Dyer stated he would like to amend Mayor Jacobs motion to start the process all over again. He would like legal representatives from each governing agency to come back together and have a discussion on what services could be appropriate to bring in house and craft an RFP based on whether it is decided to be appropriate or not. But at least have that discussion at this point before moving forward with issuing a new RFP and if we need to extend the current contract further along, it will not need to be rushed and be done in the next 30 days. Since we are at this point we ought to give this a consideration of the things that can be brought in house versus continue to be outside.

Mayor Jacobs stated she would be pleased to amend the motion to include that, and agrees that if there is any component that this board and the administrative staff here feels would be best done in house. It is most appropriate that we make that decision before we go back out with the RFP. Mayor Jacobs said it is a labor intensive process submitting these proposals and would not want to further confuse the matter by re-submitting.

Mayor Jacobs asked Mr. Johnson that the next time the Procurement Committee meet that they have a more thorough look at what those concerns were. She does not want to enter into legal contract with any legal cloud over how we enter into a legal contract.

Mr. Johnson stated he understood and will bring on another legal team to help guide the agency through that process and through the next submission of the RFP.

Commissioner Constantine wanted clarification on the combination of the two motions and amendment to the motion. We will make a decision prior to the RFP as to what we may or may not want in house.

Mayor Dyer recommended that the board appoint a select committee, and it can be the same representatives that review that for us as well. Mayor Dyer would like a legal representative from each of the government entities and DOT as well to have that discussion. This committee system has worked very well with the Expressway Authority

and likes having a procurement committee or some of these committees made up of one representatives from each of the governing board members. They will then report back to the board and they will decide from this point moving forward.

Commissioner Constantine recommends that first we ask them to come back and make a recommendation as to what's in or out and then go into the RFP.

Mr. Johnson stated that first we want to cancel this RFP because we have proposers waiting to **hear what direction we are going to go in and it's been several months.**

Commissioner Constantine asked what the next step was after we cancel the RFP, and wants to know how long it will take to put it together again.

Mr. Johnson stated we can come back **to you at our next Board of Director's Meeting in May.** They want to reconvene each of the representatives for each of the government agencies but we will make it a goal to bring back to the next Board meeting in May.

Commission Constantine confirmed that at that point, they will authorize us to construct the RFP **based upon LYNX's recommendation and the Board's decision.**

The RFP was released on July 25<sup>th</sup> and the pre-proposal conference was August 8<sup>th</sup>. Commissioner Constantine stated that we are looking at approximately 10 months after May to bring it back again.

Secretary Shannon asked if there was any time limit on extending the current legal contract and Tiffany Homler-Hawkins responded that Legal services are exempt under State Statute and we do not have any contractual authorizations for option years for these contracts right now.

Mayor Jacobs said it would be beneficial to know that we can extend the contract under the same terms.

Chair Janer recommended that we rescind this motion, bring the entire thing back in May and allow Mr. Johnson and his team go into discussion with our current general council and see if they have a willingness to provide an approximate 10 month extension on the current contract and at that time we can make a decision as to what we want to do.

Mayor Jacobs said she will be please to do so, but would recommend we extend it for **one year. To Mayor Dyer's question, if the staff were to bring back a recommendation** and an analysis to support a recommendation for what portion of our current services may be worked in house if any, then we could take care of all of this at one time.

Chair Janer stated that Mr. Johnson proceed to bring back to the board in May the analysis as to what we believe can go in house and the cost compared as to what we are doing now and at that point the Board can make the necessary motions to decide what they want to do moving forward.

Mr. Johnson stated that this will also include their contract with Baker & Hostettler as well. Our services for employment law needs to be accommodated as well.

Chair Janer stated that they now have provided staff direction and hopes to have everything clarified. She recommends that we ensure that our Procurement Department has their RFP changes in mind so that we can be ready to go once we are ready.

Mayor Jacobs said she believes it is beneficial that the Procurement team get together so that if in the May meeting we decide to go forward with an RFP, they would have had an opportunity to discuss what concerns there were so that they are not discussing it while they are voting. In addition, to include in our Procurement Committee as Mayor Dyer had suggested a representative from DOT, and was not sure if Seminole County had representation at the last Procurement Committee Meeting. It would be ideal to have a committee meeting focused just on the legal technicalities even though we are hiring outside council, given the fact that they all have inside council, it would be great if all those councils had the same opinion coming in this time. Mayor Jacobs urged that it gets done before May.

## 8. Monthly Reports

- A. Communications Report —January — February 2018
- B. FY 2018 1<sup>st</sup> Quarter Financial Report — October — December 2017
- C. FY2018 Ridership Report thru January 2018
- D. Planning and Development Report

Chair Janer informed the board members that the Monthly Reports attached are for review purposes only and no action is required.

Before adjourning, Chair Janer stated that she had requested a full update on both the reserves and LYNX Forward. Asked what the timeline was for both items and Mr. Johnson stated they would be at the next Oversight Committee Meeting in May.

Chair Janer adjourned the meeting at 1:38 p.m.

Certification of Minutes:

I certify that the foregoing minutes of the February 1, 2018 LYNX Board of Director's meeting are true and correct, approved by the Board of Directors.

X

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Assistant

Consent Agenda Item #7.A. i

**To:** LYNX Board of Directors

**From:** Albert Francis  
CHIEF FINANCIAL OFFICER  
Terri Settington  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6058

**Item Name:** Request for Proposal (RFP)  
Authorization to Release a Request for Proposal (RFP) to Procure  
Professional Recruitment Search Services

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to release a Request for Proposal (RFP) to procure executive recruitment search services.

**BACKGROUND:**

The State of Florida's unemployment rate, for June 2018, is at a historic low of 3.8%. This has presented extreme challenges in securing applicants to join the LYNX team.

LYNX has current needs, and due to the unemployment rate, will have in the foreseeable future a continuation of needs for recruiting services that will be conducted nationally for the most qualified individuals to fill vacant positions. Therefore, in an effort to attract talent on a national stage, LYNX will need to partner with executive search firms to identify potential candidates for open positions.

**FISCAL IMPACT:**

LYNX staff included \$164,827 in the FY2018 Adopted Budget for Professional Services. Future years will be budgeted appropriately to support the executive recruitment search services.

# LYNX Board Agenda

## Consent Agenda Item #7.A. ii

**To:** LYNX Board of Directors

**From:** Edward Johnson  
CHIEF EXECUTIVE OFFICER  
Ivelisse Hernandez  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6017

**Item Name:** Request for Proposal (RFP)  
Authorization to Release a Request for Proposal (RFP) to Procure  
Information Bike and Scooter Share at Major Transfer Points Along  
LYNX' Transit Alignments.

**Date:** 7/26/2018

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### **ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to release a Request for Proposal (RFP) to procure information bike and scooter share at major transfer points along LYNX' transit alignments.

### **BACKGROUND:**

The LYNX Board of Directors has directed the Chief Executive Officer (CEO) to integrate more technology and service offerings into the operation of LYNX to improve customer satisfaction and confidence in the agency and its service delivery. In accordance with that directive LYNX has implemented four mobile applications that generate real-time information on bus services and fare payment capabilities.

To further this directive, staff is proposing to place these bike and scooter share kiosks at all superstops and potentially at other major passenger boarding areas. The bike and scooter share kiosks will provide first and last mile transportation for customers who need additional transportation in their commute.

# LYNX Board Agenda

The following sites are proposed for bike and scooter share kiosks:

<u>Site Name</u>	<u>Intersection</u>	<u>Bike</u>	<u>Scooter</u>
Apopka Superstop	South Central Avenue and 7 <sup>th</sup> Street	X	X
Destination Parkway Superstop	Destination Parkway and Tradeshow Road	X	
Colonial Plaza Superstop	Primrose Drive and Amelia Street	X	X
Disney Springs Transfer Center***	Between Strawberry and Watermelon Parking Lots	X	X
Florida Mall Superstop	Florida Mall Avenue and August Lane	X	X
Orlando International Airport***	Jeff Fuqua Boulevard and new Intermodal Center	X	
Pine Hills Transfer Center	Belco Drive and Silverstar Road	X	X
Rosemont Superstop	Cinderlane Parkway and Rosewood Way	X	X
Universal Studios***	Universal Boulevard and Hollywood Way	X	X
University of Central Florida Superstop	Gemini Boulevard West and Leo Lane	X	X
Washington Shores Superstop	Lewis Court and Bethune Drive	X	X
Winter Park Village	Webster Avenue and Denning Drive	X	X
Kissimmee Intermodal Station	Pleasant Street and Neptune Road	X	X
Osceola Square Mall	West Columbia	X	X

# LYNX Board Agenda

	Avenue and Armstrong Boulevard		
Poinciana Walmart	Cypress Parkway and South Doverplum Avenue	X	X
West Oaks Mall	In mall parking lot-Clark Road and Colonial Drive	X	X
Fern Park	Fernwood Boulevard and Oxford Drive	X	X
Sanford Seminole Center Superstop	US 17/92 and Americana Boulevard	X	X
LYMMO (Bank of America)	Livingston and Orange Avenue	X	X
LYMMO (History Center)	Magnolia and Central Avenue	X	X
LYMMO (SunTrust Building)	Orange Avenue and Church Street	X	X

\*\*\*\* Will require authorization prior to awarding of contract.

Staff is proposing to fund the installation and maintenance of the equipment through a revenue sharing contract. The selected vendor will install the equipment based on specifications approved by LYNX staff and will recoup its costs through fees of leasing the equipment.

The anticipated cost for the kiosks (28) is \$5,000 each for a total estimated cost of \$140,000. The life cycle for this equipment will be at least five years.

## **DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION:**

LYNX has assessed a **5%** participation goal on this solicitation. In order to be a responsive proposer, LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Small and Disadvantaged Business Enterprise (DBE) Firms. The DBE officer will work with the project manager to identify subcontracting opportunities.

## **FISCAL IMPACT:**

LYNX staff anticipates a budget neutral impact for this project based on the revenue sharing agreement with the vendor(s) who partner with LYNX in this project.



Consent Agenda Item #7.A. iii

To: LYNX Board of Directors

From: Tiffany Homler  
CHIEF ADMINISTRATIVE OFFICER  
Tomika Monterville  
(Technical Contact)  
Kenneth Jamison  
(Technical Contact)

Phone: 407.841.2279 ext: 6064

Item Name: Request for Proposal (RFP)  
Authorization to Release a Request for Proposal (RFP) to Procure  
Consultant Services for Autonomous Vehicles for the BRT/LYMMO Routes  
for a not to Exceed Amount of \$1,000,000 (One Million) Dollars for a  
Contract Period of Two (2) Years

Date: 7/26/2018

**ACTION REQUESTED:**

Staff is requesting the Board of Directors’ authorization for the Chief Executive Officer (CEO) or designee to release a Request for Proposal (RFP) to procure consultant services for Autonomous Vehicles for the BRT/LYMMO routes for a not to Exceed Amount of \$1,000,000 (One Million) Dollars for a Contract Period of Two (2) Years.

**BACKGROUND:**

The LYNX Board of Directors has directed the Chief Executive Officer (CEO) to integrate more technology into the operation of LYNX to improve customer satisfaction and confidence in the agency and its service delivery. In accordance with that directive, LYNX has partnered with the Florida Department of Transportation (FDOT), MetroPlan Orlando, City of Orlando, and University of Central Florida to understand the opportunities and capabilities of Autonomous Vehicles Services for the downtown Orlando BRT (LYMMO).

The cross-functional team developed and released a Request For Information (RFI) targeting qualified Respondents knowledgeable in the design, development and implementation of Autonomous Vehicles (AV) for Transit Authorities to research and understand the current capabilities of the technology and assess the feasibility of operating in a mixed traffic environment (with a fixed structured route). We received six (6) responses and much interests from qualified providers.

## LYNX Board Agenda

Information obtained through the Request for Information (RFI) may be used to understand the Autonomous Vehicle technology, the capability of this technology in our current operations, and to develop a Request for Proposal (RFP) for a Pilot Program. This Pilot Program will provide valuable information regarding this technology and the public reaction/acceptance to this technology in targeted service areas.

After review and careful consideration of the responses received, the team deemed it would be in LYNX best interest to secure a consultant who is an expert in this fast evolving field to assist in the planning and implementation for any proposed services. Once this has been completed, Staff will release a Request For Proposal (RFP) for the Autonomous Vehicle services.

### **FISCAL IMPACT:**

LYNX staff included \$300,000 (\$100,000 from City of Orlando, \$100,000 from Metroplan and \$100,000 from 5307 Grant) in FY2018 Adopted Operating Budget specifically for planning professional services. Upon Board approval, future years' operating budgets will include the requisite amount of planning professional services for projects eligible to be awarded under this contract.

Consent Agenda Item #7.A. iv

**To:** LYNX Board of Directors

**From:** **Thomas Stringer Jr**  
CHIEF OPERATIONS OFFICER  
**James Fetzer**  
(Technical Contact)  
**Edward Flynn**  
(Technical Contact)  
**Elvis Dovalles**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6036

**Item Name:** Request for Proposal (RFP)  
**Authorization to Release a Request for Proposal (RFP) for Cleaning Services of Maintenance Shop Equipment for an Amount not to Exceed \$300,000 (Three Hundred Thousand) Dollars for the Five-Year Contract Period**

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to issue a Request for Proposal (RFP) for an amount not to exceed \$300,000 (three hundred thousand) dollars for the five-year contract period for Cleaning Services of Maintenance Shop Equipment.

**BACKGROUND:**

LYNX Fleet Management Department is responsible for the maintenance and repair of approximately 2200 assets that could potentially require various types of repair services on an as needed basis for LYNX vehicles and operating equipment. LYNX owns and operates various makes, models, brands, types, and sizes of vehicles and operating equipment, including cars, SUVs, trucks, and buses.

The services will consist of a full-service parts cleaner/washer program for parts washing/cleaning equipment, waste transportation and disposal, equipment repair and maintenance. Services will include fluid management service to maintain the optimum fluid level and change-out cycle needed to keep parts washer at maximum cleaning efficiency. The successful contractor will also provide parts and labor needed to repair and maintain parts washing equipment.

# LYNX Board Agenda

## **FISCAL IMPACT:**

LYNX staff included \$380,000 in the FY2018 Adopted Operating Budget for Contracted Maintenance Services.

Consent Agenda Item #7.A. v

**To:** LYNX Board of Directors

**From:** Tellis Chandler  
DEPUTY DIRECTOR OF SAFETY  
Louemma Cromity  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6154

**Item Name:** Request for Proposal (RFP)  
Authorization to Release a Request for Proposal (RFP) to Procure Digital Cameras for all of LYNX Facilities, Super Stops, and Maintenance to the Existing Camera Systems

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to release a Request for Proposal (RFP) to procure digital cameras and a preventive maintenance program for the cameras for all of LYNX Facilities, Super Stops, and Miscellaneous Repairs to the Existing Camera System.

**BACKGROUND:**

LYNX currently has a security camera system that is in need of replacement, repair, and expansion. An assessment of LYNX current camera system will be performed to determine the most cost effective approach to upgrading, repairing, or replacing the system, and the integration of additional cameras to the security and surveillance system.

This RFP includes services and equipment for IP security cameras, MVR's, licensing, MVR software, warranties, maintenance, and training for 12 LYNX Super Stops and other LYNX locations.

**DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION:**

The assessed DBE participation goal for this project is 4%. LYNX requires the proposer/bidder to identify for participation all DBE and small business sub-contractors/suppliers to subcontract for portions of the work for materials, supplies and services and submit the prescribed documentation. LYNX' procurement policy requires contractors to use a good faith effort to subcontract portions of their work for material, supplies and services to Disadvantaged Business Enterprise (DBE) and Small Business.

The DBE officer will work with firms to ensure compliance.

**FISCAL IMPACT**

LYNX staff included \$220,000 in the FY2018 Adopted Capital Budget for the purchase of services and equipment for the replacement, repair and expansion of LYNX current camera system, This project is 100% federally funded.

Consent Agenda Item #7.B. i

To: LYNX Board of Directors

From: Thomas Stringer Jr  
CHIEF OPERATIONS OFFICER  
James Fetzer  
(Technical Contact)

Phone: 407.841.2279 ext: 6036

Item Name: Award Contracts  
Authorization to Award a Contract to Cummins Sales and Service for the Procurement of Remanufactured Cummins Engines Not-To-Exceed Amount of \$264,580.00 for a Period of One (1) Year.

Date: 7/26/2018

**ACTION REQUESTED:**

Staff is requesting the Board of Directors’ authorization for the Chief Executive Officer (CEO) or designee to a execute a contract with Cummins Sales and Service for the procurement of Remanufactured Engines for transit buses for a total contractual Not-To-Exceed amount of \$264,580.00 for a period of one (1) year. The below table depicts the annual Not-To- Exceed amount:

Fiscal Year	Model Year	Number of Buses	Annual Not To Exceed Amount
2018	2012	10	\$264,580.00

**BACKGROUND:**

LYNX Fleet Maintenance Division adopts a strict preventative maintenance policy for LYNX fleet of 313 transit buses. However, as our fleet ages, major repairs/replacements are necessary.

We have developed a five-year plan to replace engines as they reach their end of life. The bus model years range from 2012 through 2015 for approximately 67 buses. This plan has allowed the identification of the buses that meet the specified criteria. LYNX will schedule the replacement engines in a manner that maximizes efficiency, and enhances operations, at a competitive price.

**PROCUREMENT SUMMARY:**

On February 1, 2018, the Board of Directors authorized LYNX staff to release an Invitation for Bid (IFB) for the purchase of Remanufactured Cummins Engines. The IFB was released on May 17, 2018 with a bid due date of June 18, 2018. The IFB was posted on LYNX Procurement website, DemandStar, and sent directly to interested suppliers. The below two suppliers submitted bids in response to the IFB:

<b>Supplier</b>	<b>Supplier's Bid</b>
Cummins Sales and Service	\$264,580.00
Kenworth of Central Florida	\$266,319.00

The contract award is being recommended for the supplier who submitted the most responsive, and responsible bid at the lowest total cost of ownership who is, Cummins. The contract is being awarded for one year only, which will allow LYNX to join a consortium next year to receive the most competitive pricing for the remanufactured Cummins engines.

**FISCAL IMPACT:**

LYNX staff included \$300,000 in the FY2018 Adopted Operating Budget under Repair and Maintenance – Revenue Vehicles for remanufactured engines. This project is 100% federally funded.



Consent Agenda Item #7.B. ii

**To:** LYNX Board of Directors

**From:** **Thomas Stringer Jr**  
CHIEF OPERATIONS OFFICER  
**James Fetzer**  
(Technical Contact)  
**Edward Flynn**  
(Technical Contact)  
**Elvis Dovalos**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6036

**Item Name:** Award Contracts  
**Authorization to Award a Contract for Heavy Duty Transit Fleet and Non-Revenue Vehicle Towing Services to Stepp’s Towing in an Amount Not To Exceed \$240,600 for a Contractual Period of Three (3) Years, With the Option to Extend for Two (2) One (1) Year Periods**

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors’ authorization for the Chief Executive Officer (CEO) or designee to execute a contract with Stepps Towing Service in an amount not-to-exceed two hundred forty thousand six hundred dollars (\$240,600) for a period of three (3) years with the option to extend for two (2) one (1) year periods.

**BACKGROUND:**

LYNX requires, on an as-needed basis, towing services for occasions when a bus or support vehicle cannot return to its operating base at LYNX Operations Center (LOC) or Osceola Satellite Facility (OSF). This generally is a result of a system failure (engine, transmission, etc.) or severe structural damage due to an accident. Also, LYNX will occasionally have its fleet towed to various repair centers to have repairs performed.

**PROCUREMENT PROCESS:**

At the Board of Director’s meeting in March 2018, the Board authorized LYNX to release an Invitation for Bid (IFB) for heavy duty transit fleet and non-revenue vehicle towing services. On May 18, 2018, LYNX Procurement Department released the IFB. The IFB was posted on LYNX website, DemandStar, and sent directly to interested suppliers who provide tow services for transit fleets.

As a result of this opportunity, three (3) suppliers responded to the IFB with a bid. Below are the suppliers and their responding bids:

Suppliers	Supplier's Bid
Stepp's Towing	\$240,600
AATR	\$318,385
Johnsons Wrecker	\$445,302.50

Upon careful evaluation, LYNX is recommending contract award to the supplier who presented the most responsive, responsible and total lowest cost of service, who is Stepp's Towing.

**FISCAL IMPACT:**

LYNX staff included \$70,000 in the FY2018 Adopted Operating Budget for towing services.

**Consent Agenda Item #7.B. iii**

**To:** LYNX Board of Directors

**From:** Thomas Stringer Jr  
CHIEF OPERATIONS OFFICER  
James Fetzer  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6036

**Item Name:** Award Contracts  
Authorization to Award a Contract to New Flyer for the purchase of up to seventy-five (75) CNG (Compressed Natural Gas) sixty-foot (60') articulated buses with a not-to-exceed amount of one million (\$1,000,000) dollars per vehicle. The Contract term is three (3) years with the option to extend two (2) one (1) year periods

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to execute a contract with New Flyer for the purchase of up to seventy-five (75) CNG (Compressed Natural Gas) sixty-foot (60') articulated buses with a not-to-exceed amount of one million (\$1,000,000) dollars per vehicle. The Contract term is three (3) years with the option to extend two (2) one (1) year periods.

**BACKGROUND:**

LYNX has a fleet of three hundred thirteen (313) buses. This purchase of the seventy-five (75) articulated CNG buses is part of LYNX Transit Development Plan (TDP). Upon arrival of the new buses, LYNX will retire a like amount of buses in accordance with Federal Transit Administration (FTA) guidelines.

The projected ridership increases under the LYNX FORWARD plan supports the use of articulated buses. With over 7,300 daily passengers on Link 8 and over 3,400 daily passengers on Link 37, the increased capacity provided by adding the articulated buses will: 1) Enhance operational efficiencies; and 2) Improve the overall customer experience as a result of less crowding. Therefore, the purchase of articulated buses will contribute positively to the region by increasing the mobility of citizens in some of our region's most congested corridors.

**PROCUREMENT PROCESS:**

At the February 2018 Board of Directors' meeting, the Board authorized LYNX to release a Request for Proposal (RFP) for the purchase of seventy-five (75) CNG articulated 60' buses. On March 22, 2018, LYNX Procurement department released the RFP with a proposal due date of May 31, 2018.

The RFP was released on LYNX website, DemandStar, published in Transit Talent, and sent directly to bus manufacturers. Only one supplier responded to the RFP, New Flyer.

Due to the receipt of only one proposal, LYNX entered into direct negotiations with New Flyer.

Currently New Flyer America is the only manufacturer of 60' articulated CNG buses, therefore, LYNX is recommending the contract be awarded to New Flyer America.

**FISCAL IMPACT:**

LYNX staff included \$20,125,325 in the FY2018 Adopted Capital Budget for the purchase of replacement buses. The FY2019 Preliminary Capital Budget will include an appropriate amount.

**Consent Agenda Item #7.C. i**

**To:** LYNX Board of Directors

**From:** Tiffany Homler  
CHIEF ADMINISTRATIVE OFFICER  
Matthew Friedman  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6064

**Item Name:** Extension of Contracts  
Authorization to Exercise the Second Option Year of Contract #14-C28 to Enterprise Leasing Company of Orlando, LLC for Vanpool Support

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to exercise the second option year of Contract #14-C28 with Enterprise Leasing Company of Orlando, LLC for vanpool operations. This contract does not have a set annual payment to LYNX. The payments to LYNX fluctuate annually based on the number of vehicles in the program.

**BACKGROUND:**

LYNX Vanpool Program was developed 25 years ago to provide additional commuter options for the Central Florida community to get to work. The vanpool program offers individuals who live and work in the same area a reliable, affordable method to get to work each day. LYNX staff is responsible for overseeing the vanpool contract.

Enterprise Leasing Company of Orlando, LLC, on behalf of LYNX, manages the entire rideshare matching process and assists employers with the implementation of commuter programs and formation of vanpool groups as well as maintaining ridership and vanpool participation. Enterprise Leasing Company of Orlando, LLC also oversees the fleet management component of the operation. Fleet management includes scheduled maintenance and repairs, tires, towing, wash and detail. The contract also includes the insurance to cover both commuter and agency vanpools.

The LYNX Vanpool program currently consists of one hundred ninety-four (194) vans. The program has realized significant growth and profit during the past three years and continues to be a popular commute option.

The following are the program results for FY2016, FY2017 and Projected FY2018 for the LYNX vanpool program.

**LYNX Vanpool Program  
Contract #14-C28**

	<b>FY2018 Projected</b>	<b>FY2017 Actual</b>	<b>FY2016 Actual</b>
<b>Vehicle Service Fees:</b>			
LYNX - Vanpool & Agency Fares	1,108,600	1,092,421	879,127
Enterprise - Vehicle Service Fees	(607,730)	(602,695)	(487,226)
Admin. Costs	(294,293)	(285,258)	(286,332)
<b>Net Program Revenue</b>	<b>206,577</b>	<b>204,468</b>	<b>105,570</b>
5307 Funding Generated by Program	1,000,000 *	1,069,366	928,720
<b>Total Economic Benefit to LYNX</b>	<b>1,206,577</b>	<b>1,273,834</b>	<b>1,034,290</b>

\*Estimate based on prior years actual award

The net program revenue is direct income for LYNX. The 5307 funding generated by the program may be used to acquire additional program or other Authority vehicles. Thus the program represents an overall financial benefit to LYNX in excess of \$1.0m/year.

LYNX issued RFP 14-R05 for Van Pool Services on May 19, 2014. The LYNX Board approved a three (3) year contract with two (2) one (1) year options on July 24, 2014. This is the last option year which will begin Oct. 1, 2018.

**FISCAL IMPACT:**

LYNX staff did not include an amount for the net Vanpool program revenue in the FY2018 Adopted Operating Budget. Upon Board approval, the FY2019 Operating Budget will include an estimate for Vanpool program revenue.

# LYNX Board Agenda

## Consent Agenda Item #7.D. i

**To:** LYNX Board of Directors

**From:** **Tiffany Homler**  
CHIEF ADMINISTRATIVE OFFICER  
**Matthew Friedman**  
(Technical Contact)  
**Rose Hernandez**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6064

**Item Name:** Miscellaneous  
**Authorization to Amend Value of the Authorization to Purchase Twenty-Eight (28) Vanpool Vehicles for Replacement and Expansion Purposes for the Vanpool Program.**

**Date:** 7/26/2018

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### **ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to add a value not to exceed \$5,700 in additional funding to purchase twenty-eight (28) vanpool vehicles for replacement (16) and expansion (12) purposes for the vanpool program, in the amount of \$770,000. The vehicles will be purchased from the State bid list.

### **BACKGROUND:**

The LYNX vanpool program was developed to provide another option for the Central Florida community commuting to work. LYNX currently has one hundred ninety-four (194) vehicles in its vanpool fleet. LYNX purchases commuter vans with funds granted by the Federal Transit Administration (FTA) and contracts an outside vendor, Enterprise, to provide fleet management services.

Enterprise Holdings manages the fleet including, billing and collection of monthly vanpool fees, providing insurance and maintenance, compiling monthly and annual NTD reports, supplying emergency road-side assistance and replacement vehicles for vans in need of repair.

The program has thirty-eight (38) vanpool vehicles that have or will exceed their retirement mileage in FY2018. Historically, LYNX vanpool groups have experienced low turnover and the program continues to generate interest from employers and individual commuters. Due to the high interest in the program, and requests from multiple employers to start a vanpool program, an additional twelve (12) vans will be needed for expansion. There is a current wait list of five

# LYNX Board Agenda

(5) vanpools. These expansion vans will be used to support region connectivity and the continued growth of the program through outreach and community awareness.

LYNX is looking to purchase:

<b>Vanpool Vehicles</b>	<b>Unit Cost</b>	<b>Replacement</b>	<b>Expansion</b>	<b>Total Cost</b>
7 Passenger Vans	\$26,628	9	9	\$479,304
10 Passenger Vans	\$26,977	3	1	\$107,908
15 Passenger Vans	\$30,288	4	2	\$181,728
<b>Total Vehicles</b>		16	12	\$768,940

## **FISCAL IMPACT:**

LYNX staff included \$1,536,897 in the FY2018 Adopted Capital Budget for replacement Van Pool vehicles. LYNX staff included \$2,925,600 in the FY2018 Adopted Capital Budget for expansion Van Pool Vehicles. There are no encumbrances against these line items.



# LYNX Board Agenda

## Consent Agenda Item #7.D. ii

**To:** LYNX Board of Directors

**From:** **Edward Johnson**  
CHIEF EXECUTIVE OFFICER  
**Selita Stubbs**  
(Technical Contact)  
**Nanette Stephens**  
(Technical Contact)  
**Rose Hernandez**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6017

**Item Name:** **Miscellaneous**  
**Authorization to Submit the Fiscal Year 2018/2019 Transportation**  
**Disadvantaged Trip and Equipment Grant Application**

**Date:** 7/26/2018

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### **ACTION REQUESTED:**

Staff is requesting the Board of Directors' ratification of the adoption of Resolution #18-002 authorizing the Chief Executive Officer (CEO) or designee to execute the Transportation Disadvantaged Grant Application for State Fiscal Year 2019, file the application with the Florida Commission for the Transportation Disadvantaged, and execute any and all agreements or contracts which may be required in connection with the application.

### **BACKGROUND:**

Each year, the Florida Commission for the Transportation Disadvantaged (TD) awards Trip and Equipment Grants to Community Transportation Coordinators (CTC) to provide TD trips within their service area or purchase capital equipment. The designated CTC for any one service area is the only entity in that service area eligible for the Trip and Equipment Grant. LYNX serves as the CTC for Orange, Osceola, and Seminole Counties. The Transportation Disadvantaged Trip and Equipment Grant provides funding for TD transportation services provided by LYNX' Mobility Services Division. The grant amount for FY2019 is \$5,455,343 which includes a 10% local match.

### **FISCAL IMPACT:**

Upon Board approval, LYNX Staff will include \$4,909,809 in the FY2019 Preliminary Operating Budget.

**CFRTA RESOLUTION 18-003**

**A RESOLUTION OF THE CENTRAL FLORIDA  
REGIONAL TRANSPORTATION AUTHORITY, TO FILE  
A TRANSPORTATION DISADVANTAGED TRUST FUND  
GRANT APPLICATION WITH THE FLORIDA COMMISSION FOR THE  
TRANSPORTATION DISADVANTAGED**

**WHEREAS**, this resolution of the GOVERNING BOARD of Central Florida Regional Transportation Authority, d/b/a LYNX (hereinafter BOARD), hereby authorizes the filing of a Transportation Disadvantaged Trust Fund Grant Application with the Florida Commission for the Transportation Disadvantaged.

**WHEREAS**, this BOARD has the authority to file a Transportation Disadvantaged Trust Fund Grant Application to undertake a transportation disadvantaged service project as authorized by Section 427.0159, Florida Statutes and Rule 41-2, Florida Administrative Code.

**NOW THEREFORE, BE IT RESOLVED THAT:**

1. The BOARD has the authority to file this grant application.
2. The BOARD authorizes Edward L. Johnson, Chief Executive Officer, or designee to file and execute the application on behalf of the Central Florida Regional Transportation Authority, d/b/a LYNX, with the Florida Commission for the Transportation Disadvantaged.
3. The BOARD authorizes Edward L. Johnson, Chief Executive Officer, or designee, to sign any and all agreements or contract which may be required in connection with the application.
4. The BOARD authorizes Albert J. Francis, II, Chief Financial Officer, or designee, to sign any and all assurances, reimbursement invoices, warranties, certifications, and any other documents which may be required in connection with the application or subsequent agreements.

**CERTIFICATION OF THE ADOPTION OF RESOLUTION #18-003 BY THE  
BOARD OF DIRECTORS OF CENTRAL FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY d/b/a LYNX.**

**APPROVED AND ADOPTED this, 26<sup>th</sup> day of July, 2018,** by the Governing Board of  
Directors of the Central Florida Regional Transportation Authority d/b/a LYNX.

CENTRAL FLORIDA REGIONAL  
TRANSPORTATION AUTHORITY

By: Board of Directors

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Chairman

Attest:

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Assistant Secretary

**Consent Agenda Item #7.D. iii**

**To:** LYNX Board of Directors

**From:** Albert Francis  
CHIEF FINANCIAL OFFICER  
Matthew Friedman  
(Technical Contact)  
Thomas Stringer Jr  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6058

**Item Name:** Miscellaneous  
Authorization to Approve an Inter-local Agreement with the University of Central Florida (UCF) to Provide Bus Wrap and Body Shop Services for the Campus Fleet.

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to approve an Interlocal Agreement with the University Of Central Florida (UCF) to provide bus wrap and body shop services for their campus fleet. The Interlocal Agreement will be for a period of five (5) years on a per request basis.

**BACKGROUND:**

UCF and its contractors operate an on-campus and off-campus shuttle bus service for UCF students, faculty and staff members through its Parking and Transportation department. The buses utilized for this service are in need of replacement vinyl bus wraps and in certain cases, auto-body services. This agreement states LYNX will provide UCF, on an as-requested basis, with removal and replacement of existing vinyl bus wraps and auto body services including repairs, sanding, parts replacement and painting. UCF currently has approximately 52 vehicles of various sizes in its fleet. The desire is to have all buses wrapped by the end of the calendar year. However, they would like to have as many buses as possible completed prior to the beginning of the fall semester. It is easier to facilitate this process during the summer when the demand for their shuttle services is not as great. It also works in our current work schedule to start the process as soon as possible. We will wrap as many buses as we can during that time, knowing that our business takes priority. Our body shop is confident that they can fit this engagement into our existing work schedules in a realistic time frame and complete all the wraps prior to the end of the calendar year.

# LYNX Board Agenda

There are several types of vehicles which each have a different price component as listed below:

El Dorado	\$4,424
Cutaway	\$3,250
Charter	\$7,240
New Flyer	To be negotiated.

The price to wrap the New Flyer buses is still being determined, but UCF is fine with agreeing on that price at a later time. Additionally, auto body services will be \$34 per hour, per employee, plus the cost of all parts and materials at LYNX cost to acquire.

**FISCAL IMPACT:**

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

Consent Agenda Item #7.D. iv

**To:** LYNX Board of Directors

**From:** **Tiffany Homler**  
CHIEF ADMINISTRATIVE OFFICER  
**Belinda Balleras**  
(Technical Contact)  
**Tomika Monterville**  
(Technical Contact)  
**Eric Hale**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6064

**Item Name:** Miscellaneous  
**Authorization to Submit Grant Applications to the Federal Transit Administration (FTA) for Fiscal Year 2018 Competitive Funding Opportunity: Grants for Buses and Bus Facilities Infrastructure Investment Program for a Southern Operations Base**

**Date:** 7/26/2018

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**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 Fiscal Year 2018 Competitive Funding Opportunity: Grants for Buses and Bus Facilities Infrastructure Investment Program, in the amount of approximately \$16 million for design, engineering and construction cost.

The applicable cost share of 10% will come from a donation of land from a jurisdiction or a municipality. LYNX is currently in discussion with partners in Osceola County and the City of Kissimmee.

**BACKGROUND:**

On June 25, 2018 the Federal Transit Administration (FTA) announced the opportunity to apply for approximately \$366.3 million in FY 2018 funds under the Grants for Buses and Bus Facilities Infrastructure Investment Program. A minimum of 10 percent of the amount awarded under the Buses and Bus Infrastructure Program will be awarded to projects located in rural areas. FTA will “consider the age and condition of buses, bus fleets, related equipment, and bus-related facilities” in selecting projects for funding.

As required by federal transit law and subject to funding availability, funds will be awarded competitively to assist in the financing of capital projects to replace, rehabilitate, purchase or lease buses and related equipment, and to rehabilitate, purchase, construct or lease bus-related 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. FTA may prioritize projects that demonstrate how they will address significant repair and maintenance needs, improve the safety of transit systems, and deploy connective projects that include advanced technologies to connect bus systems with other networks.

The maximum federal share for projects selected under the Buses and Bus Infrastructure Program is 80 percent of the net project cost, unless noted below by one of the exceptions.

*i.* The maximum federal share is 85 percent of the net project cost of acquiring vehicles (including clean-fuel or alternative fuel vehicles) that are compliant with the Clean Air Act (CAA) and/or the Americans with Disabilities Act (ADA) of 1990.

*ii.* The maximum federal share is 90 percent of the net project cost of acquiring, installing or constructing vehicle-related equipment or facilities (including clean fuel or alternative-fuel vehicle-related equipment or facilities) that are required by the ADA of 1990, or that are necessary to comply with or maintaining compliance with the Clean Air Act. The award recipient must itemize the cost of specific, discrete, vehicle-related equipment associated with compliance with ADA or CAA to be eligible for the maximum 90 percent Federal share for these costs.

LYNX proposes an application for the Osceola Southern Operations Facility (OSF):

**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 trips between LOC and OSF are as follows:

Average Number of Daily Trips	<b>2.73</b>
Total Annual One-Way Trips	<b>996.45</b>
Total Annual Roundtrips	<b>1,993</b>
Average Time Per Round Trip (minutes)	<b>90</b>
Distance Round Trip (miles)	<b>42.4</b>
Total Annual Miles	<b>42,249.48</b>

# LYNX Board Agenda

Average Diesel Fuel (MPG)	<b>4.06</b>
Average Diesel Fuel Cost	<b>\$1.97</b>
Total Annual Fuel Cost	<b>\$20,533.66</b>
Total Annual Labor Hours	<b>1,494.68</b>
SIA Labor Cost Per Hour (Fully Loaded)	<b>\$41.89</b>
Total Annual Labor Cost	<b>\$62,611.94</b>
Total Annual Deadhead Cost	<b>\$83,145.60</b>

**Proposed Southern Operations Center Programming:**

- **Bus Operations and Maintenance Facility**
  - **Total of 215,000 sq. ft. scalable**
  - **Parking Garage & Fueling Area – up to 671,000 sq. ft.**
  - **Maintenance Facility & Shop Areas– up to 47,000 sq. ft.**
    - Supervisors
    - Service Attendants
    - Technicians
    - Keepers
    - Manager
    - Administrative
    - Storage
      - Plans
      - Records
      - Tires
      - Large Equipment/Parts
      - Tools & Parts
      - Hazardous Materials
    - Janitorial Closet
    - Bus Wash
    - **8 Maintenance Bays**
      - 2 Preventive Maintenance
      - 2 Running Repairs
      - 3 Standard and Articulated Repairs
      - 1 Light Duty
    -
  - **Administrative Space – up to 3,000 sq. ft.**
    - Managers
    - Assistant Managers
    - Trainers
      - Maintenance
      - Bus
      - Administrative
    - Clerks
  - **Common Areas**
    - **Conference Rooms**
      - **Training Center**



- **Maintenance Lockers**
- **Operator Lockers**
- **Restrooms & Showers**

The proposed facility meets a number of the USDOT criteria associated with the Better Utilizing Investments to Leverage Development, including these below:

- ***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: (***Environmental Protection***)
  - Solar
  - Green roof
  - 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.***

Complete proposals must be submitted by the deadline on August 6, 2018. LYNX proposes to submit a funding request for design, engineering and construction costs in the amount of approximately \$16,000,000 in federal share. The applicable cost share of 10% will come from a

## LYNX Board Agenda

donation of land from a jurisdiction or a municipality. LYNX is currently in discussion with partners in Osceola County and the City of Kissimmee.

### **FISCAL IMPACT:**

Staff will update the LYNX Board on the overall project amount and in-kind local match proposed for the project, prior to any funding commitment for grant award.

**Consent Agenda Item #7.D. v**

**To:** LYNX Board of Directors

**From:** **Tiffany Homler**  
CHIEF ADMINISTRATIVE OFFICER  
**Jeffrey Reine**  
(Technical Contact)  
**Douglas Robinson**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6064

**Item Name:** **Miscellaneous**  
**Authorization to Allow for the Additional Funding to WSP, Inc for the Design and Engineering of the Pine Hills Bus Transfer Center**

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or his designee to be allowed to negotiate and issue purchase orders and task orders in a cost not to exceed \$1,168,500.00 to WSP, Inc. for the continued design and engineering of the Pine Hills Bus Transfer Center. In September 2017, the Board approved an FY2018 project budget of \$3,900,000 for the Pine Hills Bus Transfer Center. In July 2017, the Board authorized purchase orders up to \$450,000.00 to support conceptual and preliminary design and construction inspection services to complete the project. This current Board Action will support the issuance of purchase orders above the original \$450,000 and include final design and construction oversight activities.

**BACKGROUND:**

In September 2011, LYNX lost the ability to use the former Park Promenade shopping center (now known as MaxPlaza). From 2011 to 2014, LYNX made use of an existing roadway loop three miles away from this location to allow for bus turnaround. This affected route reliability, on time performance, passenger and driver convenience and overall operating costs.

In 2014, a design charrette was held by the American Planning Association (APA) to discuss issues/opportunities to implement a Pine Hills Town Center near the intersection of Pine Hills Road and Silver Star Road. As part of this, a transfer center was identified as a critical need in this area to make a town center concept work. LYNX was awarded a Ladders of Opportunity Grant from the Federal Transit Administration to pursue further design, engineering and construction of this facility. Pursuant to this, LYNX performed an analysis of available sites in the Pine Hills area. After consideration of six sites, the current project location was selected as the best site on which to build.

Between 2015 and 2016, LYNX began the process of land use, zoning changes and federal categorical exclusion documents required to make use of the property as a bus transfer center, which resulted in the purchase of the site owned by the Urban League of Greater Orlando. The property purchase was completed April of 2017. In April 2017, LYNX released a Request for Proposal to support the aforementioned design and engineering of the site which, following a competitive process, was awarded to WSP in June 2017. Since January 2018, LYNX has been diligently working with both internal and external stakeholders on the project. A presentation has been included with this board item that details these efforts. Numerous public meetings have been attended with the capstone being a public design charrette held at Evans High School in April 2018. The design charrette resulted in a preferred site plan which is moving into final design. Conceptual design was completed in July 2018.

LYNX staff and WSP are currently negotiating the final fee schedule for final design and construction engineering.

**FISCAL IMPACT:**

**LYNX staff included \$3,900,000 in the FY2018 Adopted Capital Budget toward the Pine Hills Transfer Center.**

# *Pine Hills Bus Transit Center Board of Directors Update*



# History of Project

- 2011 - Park Promenade SuperStop – Closed
- 2014 – Completed site selection process and due diligence report
- 2014 – Pine Hills Town Center Charrette (America Planning Association)
- 2014 –“Ladders of Opportunity” Grant from Federal Transit Administration (FTA) and Proceeds from South Street for initial funding
- 2015 – Environmental Screening completed
- 2016 – Orange County approved land use and zoning
- 2017 – Purchased property
- 2018 – Programming & design of facility

# Transit Center Site



IMAGINE



INNOVATE



CONNECT



ARRIVE

# Transit Center Design Elements

- **Two Stage Design Process**
  - Phase 1 – Facility programming and concept design
  - Phase 2 – Preliminary and final design
- **Basic Requirements:**
  - Safety/Security elements
  - 8-10 Bus Bays
  - ADA Accessibility
  - Lighting/Wayfinding
  - Shelters/Landscaping
- **Transit Center Building – Up to 50,000 SF. Size will be dependent upon market analysis and parking discussions with Orange County**
- **Market analysis will assist LYNX in determining best use of transit center building (potential for office or residential)**
- **Arts/Cultural elements**
- **Access to the site for pedestrians, cyclists, wheelchairs, cars, buses, etc.**
- **Sustainable elements (e.g. solar, rain gardens)**
- **Community event integration**



IMAGINE



INNOVATE



CONNECT

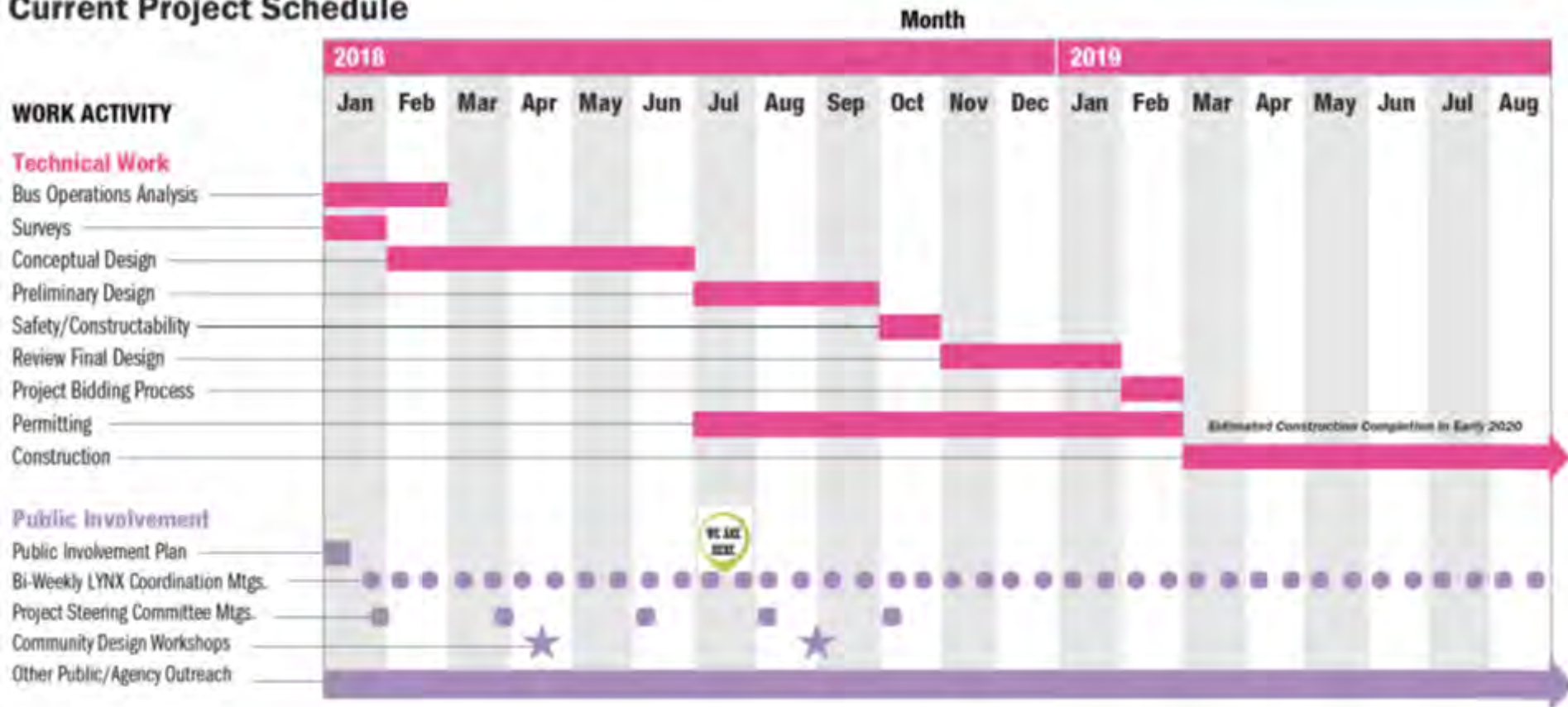


ARRIVE



# Where We Are on Project

## Current Project Schedule



# Project Steering Committees

- Guide project by providing technical input and advocates on community outreach
- Agency and community representatives
  - Orange County (Public Works, Utilities, Traffic Engineering)
  - FDOT District 5
  - Service agencies (Duke Energy, St. John's Water Management District)
  - Community organizations (Pine Hills Community Council, Pine Hills NID, Pine Hills Safe Neighborhood Assn, Pine Hills Seniors, Forrest Park HOA)
  - 4 meetings held to date

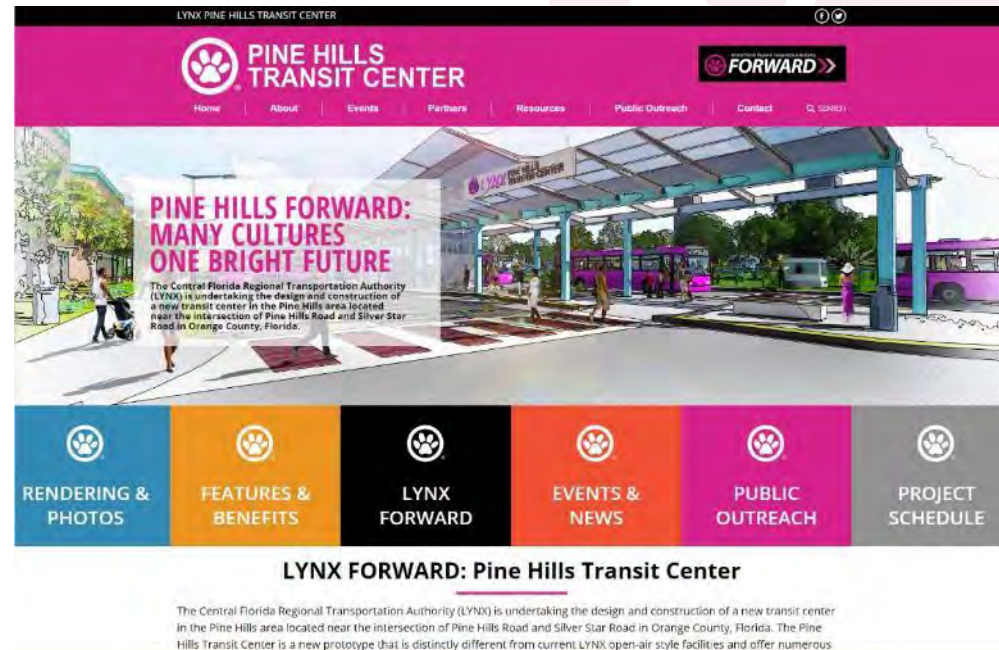
# Community Meetings to Date

- LYNX has been an active participant in the Pine Hills Community for a number of years
- LYNX staff attended project specific meetings with local community organizations in March, April, May and June



# Media Outreach

- Project website
  - [www.pinehillsforward.com](http://www.pinehillsforward.com)
- Twitter and Facebook
- Pine Hills Press
- The Wire Radio Spots
- Interviews with Spectrum News 13



# *Initial LYNX User Group Input*

- Technology
- Interior Space
- Exterior Space
- Passenger/Community Amenities
- Safety & Security
- Signage
- Accessibility
- Incidental Uses



# Evans HS – Future Leaders

- February 27 – Initial Meeting
- March 13 - Follow-up Meeting
- March 27 – Follow-up Meeting
  - Arts & Cultural Features
  - Sustainability
  - Safety & Security
  - Pine Hills Forward



# Results of Student Input

- **Programming elements**
  - Arrival & departure information
  - Wayfinding map
  - Bike racks
  - Safety and security included in design
  - Garden/landscaping
  - Arts and cultural elements
  - ATMs, charging ports/stations
  - Shaded waiting areas
  - Passenger restrooms
  - Playground
  - Community space – resource center
  - Encourage locally owned/black owned businesses
  - Coffee shop, café, food trucks
  - Medical/first aid center
  - Homeless support services
  - Pet station



# First Design Charrette-April 21

- Charrette broken down into three major tasks
  - Overview of Site Programming Elements
  - Small Group Activity for Ideas and Programs for Site
  - Visual Preference Survey





# Results of Design Charrette

Materials



Color



Lighting



Architectural Styles



Landscaping



Seating



# Results of Design Charrette

Waste



Canopy



Facility Signage



Bike Racks



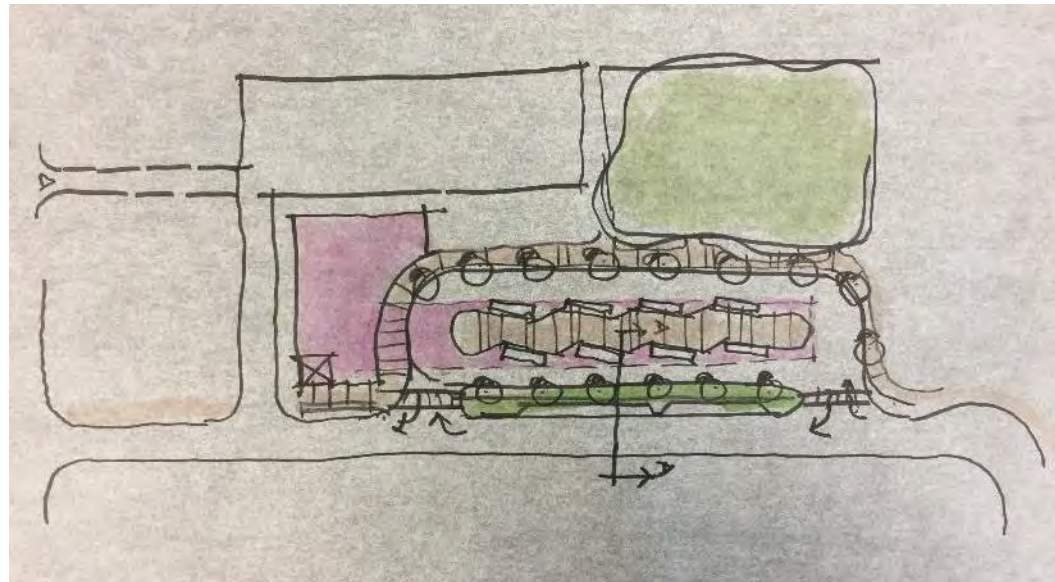
Kiosk Signage





# Refined Site Layout

- Based off of concept ideas from small group exercise
  - Building & bus plaza on street
  - Refined concept added buffer between Belco Drive and bus lane



# Current Refined Site Layout



CONCEPTUAL MASTER PLAN

LYNX TRANSIT CENTER

Pine Hills, Florida  
July 14, 2018



IMAGINE INNOVATE CONNECT ARRIVE

# Next Steps

- Consultant team will go back and further refine concept
- Complete traffic and street improvement assessment – meet with FDOT & Orange County
- Present refined concept plan to LYNX User Group and Project Steering Committee
- Posting of refined concept plan on website and social media
- Coordination with media partners
- Presentations of refined concept plan to neighborhood organizations
- Prepare final concept plan
- Scope preliminary/final design effort and proceed with detailed design

Consent Agenda Item #7.D. vi

To: LYNX Board of Directors  
From: Thomas Stringer Jr  
CHIEF OPERATIONS OFFICER  
Selita Stubbs  
(Technical Contact)  
Nanette Stephens  
(Technical Contact)

Phone: 407.841.2279 ext: 6036

Item Name: Miscellaneous  
Authorization to Apply for and Administer the Florida Commission "Local Program Administrative Support" Grant on behalf of MetroPlan Orlando in the amount of \$101,881.

Date: 7/26/2018

**ACTION REQUESTED:**

Staff is requesting the Board of Directors’ authorization for the Chief Executive Officer (CEO) or designee to Apply for and Administer the Florida Commission “Local Program Administrative Support” Grant on behalf of MetroPlan Orlando for the planning activities associated with the Transportation Disadvantaged in the amount of \$101,881.00.

**BACKGROUND:**

Through proviso language in the Florida Commission for the Transportation Disadvantaged’s (Commission) Fiscal Year 2018-19 Budget, the Legislature placed all funds for the Designated Office Planning Agencies and Rural Capital Assistance Grants, as well as county voluntary dollars, into the Commission’s Trip and Equipment Grants.

To fund the twenty-nine Designated Office Planning Agencies (DOPAs) throughout the state that work within the coordinated transportation system, legislative staff directed the Commission to have each community transportation coordinator pay the planning agency within its service area from the additional funds it received in the Trip and Equipment Grant.

To keep the funds, tasks, and match requirements associated with community transportation coordinators separate from the funds, tasks, and match requirements related to the DOPAs, the Commission has created an additional grant called the Local Program Administrative Support Grant. The requirements in the Trip and Equipment Grant remains unchanged.

## LYNX Board Agenda

The Commission has provided a sample agreement between the community transportation coordinator (LYNX) and the planning agency (MetroPlan Orlando). The funds in the Local Program Administrative Support Grant can only be used by the community transportation coordinator to pay the planning agency.

For the planning agency to receive funding it shall invoice the community transportation coordinator. The community transportation coordinator shall invoice the Commission. The Department of Financial Services will pay the community transportation coordinator, and then, the community transportation coordinator shall pay the planning agency. A planning agency invoices on a quarterly basis.

The information and guidance provided above is for Fiscal Year 2018-19 only. The Commission does not anticipate the Legislature using the same proviso language for the Commission's budget in Fiscal Year 2019-20. (Note, the Grant Year is July 1, 2018, to June 30, 2019.)

### **DISADVANTAGE BUSINESS ENTERPRISE (DBE) PARTICIPATION:**

There is no DBE requirement for this item.

### **FISCAL IMPACT:**

Staff will update the LYNX Board for any project selected and the local match proposed for the project, prior to any funding commitment for grant award.



**Consent Agenda Item #7.D. vii**

**To:** LYNX Board of Directors

**From:** **Tiffany Homler**  
CHIEF ADMINISTRATIVE OFFICER  
**Belinda Balleras**  
(Technical Contact)  
**Tellis Chandler**  
(Technical Contact)  
**Eric Hale**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6064

**Item Name:** Miscellaneous  
**Authorization to Submit a Grant Application to the Federal Transit Administration (FTA) for Public Transportation Emergency Relief Funds in Response to Hurricanes Irma and Maria**

**Date:** 7/26/2018

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**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 emergency relief funds in response to Hurricanes Irma and Maria in the amount of approximately \$700,000 for emergency relief and operations.

**BACKGROUND:**

The Federal Transit Administration (FTA) announced the allocation of \$277.5 million under the Public Transportation Emergency Relief Program (Emergency Relief Program) to States, Territories, and public transportation agencies affected by Hurricanes Harvey, Irma, and Maria. FTA's Emergency Relief Program provides FTA with primary responsibility for reimbursing emergency response and recovery costs after an emergency or major disaster that affects public transportation systems. As such, public transportation agencies, States, Territories, local governmental authorities, Indian tribes, and other FTA grant recipients that provide or fund public transportation service in the affected areas are eligible for Emergency Relief funding under the program.

Within the \$277.5 million announced on May 31, 2018, FTA is allocating \$233.3 million for response, recovery, and rebuilding projects and \$44.2 million for project elements or stand-alone projects that increase the resilience of the affected transit systems to future disasters. Such resilience investments shall be subject to specific conditions.



FTA allocated funding in this notice for response, recovery, and rebuilding based on emergency operations costs and detailed damage assessments submitted by affected agencies and prepared in cooperation with FTA and the Federal Emergency Management Administration (FEMA) staff. The damage assessments include an estimated overall capital cost of recovery and rebuilding for the affected agencies, excluding projects to improve the resilience of the affected systems to future disasters. FTA validated the methodologies affected agencies used to estimate the costs of the damage and based on these estimates, FTA is allocating a total of \$233.3 million for the Federal share of response, recovery, and rebuilding for States, Territories and FTA direct recipients estimated to have Hurricane Harvey, Irma, and Maria related costs (including costs of sub-recipients) eligible for reimbursement by the FTA Emergency Relief Program in excess of \$25,000). The LYNX Emergency Relief application for response, recovery and rebuilding emergency operations costs during hurricanes Irma and Maria is in the amount of approximately \$700,000.

The funding request for emergency relief and operations during hurricanes Irma and Maria will be 100% FTA funded.

**FISCAL IMPACT:**

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

# LYNX Board Agenda

## Consent Agenda Item #7.D. viii

**To:** LYNX Board of Directors

**From:** Thomas Stringer Jr  
CHIEF OPERATIONS OFFICER  
James Fetzer  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6036

**Item Name:** Miscellaneous  
**Staff is Requesting the Board of Directors' Authorization for the Chief Executive Officer (CEO) or Designee to Issue a Purchase Order to New Flyer for the Purchase of Fifteen (15) CNG (Compressed Natural Gas) Sixty-Foot (60') Articulated Buses With a Not-to-Exceed Amount of Sixteen Million (\$16,000,000) Dollars**

**Date:** 7/26/2018

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### **ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to issue a Purchase Order to New Flyer for the purchase of fifteen (15) CNG (Compressed Natural Gas) sixty-foot (60') articulated buses with a not-to-exceed amount of sixteen million (\$16,000,000) dollars.

### **BACKGROUND:**

In July 2018, LYNX executed a contract with New Flyer for the purchase of up to seventy-five (75) CNG articulated 60' buses. Per the executed contract, LYNX will purchase fifteen (15) of the seventy-five contracted vehicles.

The projected ridership increases under the LYNX FORWARD plan supports the use of articulated buses. With over 7,300 daily passengers on Link 8 and over 3,400 daily passengers on Link 37, the increased capacity provided by adding the articulated buses will: 1) Enhance operational efficiencies; and 2) Improve the overall customer experience as a result of less crowding. Therefore, the purchase of articulated buses will contribute positively to the region by increasing the mobility of citizens in some of our region's most congested corridors.

### **FISCAL IMPACT:**

LYNX staff included \$20,125,325 in the FY2018 Adopted Capital Budget for the purchase of replacement buses. The FY2019 Preliminary Capital Budget will include an appropriate amount.

**Consent Agenda Item #7.D. ix**

**To:** LYNX Board of Directors

**From:** **Thomas Stringer Jr**  
CHIEF OPERATIONS OFFICER  
**Selita Stubbs**  
(Technical Contact)  
**Nanette Stephens**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6036

**Item Name:** **Miscellaneous**  
**Authorization to Enter into a Planning Grant Agreement with MetroPlan Orlando to Fulfill the Requirements of the Grant Agreement**

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Staff is requesting the Board of Directors' authorization for the Chief Executive Officer (CEO) or designee to enter into a Planning Grant Agreement with MetroPlan Orlando to Fulfill the Requirements of the Local Program Administrative Support Grant Agreement.

**BACKGROUND:**

Through proviso language in the Florida Commission for the Transportation Disadvantaged's (Commission) Fiscal Year 2018-19 Budget, the Legislature placed all funds for the Designated Office Planning Agencies and Rural Capital Assistance Grants, as well as county voluntary dollars, into the Commission's Trip and Equipment Grants.

To fund the twenty-nine Designated Office Planning Agencies (DOPAs) throughout the state that work within the coordinated transportation system, legislative staff directed the Commission to have each community transportation coordinator pay the planning agency within its service area from the additional funds it received in the Trip and Equipment Grant.

To keep the funds, tasks, and match requirements associated with community transportation coordinators separate from the funds, tasks, and match requirements related to the DOPAs, the Commission has created an additional grant called the Local Program Administrative Support Grant. The requirements in the Trip and Equipment Grant remains unchanged.

The Commission has provided a sample agreement between the community transportation coordinator (LYNX) and the planning agency (MetroPlan Orlando). The funds in the Local

## LYNX Board Agenda

Program Administrative Support Grant can only be used by the community transportation coordinator to pay the planning agency.

For the planning agency to receive funding it shall invoice the community transportation coordinator. The community transportation coordinator shall invoice the Commission. The Department of Financial Services will pay the community transportation coordinator, and then, the community transportation coordinator shall pay the planning agency. A planning agency invoices on a quarterly basis.

The information and guidance provided above is for Fiscal Year 2018-19 only. The Commission does not anticipate the Legislature using the same proviso language for the Commission's budget in Fiscal Year 2019-20. (Note, the Grant Year is July 1, 2018, to June 30, 2019.)

### **FISCAL IMPACT:**

Staff will update the LYNX Board for any project selected and the local match proposed for the project, prior to any funding commitment for grant award.

Consent Agenda Item #7.D. x

**To:** LYNX Board of Directors

**From:** Edward Johnson  
CHIEF EXECUTIVE OFFICER  
Terri Setterington  
(Technical Contact)  
Rose Hernandez  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6017

**Item Name:** Miscellaneous  
Board confirmation of Mr. William “John” Slot Jr. appointment to serve as LYNX’ Chief Innovation Officer

**Date:** 7/26/2018

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**ACTION REQUESTED:**

Board confirmation of Mr. William “John” Slot Jr. appointment to serve as LYNX’ Chief Innovation Officer

**BACKGROUND:**

In January 2018, LYNX began the search at the direction of Edward Johnson, CEO, for a Chief Innovation Officer. The purpose of this position is to improve mobility and accessibility through partnerships and to support agency departments in piloting new and experimental ideas and policies including an effective performance-based capital investment strategy; initiate a comprehensive strategic planning process that guides the agency for the next 5-10 years; and directs and oversees a Public Private Partnership (P3) Program that will improve and accelerate mobility projects. On July 10, 2018 a memorandum was sent to the Board of Directors indicating that Mr. Johnson had selected William Slot Jr. as the candidate for the Chief Innovation Officer..

Mr. Slot has held the position of Vice President, Office of Information Technology and CIO for Valencia College for the past two years. Prior to his time with Valencia College, Mr. Slot brings with him a twenty-year career focused on growing businesses in diverse industries: consulting, entertainment and hospitality, healthcare, insurance, publishing, power generation, utilities, telecommunications, financial services, transportation, and federal, state, and local governments. Mr. Slot has a Bachelor’s of Science in Business Management from East Carolina University and a Master’s of Science in Management of Technology from Georgia Institute of Technology. He is Six Sigma Black Belt certified and Prosci Certified in Change Management.

## LYNX Board Agenda

In accordance with LYNX' Administrative Rules #2 and #3, Mr. Slot is being submitted to be confirmed as LYNX' Chief Innovation Officer.

Attachments to this action item include the memorandum to the Board of Directors dated July 10, 2018, and Mr. Slot's resume.

### **FISCAL IMPACT:**

LYNX staff included an appropriate amount for salary, benefits, and other relevant employee expenses in FY2018 budget.

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**SENIOR MANAGEMENT EXECUTIVE**

**BUSINESS STRATEGY ▪ IT STRATEGY ▪ IT MANAGEMENT ▪ OPERATIONS ▪ INNOVATION ▪  
CHANGE MANAGEMENT**

Intrapreneurial business and IT executive blending vision, ideation, and strategy to drive revenue, profit, market share, and shareholder value.

Recognized as an international game-changing leader with the ability to drive mission-critical initiatives from concept to execution and positively impact the top- and bottom-line within tight timelines. Strong collaborative leader with the ability to inject passion into an organization. Thrive on a balance of structure and greenfield ideas. Twenty-year career focused on growing businesses in diverse industries: consulting, entertainment and hospitality, healthcare, insurance, publishing, power generation, utilities, telecommunications, financial services, transportation, and federal, state, and local governments.

Highlights of Value Driven:

- **IT Strategist:** Developed IT strategic plans for such organizations as SAS Institute, The Walt Disney Company, US Army, and InterContinental Hotel Group
- **Business Strategist:** Developed business strategic plans and execution roadmaps for such organizations as InterContinental Hotel Group - China, Attorneys Title Fund Services, and pro bono strategy articulation for Orlando Science Center and United Arts
- **IT Implementation & Management:** Program management and implementation of major systems such as global CRM with GE Power and McKesson, Phone switch replacement with AT&T and First Data Corporation, global SCM with GE Power, Workforce Management, Project Management and IT Financials with The Walt Disney Company, and IT Support Operations with First Data Corporation
- **Innovation:** Established innovation frameworks and delivery with First Data Corporation and Attorneys Title Fund Services to drive new operational effectiveness and enhanced customer experiences
- **Leadership:** Developed and led client focused teams in China and the US. Restructured and led North Highland - Florida practice voted "#1 Best Company to Work for in Florida" (2011, 2012) by *Florida Trend*.

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**PROFESSIONAL EXPERIENCE**

**VALENCIA COLLEGE**

2016 – Present

*Valencia College is a public state college in Orlando, Florida, United States. In 2011, it was named the top community college in the United States by the Aspen Institute.*

Vice President, Office of Information Technology and CIO

Responsible for providing leadership, vision, integrative management, and direction for Valencia's technology initiatives in support of both academic and administrative operations to include institutional technology strategy and planning, budgeting for technology systems and services, and coordination and integration of all college technology matters. Develop and recommend technology policy and procedures.

**LANCASTER PARK CONSULTING**

2015 – 2016

*A Business Management and Strategic Consulting Firm.*

Partner.

Responsible for providing strategy, management, and technology consulting to clients in entertainment & media, hospitality, insurance, and custom software development.

**SAS INSTITUTE**

2013 – 2015

*SAS is the leader in business analytics software and services, and the largest independent vendor in the business intelligence market. Through innovative solutions, SAS helps customers at more than 70,000 sites improve performance and deliver value by making better decisions faster. Since 1976 SAS has been giving customers around the world THE POWER TO KNOW® ..*

Client Executive, Strategic Accounts

Responsible for defining a client engagement strategy including; analytics technology planning, implementation roadmaps, implementation and support of SAS Products and Services to drive business results for strategic clients. Interact with key client executives and internal teams to drive this value.

#### RESPONSIBILITIES

- Defined a client engagement strategy to align client data analytics needs with SAS analytic capabilities
- Management of client facing team to sell, implement, and support SAS software platforms
- Assessed customer analytics technology platforms and business capability requirements to define best fit current capabilities as well as defining a technology forecast in support of future business requirements
- Developed technology roadmaps and implementation plans
- Developed potential methods and technology frameworks to support business innovation and next generation technologies
- Worked with organizational teams to gain buy-in for the strategies and associated implementation plans

#### ACCOMPLISHMENTS

- Developed a client engagement strategy
- Developed tools to drive improved data driven decisions, set goals and track performance
- Established a cross functional team to support clients analytic strategies and delivered against the defined strategies
- Facilitated and developed information management strategies and associated technology plans

#### THE NORTH HIGHLAND COMPANY

1999 – 2013

*\$300 million, employee-owned, global business management and IT consulting company with 53 offices worldwide and 2,500 seasoned consultants with broad and deep expertise across multiple industries. North Highland has a proven record of enabling great returns on clients' investment.*

#### Vice President (China Country Lead, Market Lead, Office Lead) – North Highland US / China (1999 – 2013)

Executive leadership team member driving the establishment and expansion of a Chinese Joint venture as well as building and growing domestic US business management and IT consulting operations for The North Highland Company.

#### RESPONSIBILITIES

- P&L responsibility for consulting operations in the US (Florida, California) as well as established and led operations in mainland China
- Recruited, developed and led +65 consultants and +8 staff (accounting, finance, legal, and HR)
- Developed and executed market strategies in support of growing North Highland consulting business

#### ACCOMPLISHMENTS

Leveraging intrapreneurial proclivity, established organizational strategies, processes, and teams to drive client delivery excellence resulting in business growth.

- Expanded North Highland's footprint from regional to national. Drove creation of West Coast consulting operations which currently accounts for one-third of the company's revenues
- Tapped by CEO to establish North Highland's presence in China. With full P&L and executive leadership responsibility expatriated to Shanghai for 2 years. Built Shanghai-based, China-compliant business infrastructure and multinational staff and grew team from an initial 6 to 30 in 2 years.

#### Representative Client Roles:

#### IT Strategist - The Walt Disney Company (2 year onsite engagement)

#### RESPONSIBILITIES

- Developed an IT strategy focused on the guest reservation processes and associated performance management strategy leveraging balanced scorecard method
- Implemented key systems and monitored performance against goals
- Developed performance metrics and an associated data strategy including identify source data, data quality requirements and transformation methods
- Defined the measurement program and ongoing monitoring processes
- Designed, developed, and deployed an operational data store that became the foundation for the data warehouse and associated analytic capabilities
- Designed, developed and deployed strategic dashboard metrics and associated operational data

#### ACCOMPLISHMENTS

- Developed a partnership between IT and Finance to establish strategy and performance-monitoring metrics for \$6 billion division; using balanced scorecard and data warehousing to justify +\$285 million multi-year program



**Business Strategist – Intercontinental Hotel Group - China (1.5 year onsite engagement)**

**RESPONSIBILITIES**

- Defined a market penetration strategy, associated market segmentation, and implementation plan
- Conducted competitive and gap analysis against the market strategy then refined approach
- Gathered customer focus group feedback against the strategy and plan then refined approach

**ACCOMPLISHMENTS**

- The organization utilized the plan and is actively executing against it in the market place

**IT Implementation & Management - GE Power (2.5 year onsite engagement)**

**RESPONSIBILITIES**

- Led an IT and process improvement team to redefine and enable a "digitized" supply chain
- Analyzed current supply chain processes and enabling technologies (Inquiry to Order; Order to Receipt)
- Defined a technology landscape and associated applications
- Selected and implemented enterprise applications in support of the technology landscape (example: Implemented Siebel for CRM globally)

**ACCOMPLISHMENTS**

- From Strategy to delivery an improved business process and "digitized" technology stack for a \$25 billion services division of GE Power on time and under budget.

**Innovation – (Business & IT Strategist) – Attorneys Title Insurance Fund (1 year onsite engagement)**

**RESPONSIBILITIES**

- Led a cross functional team to develop an innovation framework to identify areas of R&D focus
- Defined methods for prioritizing and analyzing different alternatives
- Selected highest potential opportunities to consider and develop proof of concept programs to validate

**ACCOMPLISHMENTS**

- Led Operations team from conceptualization through testing of new service delivery processes and technology using an "eBay" method for bidding out work to allow for centralized order capture

**Quality – (Business & IT Strategist) – Allied Automotive Group (3 year onsite engagement)**

**RESPONSIBILITIES**

- As VP Quality, led development of quality assurance and claims processes and technologies for national trucking company. Established a DataMart, document imaging and workflow application to support efficient claims processing, outsourced imaging, and standardized adjudication processes.

**ACCOMPLISHMENTS**

- Process and technology improvement efforts resulted in a 20% annual cost savings without impacting quality operations.

**FIRST DATA CORPORATION**

1992-1999

*\$10 billion financial services leader - One of the world's largest electronic payments processor serving more than 6 million merchants and 2,000 card issuers in some 35 countries.*

Progressed through increasingly responsible IT leadership positions including a general management role of a \$16 million software development division.

**Manager, IT Support Operations**

Accumulative role responsible for leading an IT organization responsible for technology deployment, software application development, training services, help desk and customer service. Concurrently tapped by CEO to turnaround a \$16 million acquisition and position for sale in 18 months. Supported clients including Western Union, Ryder Truck, and numerous retail chains.

**RESPONSIBILITIES**

- Management of cross functional team members (software developers, quality assurance analysts, help desk personnel, deployment technicians, trainers and customer service representatives) (+80)
- Business Planning, budgetary and P&L responsibility
- Team member development and growth

- 24/7/363 operation with Service Level Agreements for uptime, availability and business capabilities
- Merger & Integration lead

**ACCOMPLISHMENTS**

- Business Process Transformation: Conceived, championed, built, and led state-of-the-art training program for Western Union agents resulting in a \$100 million savings year over year.
- Retail Point-of-Sale: Analyzed and reorganized acquisition (retail POS application development company losing \$280,000 per year); led company and reversed loss position to a \$1.2 million profit position in 9 months and sold division at a profit.
- Start-up & Launch: Established and managed several support, training, help desk and call center organizations providing technical support, terminal download and deployment, application development, and training services to retail, transaction processing, and the credit industry resulting in products and support that maintained market share.

**EDUCATION / CERTIFICATIONS / PROFESSIONAL AFFILIATIONS**

- Degrees:**           **M.S. MOT (Management of Technology)** - Georgia Institute of Technology  
                          **B.S. Business Management** - East Carolina University
- Certifications:**   Six Sigma Black Belt – Formally Trained (2 years at GE Power Systems in process improvement roles)  
                          Prosci Certified in Change Management
- Affiliations:**       Project Management Institute

**VOLUNTEER LEADERSHIP**

- Take Stock in Children:** Mentor (2016-present)
- Executive Board Member:** Finance Committee Chair, Treasurer – Orlando Science Center (2007-2016)
- Member:** American Chamber – Shanghai (2010-2012)
- Appointed Member:** Central Florida Transportation Taskforce (2010)
- Steering Committee Member:** Tampa Bay Partnership and Central Florida Partnership (2009-2010)
- Executive Board Advisors:** myregion.org (2010)



TO: LYNX Board of Directors

DATE: July 10, 2018

FROM: Terri Settingington, Director of Human Resources

SUBJECT: Chief Innovation Officer Appointment

In January 2018, LYNX began the search at the direction of Edward Johnson, CEO, for a Chief Innovation Officer. The purpose of this position is to improve mobility and accessibility through partnerships and to support agency departments in piloting new and experimental ideas and policies including an effective performance-based capital investment strategy; initiate a comprehensive strategic planning process that guides the agency for the next 5-10 years; and directs and oversees a Public Private Partnership (P3) Program that will improve and accelerate mobility projects.

Mr. Johnson has selected a candidate he would like to appoint to the position of Chief Innovation Officer. The candidate is William "John" Slot, Jr. Mr. Slot has held the position of Vice President, Office of Information Technology and CIO for Valencia College for the past two years. Prior to his time with Valencia College, Mr. Slot brings with him a twenty-year career focused on growing businesses in diverse industries: consulting, entertainment and hospitality, healthcare, insurance, publishing, power generation, utilities, telecommunications, financial services, transportation, and federal, state, and local governments. Mr. Slot has a Bachelor's of Science in Business Management from East Carolina University and a Master's of Science in Management of Technology from Georgia Institute of Technology. He is Six Sigma Black Belt certified and Prosci Certified in Change Management.

In accordance with LYNX' Administrative Rules #2 and 3, Mr. Slot is being submitted to be confirmed as LYNX' Chief Innovation Officer. If the Board does not deny the appointment of Mr. Slot within five days, LYNX will move forward with Mr. Slot's appointment as Chief Innovation Officer.

*Attachments:*

Resume – William "John" Slot Jr.

**Action Agenda Item #8.A**

**To:** LYNX Board of Directors

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

**Phone:** 407.841.2279 ext: 6058

**Item Name:** Authorization to Approve the Annual Financial Audit and Comprehensive Annual Financial Report (CAFR) for the Year Ended September 30, 2017

**Date:** 7/26/2018

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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 copy of the CAFR, which includes the audit report of Cherry Bekaert LLP is attached for your review.

# 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



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

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

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

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## BOARD OF DIRECTORS

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

## LYNX EXECUTIVE STAFF

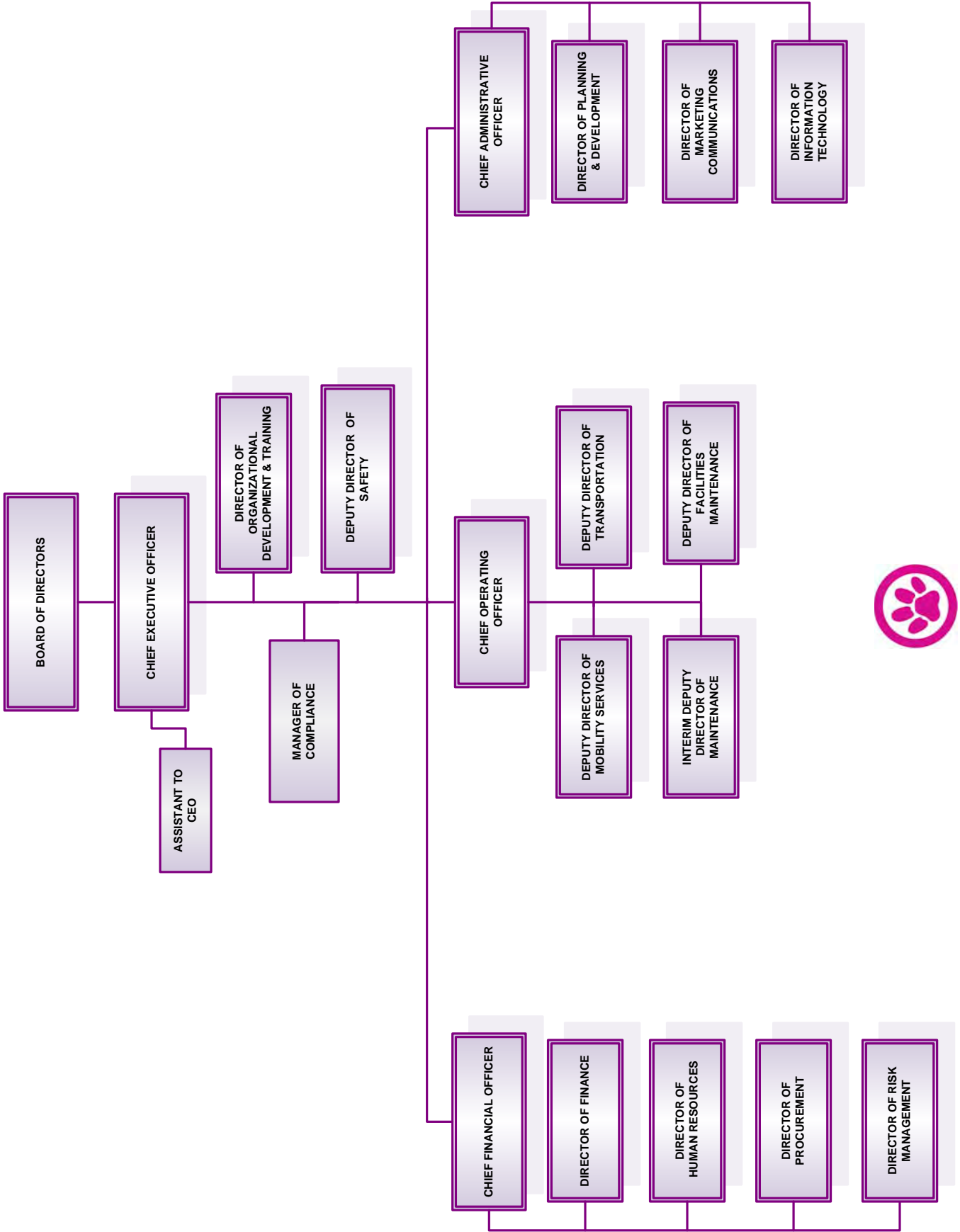
<b>Edward L. Johnson</b>	<b>Chief Executive Officer</b>
<b>Albert J. Francis II, CPA</b>	<b>Chief Financial Officer</b>
<b>Tiffany Homler</b>	<b>Chief Administrative Officer</b>
<b>Thomas Stringer</b>	<b>Chief Operating Officer</b>

## DEPARTMENT HEADS

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

## FINANCE DIVISION

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



# 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 25<sup>th</sup> 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 25<sup>th</sup> 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 that reads "Cheryl Behrman LLP". The signature is written in a cursive, flowing style.

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)*

	<b>September 30,</b>		
	<b>FY2017</b>	<b>FY2016</b>	<b>FY2015</b>
<b>Assets:</b>			
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
<b>Liabilities:</b>			
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
<b>Net Position:</b>			
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)*

	<b>September 30,</b>		
	<b>FY2017</b>	<b>FY2016</b>	<b>FY2015</b>
<b>Operating Revenues:</b>			
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
<b>Total operating revenue</b>	<b>47.1</b>	<b>46.8</b>	<b>48.8</b>
<b>Nonoperating Revenues (Expenses), net:</b>			
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
<b>Total nonoperating revenue</b>	<b>76.5</b>	<b>73.8</b>	<b>72.4</b>
<b>Total Revenues</b>	<b>123.6</b>	<b>120.6</b>	<b>121.2</b>
<b>Operating Expenses:</b>			
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	-	-
<b>Total Operating Expenses</b>	<b>157.8</b>	<b>143.4</b>	<b>140.4</b>
Loss before Capital Contributions	(34.2)	(22.8)	(19.2)
Capital Contributions	25.2	42.4	19.7
<b>Change in Net Position</b>	<b>(9.0)</b>	<b>19.6</b>	<b>0.5</b>
<b>Beginning Net Position</b>	<b>205.5</b>	<b>185.9</b>	<b>178.4</b>
Cumulative Effect of Change in Accounting Principle	-	-	7.0
<b>Ending Net Position</b>	<b>\$196.5</b>	<b>\$205.5</b>	<b>\$185.9</b>



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
<b>CURRENT ASSETS:</b>		
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	-
Total current assets	<u>60,753,605</u>	<u>67,668,689</u>
<b>NONCURRENT ASSETS:</b>		
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>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
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
<b>CURRENT LIABILITIES:</b>		
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
<b>NONCURRENT LIABILITIES:</b>		
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
<b>DEFERRED INFLOWS OF RESOURCES</b>		
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
<b>NET POSITION:</b>		
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
<b>OPERATING REVENUES</b>		
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>
<b>OPERATING EXPENSES</b>		
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>
<b>OPERATING EXPENSES IN EXCESS OF OPERATING REVENUES BEFORE DEPRECIATION AND CAPITAL PROJECT ABANDONMENT EXPENSE</b>	(80,693,780)	(69,759,237)
<b>DEPRECIATION</b>	(25,864,965)	(26,842,698)
<b>CAPITAL PROJECT ABANDONMENT EXPENSE</b>	<u>(4,197,014)</u>	-
<b>OPERATING LOSS</b>	<u>(110,755,759)</u>	<u>(96,601,935)</u>
<b>NONOPERATING REVENUES AND EXPENSES:</b>		
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>
<b>LOSS BEFORE CAPITAL CONTRIBUTIONS</b>	(34,235,612)	(22,849,357)
Capital contributions	25,236,924	42,407,235
Change in net position	(8,998,688)	19,557,878
<b>NET POSITION AT BEGINNING OF YEAR</b>	<u>205,491,722</u>	<u>185,933,844</u>
<b>NET POSITION AT END OF YEAR</b>	<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
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
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>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>		
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>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b>		
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	20,070,384	48,014,005
Net cash (used in) provided by capital and related financing activities	<u>(5,246,967)</u>	<u>5,505,497</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
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>
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>3,658,856</b>	<b>(3,424,437)</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>43,745,789</b>	<b>47,170,226</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$ 47,404,645</b>	<b>\$ 43,745,789</b>
<b>RECONCILIATION OF OPERATING LOSS TO NET CASH USED IN OPERATING ACTIVITIES:</b>		
Operating Loss	\$ (110,755,759)	\$ (96,601,935)
<b>Adjustments to reconcile operating loss to net cash used in operating activities:</b>		
Depreciation and amortization	25,864,965	26,842,698
Capital project abandonment expense	4,197,014	-
<b>Changes in operating assets, liabilities and deferred amounts:</b>		
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>
<b>NONCASH CAPITAL AND RELATED FINANCING ACTIVITIES:</b>		
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**

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**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’ 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:

<b>Property and Equipment:</b>	<b>Beginning Balance</b>	<b>Additions</b>	<b>Reclass/ Disposals</b>	<b>Ending Balance</b>
<b>Depreciable Assets</b>				
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
<b>Non-Depreciable Assets</b>				
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
<b>Totals at Acquisition Cost</b>	<b>\$ 334,595,493</b>	<b>\$ 43,014,342</b>	<b>\$ (34,766,445)</b>	<b>\$ 342,843,390</b>
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)
<b>Total Accumulated Depreciation</b>	<b>(170,786,909)</b>	<b>(25,864,965)</b>	<b>10,991,785</b>	<b>(185,660,089)</b>
<b>Capital Assets, net</b>	<b>\$ 163,808,584</b>	<b>\$ 17,149,377</b>	<b>\$ (23,774,660)</b>	<b>\$ 157,183,301</b>

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

<b>Property and Equipment:</b>	<b>Beginning Balance</b>	<b>Additions</b>	<b>Reclass/ Disposals</b>	<b>Ending Balance</b>
<b>Depreciable Assets</b>				
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
<b>Non-Depreciable Assets</b>				
Land	8,161,465	-	-	8,161,465
Construction in Progress	11,767,526	12,693,134	(1,113,158)	23,347,502
<b>Totals at Acquisition Cost</b>	<b>\$ 304,561,559</b>	<b>\$ 44,855,883</b>	<b>\$ (14,821,949)</b>	<b>\$ 334,595,493</b>
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)
<b>Total Accumulated Depreciation</b>	<b>(157,492,539)</b>	<b>(26,842,699)</b>	<b>13,548,329</b>	<b>(170,786,909)</b>
<b>Capital Assets, net</b>	<b>\$ 147,069,020</b>	<b>\$ 18,013,184</b>	<b>\$ (1,273,620)</b>	<b>\$ 163,808,584</b>

### 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:

<b>Leases Payable September 30, 2017</b>					
<b>Leases Payable</b>	<b>Beginning Balance</b>	<b>Additions</b>	<b>Payments</b>	<b>Ending Balance</b>	<b>Amounts Due Within One Year</b>
Lease # 5	\$ 4,770,624	\$ -	\$ 898,151	\$ 3,872,473	\$ 918,954
Total	\$ 4,770,624	\$ -	\$ 898,151	\$ 3,872,473	\$ 918,954

<b>Leases Payable September 30, 2016</b>					
<b>Leases Payable</b>	<b>Beginning Balance</b>	<b>Additions</b>	<b>Payments</b>	<b>Ending Balance</b>	<b>Amounts Due Within One Year</b>
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:

<b>Year</b>	<b>Present Value of</b>	<b>Amount</b>	<b>Total</b>
	<b>Minimum Lease Payments</b>	<b>Representing Interest</b>	<b>Minimum Lease Payments</b>
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:

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

<b>Loans Payable</b>					
<b>September 30, 2016</b>					
	<b>Beginning Balance</b>	<b>Additions</b>	<b>Payments</b>	<b>Ending Balance</b>	<b>Amounts Due Within One Year</b>
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:

<b><u>Membership at Actuarial Valuation Date</u></b>	<b><u>2017</u></b>	<b><u>2016</u></b>
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
<b>Total</b>	<b><u>1,120</u></b>	<b><u>1,158</u></b>

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:

<b><u>Total pension liability</u></b>	<b><u>2017</u></b>	<b><u>2016</u></b>
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)
<b>Net change in total pension liability</b>	<b>9,602,503</b>	<b>7,392,925</b>
<b>Total pension liability - beginning</b>	<b>123,322,398</b>	<b>115,929,473</b>
<b>Total pension liability - ending</b>	<b>\$ 132,924,901</b>	<b>\$ 123,322,398</b>
<b><u>Plan fiduciary net position</u></b>		
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)
<b>Net changes in Plan fiduciary net position</b>	<b>9,560,289</b>	<b>(848,403)</b>
<b>Total Plan fiduciary net position - beginning</b>	<b>121,364,555</b>	<b>122,212,958</b>
<b>Total Plan fiduciary net position - ending</b>	<b>130,924,844</b>	<b>121,364,555</b>
<b>Net pension liability - ending</b>	<b>\$ 2,000,057</b>	<b>\$ 1,957,843</b>



### 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:

<b>Fiscal Year 2017</b>	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>
<b>Fiscal Year 2016</b>	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	-
<b>Total</b>	<u><u>\$ 4,775,200</u></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:

	<b>1% Decrease</b>	<b>Current Single Discount Rate Assumption</b>	<b>1% Increase</b>
<b>Discount Rate</b>	<b>6.50%</b>	<b>7.50%</b>	<b>8.50%</b>
<b>FY Ending September 30, 2017</b>	\$ 17,410,465	\$ 2,000,057	\$ (11,159,169)
<b>FY Ending September 30, 2016</b>	\$ 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:

<u>Years of Service</u>	<u>Contribution Rate</u>
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	<u>\$ 2,339,000</u>	<u>\$ 1,960,525</u>	<u>\$ 1,683,525</u>

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><b>Total pension liability</b></u>	<u><b>2017</b></u>	<u><b>2016</b></u>	<u><b>2015</b></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)
<b>Net change in total pension liability</b>	<u>9,602,503</u>	<u>7,392,925</u>	<u>8,786,094</u>
<b>Total pension liability - beginning</b>	<u>123,322,398</u>	<u>115,929,473</u>	<u>107,143,379</u>
<b>Total pension liability</b>	<u>\$ 132,924,901</u>	<u>\$ 123,322,398</u>	<u>\$ 115,929,473</u>
<u><b>Plan fiduciary net position</b></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)
<b>Net changes in Plan fiduciary net position</b>	<u>9,560,289</u>	<u>(848,403)</u>	<u>10,113,453</u>
<b>Total Plan fiduciary net position - beginning</b>	<u>121,364,555</u>	<u>122,212,958</u>	<u>112,099,505</u>
<b>Total Plan fiduciary net position - ending</b>	<u>130,924,844</u>	<u>121,364,555</u>	<u>122,212,958</u>
<b>Net pension liability (asset) - ending</b>	<u>\$ 2,000,057</u>	<u>\$ 1,957,843</u>	<u>\$ (6,283,485)</u>
<b>Plan fiduciary net position as a percentage of the total pension liability</b>	<b>98.50%</b>	<b>98.41%</b>	<b>105.42%</b>
<b>Covered payroll</b>	<b>\$ 29,800,533</b>	<b>\$ 34,028,032</b>	<b>\$ 34,962,723</b>
<b>Net pension liability (asset) as a percentage of covered payroll</b>	<b>6.71%</b>	<b>5.75%</b>	<b>-17.97%</b>

**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)
<b>OPERATING REVENUES</b>			
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>
<b>OPERATING EXPENSES:</b>			
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>
<b>OPERATING LOSS</b>	<b>(83,884,614)</b>	<b>(80,693,780)</b>	<b>3,190,834</b>
<b>NONOPERATING REVENUES/(EXPENSES):</b>			
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>
<b>Total nonoperating revenues/(expenses), net</b>	<b>80,509,574</b>	<b>76,458,078</b>	<b>(4,051,496)</b>
<b>Decrease in net position</b>	<b>\$ (3,375,040)</b>	<b>(4,235,702)</b>	<b>\$ (860,662)</b>
<b>BASIS DIFFERENCES:</b>			
Depreciation		(25,864,965)	
Capital project abandonment expense		(4,197,014)	
Other income		62,069	
Capital contribution		<u>25,236,924</u>	
<b>Decrease in net position - GAAP basis</b>		<b>\$ (8,998,688)</b>	





Statistical Section

# 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.

	<u>Pages</u>
<b><u>Debt Capacity</u></b>	
This schedule presents information to help the reader assess the ability of LYNX to service its outstanding debt.	51
<b><u>Revenue Capacity</u></b>	
These schedules contain information to help the reader assess LYNX' most significant revenue sources.	52-54
<b><u>Financial Trends</u></b>	
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
<b><u>Demographic and Economic Information</u></b>	
These schedules contain demographic and economic indicators to help the reader understand the environment within which LYNX' financial activities take place.	48, 58-63
<b><u>Other Operating Information</u></b>	
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



**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

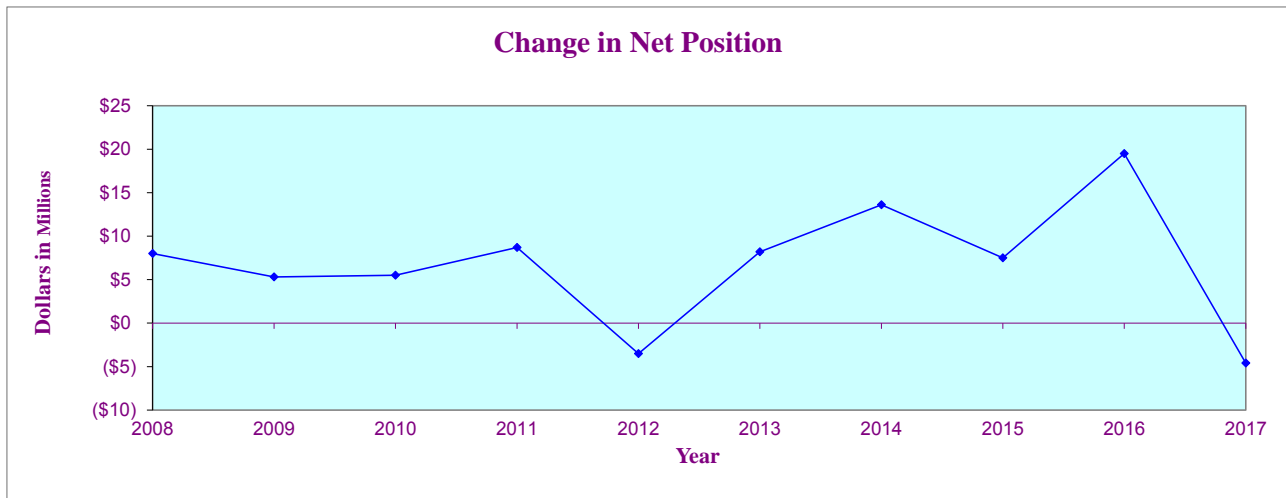
Sources: Metro Orlando Economic Development Commission  
National Transit Database Report

**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
<b>Operating Revenue:</b>										
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
<b>Total Operating Revenue</b>	<b>41.8</b>	<b>42.3</b>	<b>43.2</b>	<b>46.7</b>	<b>46.6</b>	<b>49.4</b>	<b>51.6</b>	<b>48.8</b>	<b>46.8</b>	<b>47.1</b>
<b>Operating Expenses:</b>										
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)	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>125.9</b>	<b>123.3</b>	<b>123.7</b>	<b>128.8</b>	<b>131.1</b>	<b>139.7</b>	<b>144.0</b>	<b>140.4</b>	<b>143.4</b>	<b>157.8</b>
<b>Operating Loss</b>	<b>(84.1)</b>	<b>(81.0)</b>	<b>(80.5)</b>	<b>(82.1)</b>	<b>(84.5)</b>	<b>(90.3)</b>	<b>(92.4)</b>	<b>(91.6)</b>	<b>(96.6)</b>	<b>(110.8)</b>
<b>Non-Operating Revenue (Expenses):</b>										
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
<b>Total Non-Operating Revenue (Expenses)</b>	<b>92.1</b>	<b>86.3</b>	<b>86.0</b>	<b>90.8</b>	<b>81.0</b>	<b>98.5</b>	<b>106.0</b>	<b>92.1</b>	<b>116.2</b>	<b>101.7</b>
<b>Change in Net Position Before Accounting Change</b>	<b>8.0</b>	<b>5.3</b>	<b>5.5</b>	<b>8.7</b>	<b>(3.5)</b>	<b>8.2</b>	<b>13.6</b>	<b>0.5</b>	<b>18.2</b>	<b>-</b>
<b>Change in Accounting Principle</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.0</b>	<b>-</b>	<b>-</b>
<b>Change in Net Position After Accounting Change</b>	<b>\$ 8.0</b>	<b>\$ 5.3</b>	<b>\$ 5.5</b>	<b>\$ 8.7</b>	<b>\$ (3.5)</b>	<b>\$ 8.2</b>	<b>\$ 13.6</b>	<b>\$ 7.5</b>	<b>\$ 19.5</b>	<b>\$ (9.0)</b>

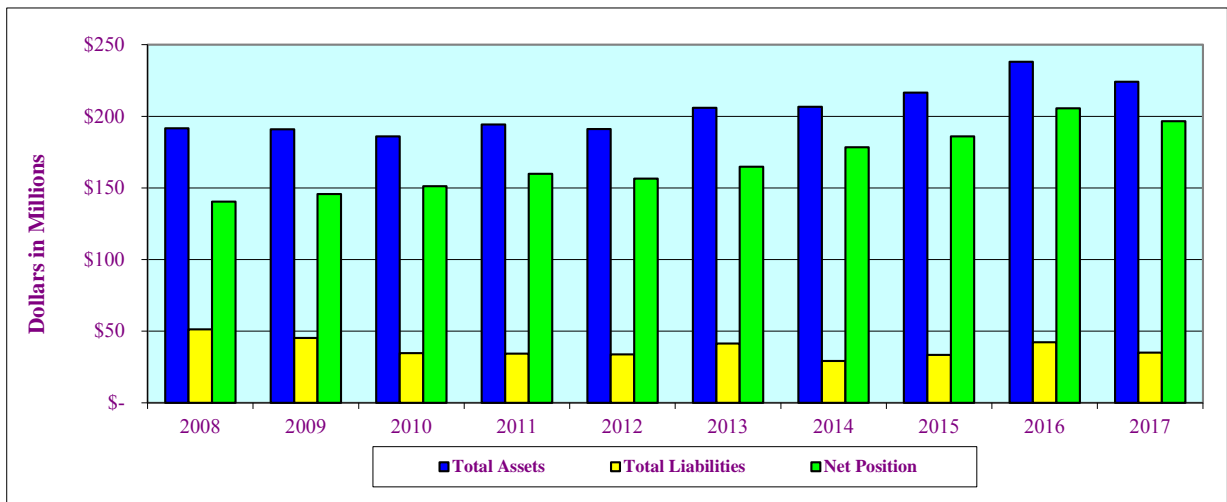


For the past 10 years the chart shows the change in net position each year versus the immediately preceding year. Net Position decreased in 2017 due to the deferment of capital grants for the construction of the Pine Hills Superstop.

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

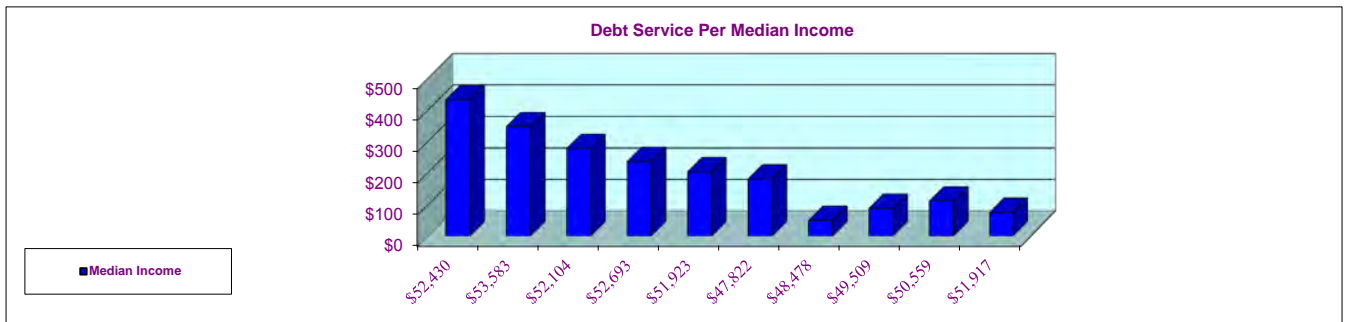
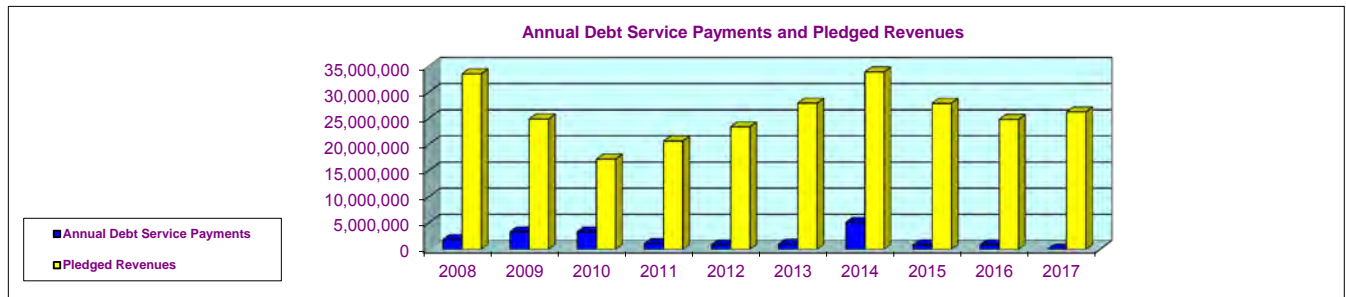


This chart compares Total Assets, Total Liabilities, and Net Position values over the last 10 years. Total Assets increased 19.30% during this period as the Authority expanded service, acquired new rolling stock, developed land, and constructed the LYNX Central Station and LYNX Operations Center. Total 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



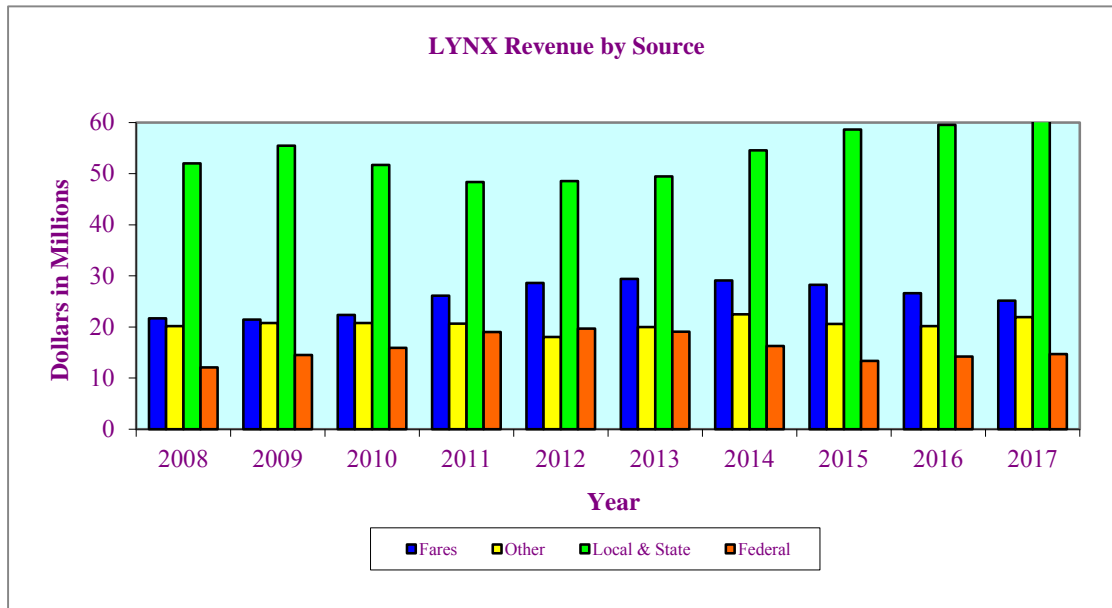
Source: Financial Statements, NTD Report, and Orlando Economic Development Commission.

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)**

Fiscal Year	OPERATING AND OTHER						Total Revenue
	MISCELLANEOUS REVENUE			OPERATING ASSISTANCE			
	Fares	Other	Total	Local & State	Federal	Total	
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)**

FISCAL YEAR	OPERATING AND OTHER MISCELLANEOUS REVENUE			OPERATING ASSISTANCE			TOTAL REVENUE
	FARES	OTHER	TOTAL	LOCAL & STATE	FEDERAL	TOTAL	
<b>INDUSTRY</b>							
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%
<b>LYNX</b>							
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
 <b>TICKETS</b>	
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
 <b>PASSES</b>	
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)

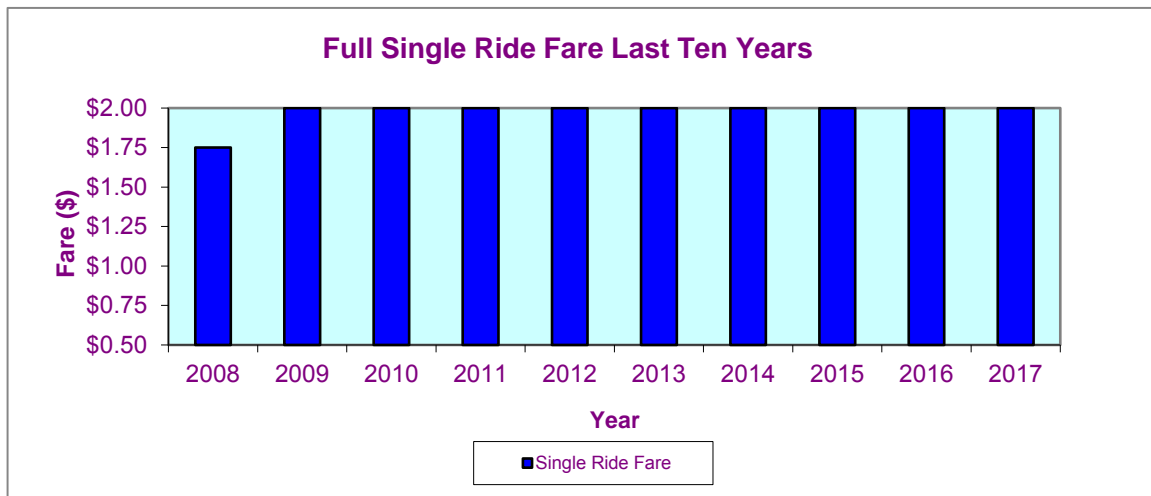
Fiscal Year	CASH FARES				PASSES			
	Single Fare	Discount Single	1 Day Fare	Discount 1 Day	7 Day Pass	Discount 7 Day	30 Day Pass	Discount 30 Day
2008	\$1.75	\$0.85	\$4.00	\$2.00	\$14.00	\$7.00	\$44.00	\$22.00
2009	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2010	\$2.00	\$1.00	\$4.50	\$2.25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

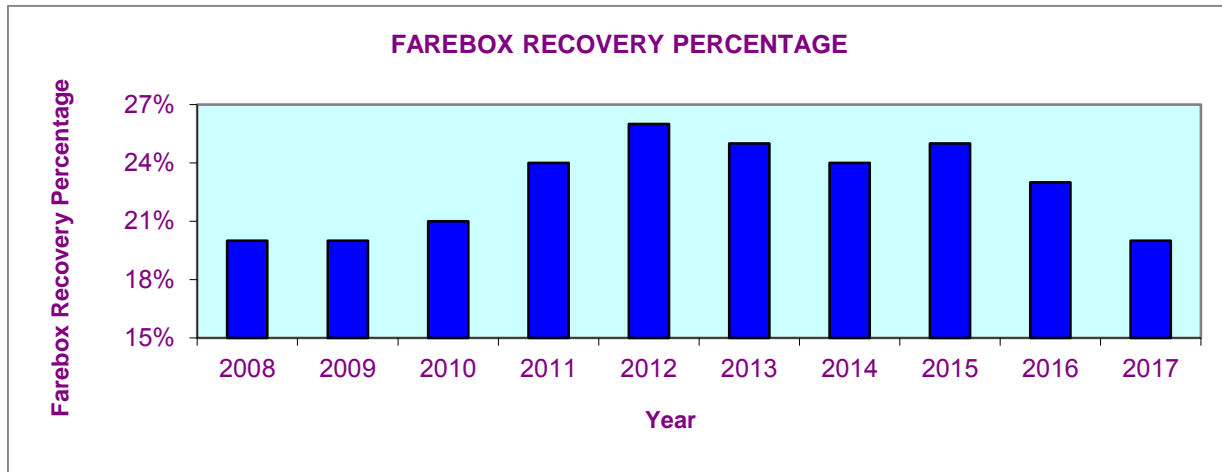


The table and graph show the amount of each standard fixed-route fare type by year. In keeping with the Authority's commitment to keep fares as low as fiscally feasible and to make relatively small rate increases periodically, no fare rate increases were made in 2017. In 2017 customer fares were approximately 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)**

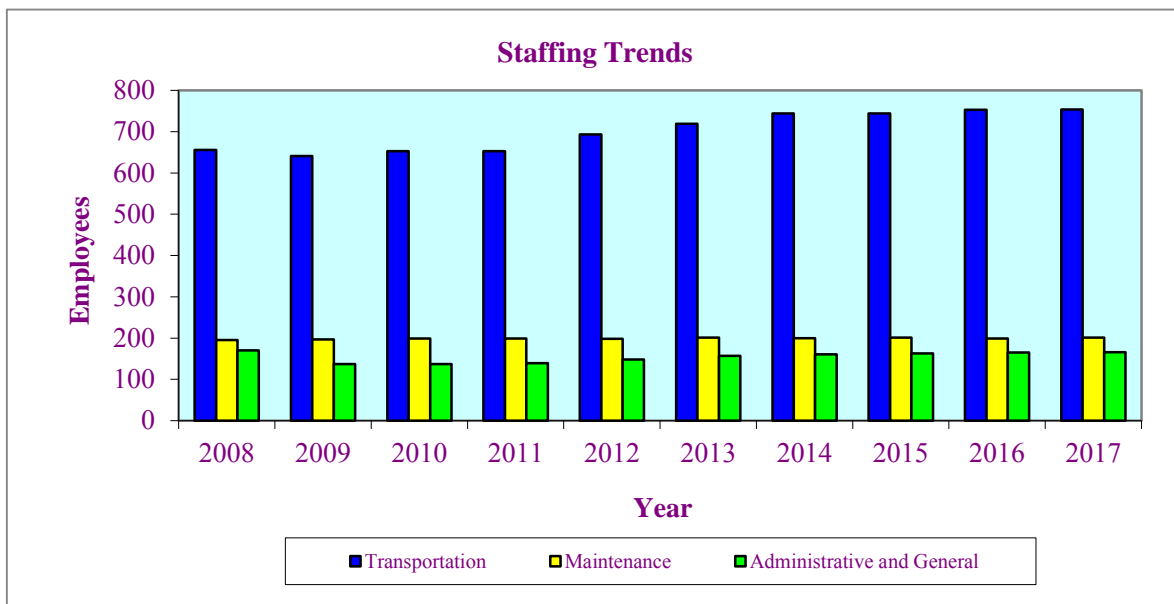
Fiscal Year	Percentage
2008	20%
2009	20%
2010	21%
2011	24%
2012	26%
2013	25%
2014	24%
2015	25%
2016	23%
2017	20%



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)**

<b>Year</b>	<b>Transportation</b>	<b>Maintenance</b>	<b>Administrative and General</b>	<b>Total</b>
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)**

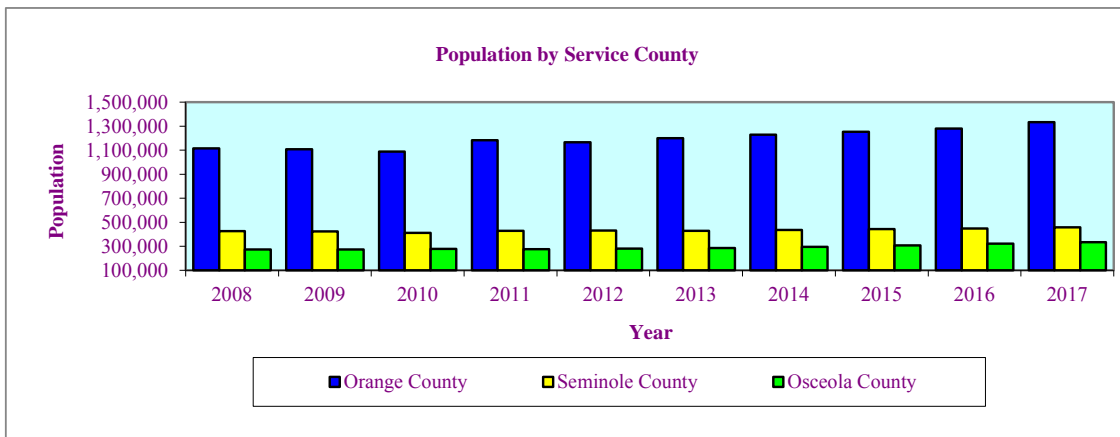
<b>Year</b>	<b>Manufacturing</b>	<b>Construction</b>	<b>Transportation</b>	<b>Finance</b>	<b>Government</b>	<b>Retail Trade</b>	<b>Service</b>	<b>Total</b>
2008	3.8%	6.6%	3.9%	6.2%	11.0%	15.3%	53.2%	100.0%
2009	3.9%	6.0%	3.1%	6.4%	11.7%	11.1%	57.8%	100.0%
2010	3.7%	4.8%	3.0%	6.0%	11.7%	11.4%	59.4%	100.0%
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)**

<b>Year</b>	<b>Orange County</b>	<b>Seminole County</b>	<b>Osceola County</b>	<b>Region Total</b>
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

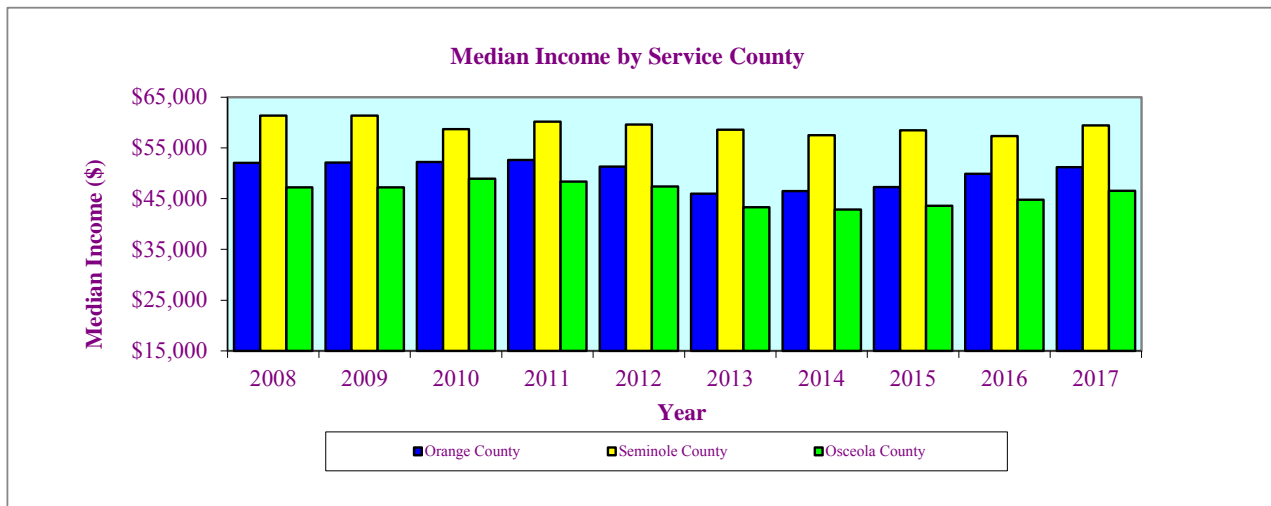


The population of the tri-county area, as a whole, increased approximately 3.5% from 2016. There was an increase every year except for 2009, 2010 and 2012. The greatest growth was in Orange County, where the population grew approximately 4.08% compared to the previous year.

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)**

<b>Year</b>	<b>Orange County</b>	<b>Seminole County</b>	<b>Osceola County</b>
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



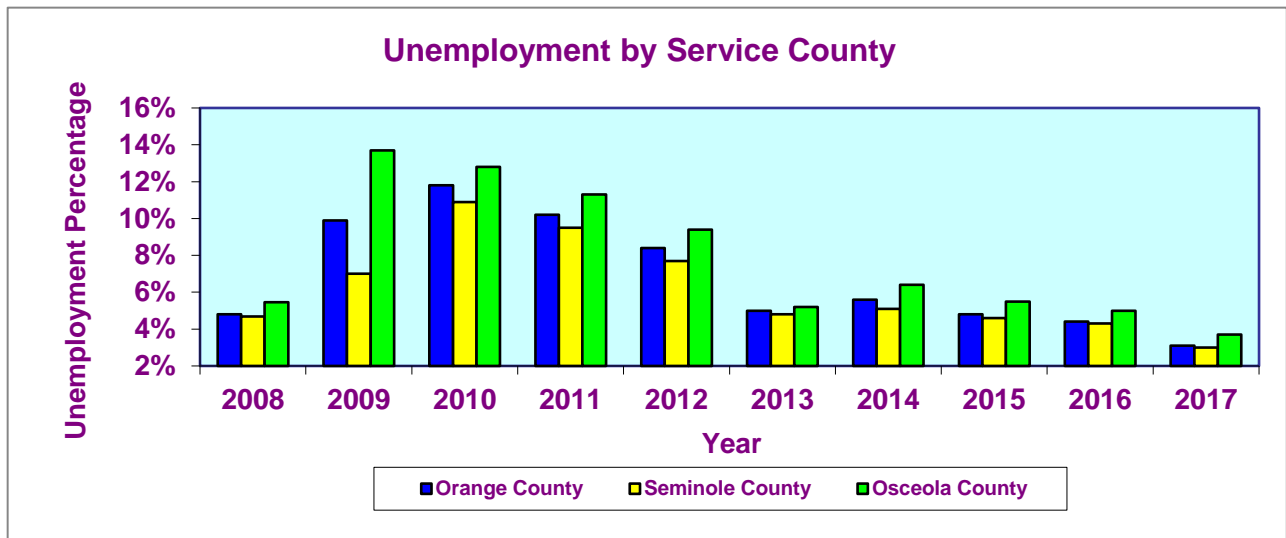
Median household income is useful in public transportation planning because it is one determinant of the need for, and probability of use, of public transportation. The lower the median income the greater, in most cases, will be the need for, and use of, public transportation.

Source: Metro Orlando Economic Development Commission

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

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

<b>Year</b>	<b>Orange County</b>	<b>Seminole County</b>	<b>Osceola County</b>	<b>Region Average</b>
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%

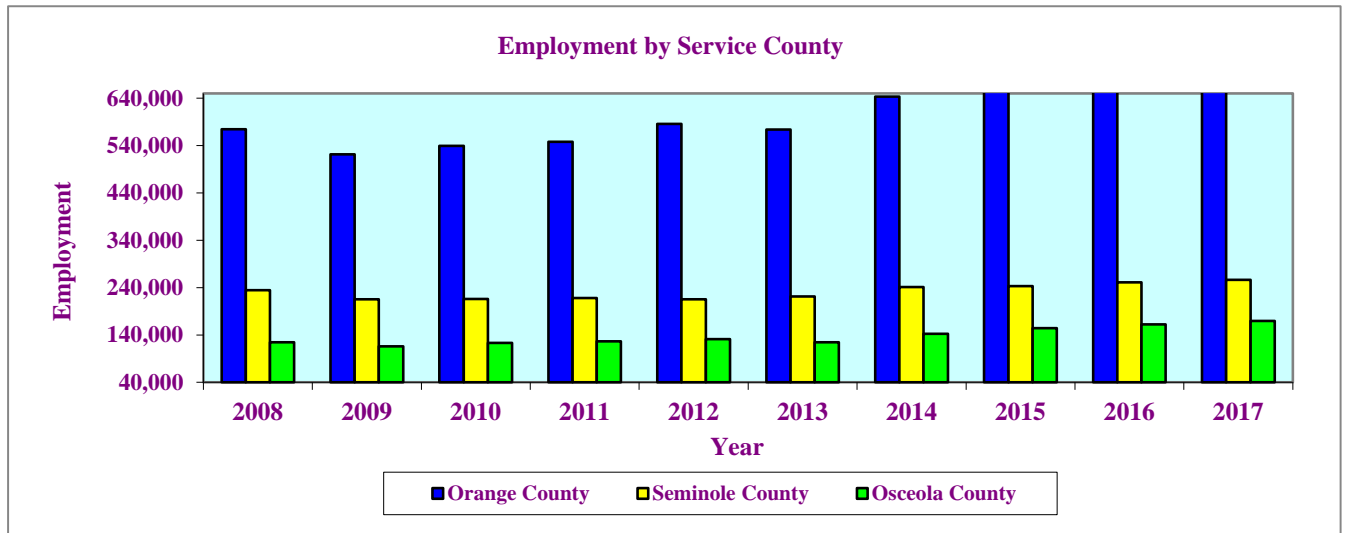


Employment and Unemployment trends are useful in the analysis of the economic vitality of a local economy. The availability of public transportation removes transportation barriers to employment, a factor which contributes to the continued need for public transportation. The yearly percentages by county 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)**

<b>Year</b>	<b>Orange County</b>	<b>Seminole County</b>	<b>Osceola County</b>	<b>Region Total</b>
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)**

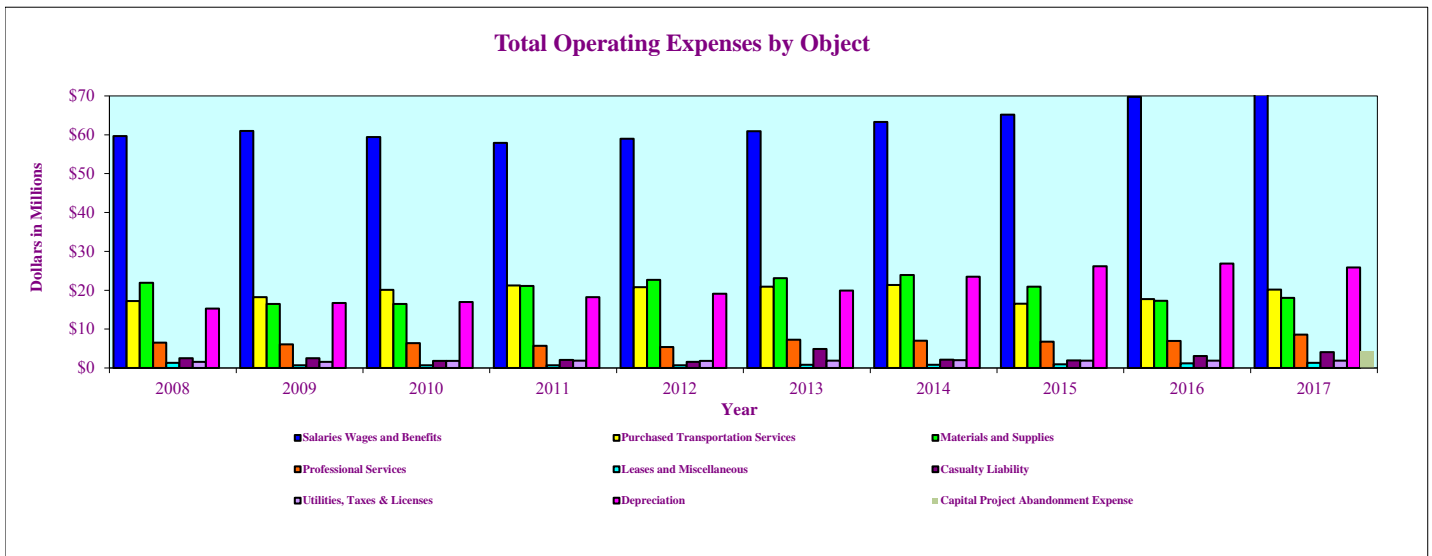
<b>FISCAL YEAR</b>	<b>RIDERSHIP</b>	<b>NUMBER OF PEAK VEHICLES</b>	<b>ACTUAL VEHICLE MILES</b>	<b>ACTUAL VEHICLE HOURS</b>
2008	26,427,067	238	16,739,475	1,162,852
2009	23,747,795	234	16,225,409	1,108,783
2010	24,780,704	223	16,570,711	1,111,073
2011	26,996,158	225	16,503,043	1,108,489
2012	28,184,740	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

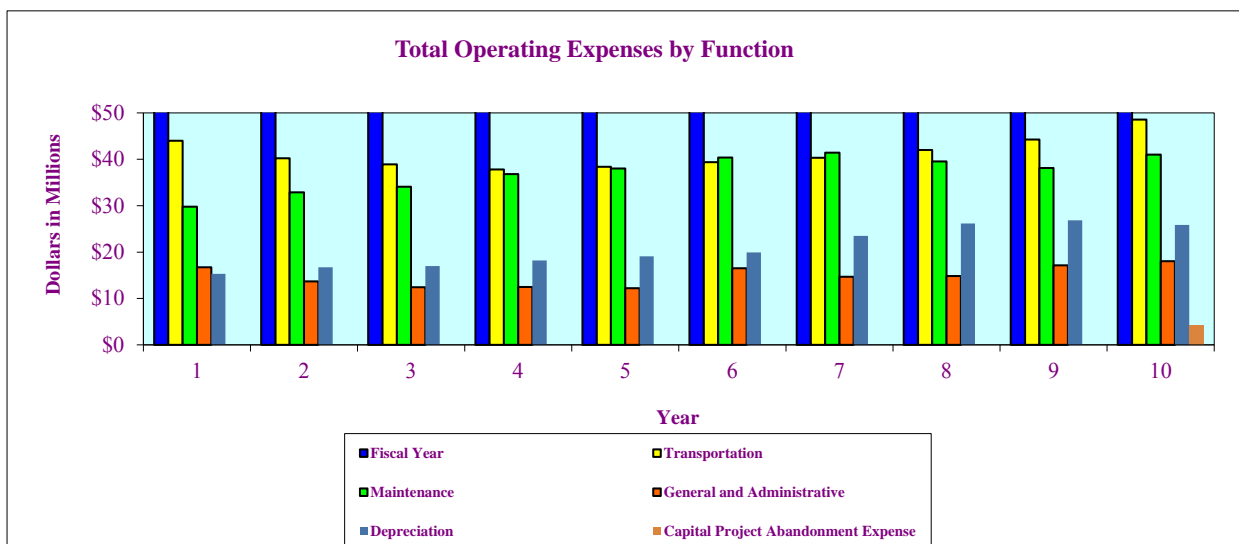


The table and graph show the annual amount for each of the 8 primary object classifications of operating expenses during the last ten years. Total operating expenses for fiscal year 2017 reflects a 21.9% increase from fiscal year 2008. At 47.98% of total operating expenses in fiscal year 2017 the Salaries, 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



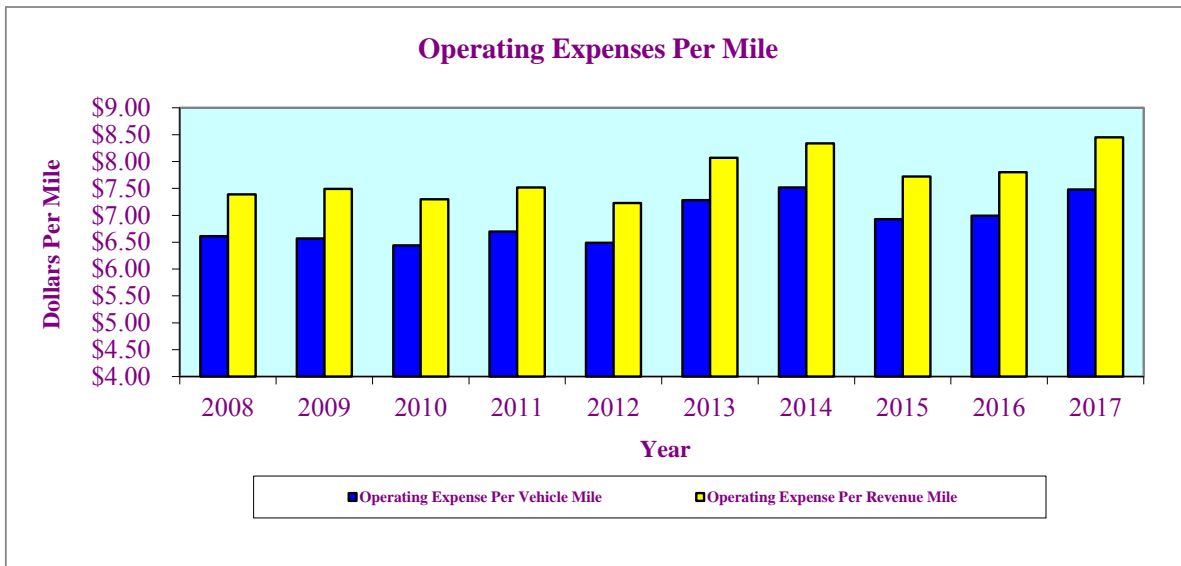
This table and graph show operating expenses by function for the last ten years. Total operating expenses for 2017 are 21.9% greater than 2008. Maintenance expenses in 2017 are 37.5% over the 2008 level; the greatest increase is due to increased demand for maintenance services resulting from an expanded 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)**

<b>Fiscal Year</b>	<b>Vehicle Miles</b>	<b>Revenue Miles</b>	<b>Operating Expense Per Vehicle Mile</b>	<b>Operating Expense Per Revenue Mile</b>
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)**

<b>Insurance Company</b>	<b>Policy</b>	<b>Premium</b>	<b>Limits</b>	<b>Deductible/SIR</b>	<b>Commission/Fee</b>	
<b>American Home Assurance Company</b>	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		
	<b>Sub-total</b>		<b>\$96,939</b>			
<b>PGIT (Preferred Governmental Insurance Trust)</b>	<b>Crime</b>	\$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		
	<b>Sub-total</b>		<b>\$1,175</b>			
	<b>General Liability</b>					0%
	General Liability	\$31,593	\$1,000,000	\$200,000		
	EBL	Included	\$1,000,000	\$200,000		
	<b>Sub-total</b>		<b>\$31,593</b>			
	<b>Public Officials/EPLI</b>					0%
	Public Officials	\$84,283	\$2,000,000	\$100,000		
	EPLI	Included	\$2,000,000	\$100,000		
<b>Sub-total</b>		<b>\$84,283</b>				
<b>Automobile</b>					0%	
Auto Liability/UM/MedPay	Rejected		N/A	N/A		
Auto Physical Damage	\$220,382	Symbol 10	\$1,000 / \$10,000			
<b>Sub-total</b>		<b>\$220,382</b>				
<b>Total Premium</b>		<b>\$434,372</b>				

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

<b>Insurance Company</b>	<b>Policy</b>	<b>Premium</b>	<b>Limits</b>	<b>Deductible/SIR</b>	<b>Commission/Fee</b>	
<b>American Home Assurance Company</b>	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				
	Debris Removal	Included				
	Equipment Breakdown	Included		\$71,042,965	\$10,000	
	<b>Sub-total</b>	<b>\$125,408</b>				
<b>PGIT (Preferred Governmental Insurance Trust)</b>	<b>Crime</b>	\$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		
	<b>Sub-total</b>	<b>\$1,175</b>				
	<b>General Liability</b>					0%
	General Liability	\$31,593	\$1,000,000	\$200,000		
	EBL	Included	\$1,000,000	\$200,000		
	<b>Sub-total</b>	<b>\$31,593</b>				
<b>Public Officials/EPLI</b>					0%	
Public Officials	\$84,283	\$2,000,000	\$100,000			
EPLI	Included	\$2,000,000	\$100,000			
<b>Sub-total</b>	<b>\$84,283</b>					
<b>Automobile</b>					0%	
Auto Liability/UM/MedPay	Rejected		N/A	N/A		
Auto Physical Damage	\$220,382	Symbol 10	\$1,000 / \$10,000			
<b>Sub-total</b>	<b>\$220,382</b>					
	<b>Total Premium This Page</b>	<b>\$462,841</b>				

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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	-
			<u>19,749,842</u>	<u>6,780,805</u>	<u>(7,779,592)</u>	<u>1,259,150</u>	<u>260,363</u>	<u>-</u>
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	-
			<u>212,636,944</u>	<u>8,406,028</u>	<u>(36,881,208)</u>	<u>33,164,246</u>	<u>4,689,066</u>	<u>-</u>
Federal Transit - State of Good Repair Grants Program								
Capital assistance	20.525	FL54-0002	426,112	-	(6,626)	67,577	60,951	-
			<u>426,112</u>	<u>-</u>	<u>(6,626)</u>	<u>67,577</u>	<u>60,951</u>	<u>-</u>
Total Federal Transit Cluster			<u>232,812,898</u>	<u>15,186,833</u>	<u>(44,667,426)</u>	<u>34,490,973</u>	<u>5,010,380</u>	<u>-</u>
Federal Transit: National Infrastructure Investments								
Capital assistance	20.933	FL79-0001	13,000,000	1,324,395	(2,338,102)	1,013,707	-	-
			<u>13,000,000</u>	<u>1,324,395</u>	<u>(2,338,102)</u>	<u>1,013,707</u>	<u>-</u>	<u>-</u>

(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	-
			<u>1,055,932</u>	<u>119,040</u>	<u>(525,182)</u>	<u>484,171</u>	<u>78,029</u>	<u>-</u>
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	-
			<u>1,720,871</u>	<u>382,837</u>	<u>(382,837)</u>	<u>399,265</u>	<u>399,265</u>	<u>-</u>
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	-
			<u>1,421,955</u>	<u>49,543</u>	<u>(90,291)</u>	<u>66,511</u>	<u>25,763</u>	<u>-</u>
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	-
			<u>4,012,985</u>	<u>241,798</u>	<u>(717,341)</u>	<u>1,118,876</u>	<u>643,333</u>	<u>88,439</u>
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
			<u>894,729</u>	<u>67,173</u>	<u>(100,831)</u>	<u>117,470</u>	<u>83,812</u>	<u>38,551</u>
Total Transit Services Program Cluster								
			<u>6,329,669</u>	<u>358,514</u>	<u>(908,463)</u>	<u>1,302,857</u>	<u>752,908</u>	<u>126,990</u>
Federal Transit - Alternatives Analysis								
	20.522	FL39-0013	1,200,000	111	(662)	551	-	-
			<u>1,200,000</u>	<u>111</u>	<u>(662)</u>	<u>551</u>	<u>-</u>	<u>-</u>
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	-
			<u>142,928</u>	<u>-</u>	<u>-</u>	<u>142,928</u>	<u>142,928</u>	<u>-</u>
<b>TOTAL EXPENDITURES OF FEDERAL AWARDS</b>								
			<u>\$ 256,262,298</u>	<u>\$ 17,371,730</u>	<u>\$ (48,822,672)</u>	<u>\$ 37,834,452</u>	<u>\$ 6,383,510</u>	<u>\$ 126,990</u>
<b>NONOPERATING REVENUE PORTION</b>								
<b>OTHER INCOME</b>								
						14,680,395		
<b>CONTRIBUTED CAPITAL</b>								
						113,235		
						<u>\$ 23,040,822</u>		

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)
<b>LOCAL MATCHING GRANTS:</b>					
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
<b>Total matching grants</b>	<b>\$ 51,864,626</b>	<b>\$ 1,311,026</b>	<b>\$ 14,830,733</b>	<b>\$ 14,683,180</b>	<b>\$ 1,458,579</b>
Customer fares and operating assistance				12,760,647	
Contributed capital portion				\$ 1,922,533	
<b>LOCAL GRANTS AND CONTRACT SERVICES:</b>					
<b>Operating assistance:</b>					
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	-
<b>Total nonoperating revenue portion</b>		<b>\$ -</b>	<b>\$ 48,810,319</b>	<b>\$ 48,810,319</b>	<b>\$ -</b>
<b>Contract services:</b>					
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	-
<b>Total Local Financial Assistance</b>		<b>(937,468)</b>	<b>14,813,003</b>	<b>14,399,829</b>	<b>(524,294)</b>
<b>Other Contractual Services</b>					
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)
<b>Total Other Contractual Services</b>		<b>(1,080,179)</b>	<b>4,429,849</b>	<b>4,500,127</b>	<b>(1,150,457)</b>
<b>Total contract services</b>		<b>\$ (2,017,647)</b>	<b>\$ 19,242,852</b>	<b>\$ 18,899,956</b>	<b>\$ (1,674,751)</b>

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
<b>Florida Department of Transportation</b>						
<b>Public Transit Block Grant Program</b>						
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>
<b>Public Transit Service Development Program</b>						
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>
<b>Florida Commission for the Transportation Disadvantaged Trip and Equipment Grant Program</b>						
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>
<b>State Share of Federal Grants</b>						
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>
<b>Total Florida Department of Transportation</b>						
		<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>
<b>Florida Division of Emergency Management Emergency Protective Measures Program</b>						
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>
<b>TOTAL STATE FINANCIAL ASSISTANCE</b>		<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>
<b>Other State Contracts</b>						
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>
<b>TOTAL STATE FINANCIAL ASSISTANCE AND OTHER STATE CONTRACTS</b>		\$ <u>56,508,108</u>	\$ <u>7,045,361</u>	\$ <u>(16,587,470)</u>	17,474,410	\$ <u>7,932,301</u>
<b>CONTRACT SERVICES PORTION</b>					4,345,923	
<b>NONOPERATING REVENUE PORTION</b>					<u>12,854,918</u>	
<b>CONTRIBUTED CAPITAL PORTION</b>					\$ <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**

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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:

<u>Grant</u>	<u>Award Amount</u>	<u>Toll Revenue Credits Applied during Fiscal 2017</u>
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
<b>Total</b>	<b>\$ <u>163,393,428</u></b>	<b>\$ <u>8,109,055</u></b>

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 that reads "Cheryl Behrman CPA". The signature is written in a cursive style.

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.



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

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**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*

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**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*

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**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 that reads "Cheryl Behrman" followed by a stylized set of initials.

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*

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**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*

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**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 judgment, 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.

*Cherry Bekaert LLP*

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	<u>224.1</u>	<u>238.0</u>	<u>(13.9)</u>
Deferred outflow	<u>8.1</u>	<u>10.2</u>	<u>(2.1)</u>
Current liabilities	23.3	31.7	(8.4)
Long-term liabilities	11.7	10.5	1.2
Total liabilities	<u>35.0</u>	<u>42.2</u>	<u>(7.2)</u>
Deferred inflow	<u>0.7</u>	<u>0.5</u>	<u>0.2</u>
Net investment in capital assets	153.0	149.9	3.1
Restricted	1.7	1.6	0.1
Unrestricted	<u>41.8</u>	<u>54.0</u>	<u>(12.2)</u>
Net position	<u>\$ 196.5</u>	<u>\$ 205.5</u>	<u>\$ (9.0)</u>

# 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)



**Action Agenda Item #8.B**

**To:** LYNX Oversight Committee

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

**Phone:** 407.841.2279 ext: 6058

**Item Name:** Authorization to Amend the FY2018 Operating and Capital Budgets

**Date:** 7/26/2018

**ACTION REQUESTED:**

Staff is requesting the Board of Directors’ authorization 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:

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
<b>Total Revenue</b>	<b>133,483,544</b>	<b>1,776,514</b>	<b>970,000</b>	<b>33,222</b>	<b>7,500</b>	<b>145,000</b>	<b>124,962</b>	<b>(350,000)</b>	<b>136,190,742</b>
<b>Expense</b>									
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
<b>Total Operating Expenses</b>	<b>133,483,544</b>	<b>1,776,514</b>	<b>970,000</b>	<b>33,222</b>	<b>7,500</b>	<b>145,000</b>	<b>124,962</b>	<b>(350,000)</b>	<b>136,190,742</b>

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
<b>Total Revenue</b>	<b>133,483,544</b>	<b>1,776,514</b>	<b>970,000</b>	<b>33,222</b>	<b>7,500</b>	<b>145,000</b>	<b>124,962</b>	<b>(350,000)</b>	<b>136,190,742</b>
<b>Expense</b>									
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
<b>Total Operating Expenses</b>	<b>133,483,544</b>	<b>1,776,514</b>	<b>970,000</b>	<b>33,222</b>	<b>7,500</b>	<b>145,000</b>	<b>124,962</b>	<b>(350,000)</b>	<b>136,190,742</b>

**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 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 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**

	<b>FY2018 Adopted Budget</b>	<b>Revisions</b>	<b>FY2018 Amended Budget Total</b>
<b>Operating Revenues</b>			
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
<b>Total Revenue</b>	<b>133,483,544</b>	<b>2,707,198</b>	<b>136,190,742</b>

These funds are programmed to fund the following category of expense:

	<b>FY2018 Adopted Budget</b>	<b>Revisions</b>	<b>FY2018 Amended Budget Total</b>
<b>Operating Expenses</b>			
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
<b>Total Operating Expenses</b>	<b>133,483,544</b>	<b>2,707,198</b>	<b>136,190,742</b>

**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:

<b>Capital Contributions</b>	<b>FY18 Adopted Budget</b>	<b>Revisions</b>	<b>FY18 Amended Budget</b>
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
<b>Total</b>	<b>\$ 63,580,475</b>	<b>(726,248)</b>	<b>\$ 62,854,227</b>

These funds are programmed to fund the following types of expenditures:

<b>Capital Expenditures</b>	<b>FY18 Adopted Capital Budget</b>	<b>Carryover Adjustment</b>	<b>FY18 Amended Capital Budget</b>
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
<b>Total</b>	<b>\$ 63,580,475</b>	<b>\$ (726,248)</b>	<b>\$ 62,854,227</b>

**FISCAL IMPACT:**

Upon the LYNX Board of Director’s positive vote, LYNX’s FY2018 Amended Operating Budget will be recommended to increase from \$133,483,544 to \$136,190,742.

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		FY2018
	Adopted	Revisions	Amended
	Budget		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
<b>Total Revenue</b>	<b>133,483,544</b>	<b>2,707,198</b>	<b>136,190,742</b>

# Operating Expenses

Operating Expenses	FY2018		FY2018
	Adopted	Revisions	Amended
	Budget		Budget Total
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
<b>Total Operating Expenses</b>	<b>133,483,544</b>	<b>2,707,198</b>	<b>136,190,742</b>

# Capital Contributions

<b>Capital Contributions</b>	<b>FY18 Adopted Budget</b>	<b>Revisions</b>	<b>FY18 Amended Budget</b>
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
<b>Total</b>	<b>\$ 63,580,475</b>	<b>(726,248)</b>	<b>\$ 62,854,227</b>



# Capital Expenditures

<b>Capital Expenditures</b>	<b>FY18 Adopted Capital Budget</b>	<b>Carryover Adjustment</b>	<b>FY18 Amended Capital Budget</b>
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
<b>Total</b>	<b>\$ 63,580,475</b>	<b>\$ (726,248)</b>	<b>\$ 62,854,227</b>

# LYNX Board Agenda

## Work Session Item #9.A

**To:** LYNX Board of Directors

**From:** Edward Johnson  
CHIEF EXECUTIVE OFFICER  
Albert Francis  
(Technical Contact)  
Tiffany Homler  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6017

**Item Name:** Discussion on Legal Services Request for Proposal Evaluation

**Date:** 7/26/2018

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### **DISCUSSION ITEM:**

D. Ty Jackson, Gray Robinson, will provide an update on the legal services review effort by the funding partners as directed at the March 22, 2018, LYNX Board meeting.

Work Session Item #9.B

**To:** LYNX Board of Directors

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

**Phone:** 407.841.2279 ext: 6058

**Item Name:** FY2019 Preliminary Operating and Capital Budgets

**Date:** 7/26/2018

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**ACTION REQUESTED:**

LYNX Staff will provide an overview of the FY2019 Preliminary Operating and Capital Budgets.

# FY2019 Operating Budget (Preliminary)

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Presented to the  
LYNX Board of Directors  
by Bert Francis  
Chief Financial Officer  
July 26, 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



	<b>FY2019 Budget (Preliminary)</b>	<b>FY2018 Budget as Amended</b>	<b>% Change</b>
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%
<b>Total Revenue</b>	<b>\$134,120,033</b>	<b>\$132,099,022</b>	<b>1.5%</b>
Proposed Budget Shortfall	\$1,726,465	\$1,737,041	
Mid-year Proposed Amendment		\$2,354,679	
<b>Required Revenue</b>	<b>\$135,846,498</b>	<b>\$136,190,742</b>	<b>-0.3%</b>

# 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%
<b>Total Expense</b>	<b>\$135,846,498</b>	<b>\$136,190,742</b>	<b>-0.3%</b>

# FY2019 Local Funding (Preliminary)



Local Funding	FY2019 Budget (Preliminary)	FY2018 Budget as Adopted	Dollar Change	% Change
<b>Operating:</b>				
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 (2)	\$248,854	\$0	0.0%
	<u>\$462,754</u>	<u>\$692,206</u>	<u>(\$229,452)</u>	<u>-33.1%</u>
<b>Total Operating Funding</b>	<b>\$66,677,802</b>	<b>\$65,346,177</b>	<b>\$1,331,625</b>	<b>2.0%</b>
<b>Capital Contributions:</b>				
Orange County	\$1,779,414	\$1,738,768	\$40,646	2.3%
Osceola County	\$246,024 (1)	\$237,704	\$8,320	3.5%
Seminole County	\$224,998 (2)	\$211,366	\$13,632	6.4%
	<u>\$2,250,436</u>	<u>\$2,187,838</u>	<u>\$62,598</u>	<u>2.9%</u>
<b>Total Local Funding</b>	<b><u>\$68,928,238</u></b>	<b><u>\$67,534,015</u></b>	<b><u>\$1,394,223</u></b>	<b><u>2.1%</u></b>

(1) Updated to agree to funding partner presentation on July 16, 2018.

(2) Pending verification of service hours.

# FY 2019 Operating Budget – Calendar



Budget Presentation Osceola and Orange Counties

July 16<sup>th</sup>

Budget Presentation Seminole County

August 2<sup>nd</sup>

FY2019 Proposed Operating Budget Presentation to Finance & Audit Committee

September 26<sup>th</sup>

Final Oversight Committee and Board Action

September 27<sup>th</sup>

FY2019 Commences

October 1<sup>st</sup>

# 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).

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

# FY2019 Capital Budget (Preliminary)

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Presented to the  
LYNX Board of Directors  
by Bert Francis  
Chief Financial Officer  
July 26, 2018

# Key Capital Budget Assumptions

- Enhance LYNX facilities
- Fare Collection Enhancements
- Fleet to support all service modes
- Passenger Amenities Program improvements
- Enhancement of security and surveillance systems
- Continued Technological Improvements



# FY2019 Preliminary Capital Budget



## Overview

<b><u>Capital Contributions</u></b>	<b><u>FY2019 Preliminary Budget</u></b>	<b><u>FY2018 Adopted Budget</u></b>	<b><u>% Change</u></b>
<b>Capital Contributions</b>	\$ 101,641,032	\$ 63,580,474	59.9%
<b>Capital Expenditures</b>	<u>101,641,032</u>	<u>63,580,474</u>	<u>59.9%</u>
<b>Total</b>	<b><u><u>\$ -</u></u></b>	<b><u><u>\$ -</u></u></b>	<b><u><u>N/A</u></u></b>

# FY2019 Preliminary Capital Budget

## by Category



<b>Description</b>	<b>FY2019 Preliminary Budget</b>	<b>FY2018 Adopted Budget</b>	<b>Dollar Amount Change</b>
<b>BRT</b>	\$ 501,537	\$ 808,304	(306,767)
<b>Facilities</b>	10,214,163	5,999,648	4,214,515
<b>Passenger Amenities</b>	17,951,420	14,438,436	3,512,984
<b>Security</b>	2,256,301	752,837	1,503,464
<b>Support Equipment</b>	5,228,441	5,966,504	(738,063)
<b>Technology</b>	4,191,022	4,196,306	(5,284)
<b>Support Vehicles</b>	270,996	327,940	(56,944)
<b>Revenue Vehicles</b>	61,027,152	31,090,499	29,936,653
<b>Total</b>	<b>\$ 101,641,032</b>	<b>\$ 63,580,474</b>	<b>\$ 38,060,558</b>

# FY2019 Preliminary Capital Budget Contributions



<b>Capital Contributions</b>	<b>FY2019 Preliminary Budget</b>	<b>FY2018 Adopted Budget</b>	<b>Dollar Amount Change</b>
<b>Federal</b>	\$ 98,675,594	\$ 59,730,965	\$ 38,944,629
<b>State</b>	728,162	1,080,235	(352,073)
<b>Local</b>	2,237,276	2,769,274	(531,998)
<b>Total</b>	<b>\$ 101,641,032</b>	<b>\$ 63,580,474</b>	<b>\$ 38,060,558</b>

# FY2019 Capital Budget - Calendar



Final Board Action

September 28

FY2019 Commences

October 1

**Information Item A: Notification of Settlement Agreement Pursuant to Administrative Rule 6**

**To: LYNX Board of Directors**

**From: Tellis Chandler**  
 DEPUTY DIRECTOR OF SAFETY  
**Esther Mitchell**  
 (Technical Contact)

**Phone: 407.841.2279 ext: 6154**

**Item Name: Information Item**  
**Notification of Settlement Agreement Pursuant to Administrative Rule 6**

**Date: 7/26/2018**

LYNX General Liability Settlements May 6, 2018 through June 28, 2018

Claimant	Date of Incident	Short Description	Settlement Amount	Date Paid
Valerie Kennedy	1/24/2018	Bus Struck MV	\$1,298.69	04/06/2018
Ryan Baarman	3/7/2018	Bus Struck MV	\$1,701.85	04/06/2018
Avard Law fbo Mattie Johnson	5/6/2013	Bus Struck MV	\$10,000.00	04/06/2018
Roy Granger	9/15/2014	Passenger Incident	\$9,000.00	04/06/2018
Morgan & Morgan fbo Carlton Valentine	5/7/2015	Passenger Incident	\$7,500.00	04/06/2018
Dan Newlin fbo Frederick Penney	11/15/2013	Bus Struck MV	\$16,500.00	04/06/2018
Christi Tindell	9/18/2017	Bus Struck MV	\$1,712.54	04/06/2018
Allstate aso Freddie Radford	1/7/2018	Bus Struck MV	\$4,735.58	04/20/2018
Marcus Rivera	10/6/2015	Bus Struck MV	\$100,000.00	04/30/2018

# LYNX Board Agenda

Ruth Salguero	11/19/2014	Bus Struck MV	\$20,000.00	04/30/2018
Roselaine Monestime	12/23/2015	Bus Struck MV	\$20,000.00	04/30/2018
Princess Walker	10/28/2013	Bus Struck MV	\$3,000.00	06/01/2018
Sandra Henderson	8/12/2016	Passenger Incident	\$10,000.00	06/01/2018
Emmanuel Succes	WC	Employee Incident	\$5,250.00	06/01/2018
Maxine Altman	05/04/2018	Bus Struck MV	\$751.90	06/07/2018
Devan Grayson	05/14/2018	Bus Struck MV	\$3,237.48	06/07/2018
Zulaika Adorno	9/3/2017	Passenger Incident	\$17,500.00	06/07/2018
Ronald Patterson	5/12/2018	Bus Struck MV	\$300.33	06/14/2018
Crystal Washington	8/3/2017	Bus Struck MV	\$952.46	06/14/2018
Kristen Talbot	4/16/2018	Bus Struck MV	\$1,651.09	06/15/2018
Emmanuel Succes	WC	Employee Incident	\$4,000.00	06/28/2018
Kimber Coslett	4/25/2018	Bus Struck MV	\$4,004.39	06/21/2018
Kimber Coslett	04/25/2018	Bus Struck MV	\$139.74	06/21/2018
Sara Dinocola	03/24/2018	Bus Struck MV	\$5,073.39	06/28/2018

# LYNX Board Agenda

## Monthly Report A: Monthly Financial Report

**To:** LYNX Board of Directors

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

**Phone:** 407.841.2279 ext: 6058

**Item Name:** FY2018 3rd Quarter Financial Report - October to June 2018

**Date:** 7/26/2018

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FY2018 1st Quarter Financial Report - October to June 2018.

## FY2018

### Third Quarter Financials

A summary of the third quarter financial results are as follows:

- **Customer Fares – Year to date customer fares are \$583,000 less than budget. This is primarily due to lower ridership attributed to the improved economy.**

**Other Contractual Services – We are behind budget by \$1,222,000. Transportation Disadvantaged (TD) customers represent \$1,071,000 of the shortfall. Significantly less trips are being qualified for TD reimbursement.**

- **Paratransit ridership is up significantly over last year primarily for Americans with Disabilities (ADA) customers.**
- **Planning & Other Assistance –With the close of Q3, we are behind budget by about \$2,006,000 in Federal Planning Assistance. These are reimbursement based grants for Fixed Route and ParaTransit planning services. We are also under budget in the corresponding operating expense for these services.**
- **Wages and benefits – Open positions offset by overtime keep wages near budgeted levels. Benefits are running below budget, this is because the four biggest costs in our fringe benefits (medical insurance expense, holiday pay, sick pay, and pension) are driven more by headcount rather than payroll dollars.**
- **Paratransit Segment – We are approximately \$4,800,000 over budget. This is due to significant increases in paratransit ridership and increased contract costs. We are working with our paratransit contractor to address this cost increase.**



- **The Fixed route services are approximately \$4,300,000 under budget for the quarter ended.**
- **Overall we are approximately \$500,000 over budget through the third quarter of FY18.**

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**STATEMENT OF REVENUES AND EXPENSES**  
**FOR THE QUARTER ENDING JUNE 30, 2018 AND THE NINE MONTHS ENDING JUNE 30, 2018**  
**(INCLUDING PROPOSED BUDGET ADJUSTMENTS)**

	YEAR TO DATE			QUARTER ENDING JUNE 30, 2018		
	Budget	Actual	%	Budget	Actual	%
<b>OPERATING REVENUES</b>						
Customer Fares	\$ 19,024,972	\$ 18,441,826	97%	\$ 6,388,324	\$ 6,014,406	94%
Contract Services:						
Local Financial Assistance	\$ 11,169,000	11,169,394	100%	3,791,000	3,793,322	100%
Other Contractual Services	\$ 3,988,086	2,776,203	70%	1,387,743	429,828	31%
Advertising	\$ 1,677,000	1,825,408	109%	540,000	666,999	124%
Other Operating Income	\$ 448,000	577,113	129%	190,000	355,061	187%
<b>Total Operating Revenues</b>	<b>36,307,058</b>	<b>34,789,944</b>	<b>96%</b>	<b>12,297,067</b>	<b>11,259,616</b>	<b>92%</b>
<b>NON-OPERATING REVENUES</b>						
Operating Assistance Grants:						
State of Florida	7,644,000	7,644,002	100%	2,548,000	2,548,001	100%
Local	38,259,960	38,201,869	100%	12,791,320	12,733,957	100%
Planning and other assistance grants:						
Federal - Other	13,567,106	11,453,903	84%	4,664,764	3,516,491	75%
State of Florida - Other	2,095,762	1,843,541	88%	831,020	579,342	70%
Local Matching - Other	344,657	174,575	51%	183,219	13,055	7%
Interest Income	436,375	483,138	111%	146,125	192,770	132%
Other Income	22,470	56,130	250%	-	21,346	N/A
<b>Total Nonoperating Revenues</b>	<b>62,370,330</b>	<b>59,857,158</b>	<b>96%</b>	<b>21,164,448</b>	<b>19,604,962</b>	<b>93%</b>
<b>TOTAL REVENUES</b>	<b>98,677,388</b>	<b>94,647,102</b>	<b>96%</b>	<b>33,461,515</b>	<b>30,864,578</b>	<b>92%</b>
<b>OPERATING EXPENSES</b>						
Salaries and Wages	38,083,149	37,062,161	97%	12,151,635	11,910,208	98%
Fringe Benefits	22,100,987	19,709,418	89%	7,485,768	6,156,053	82%
Purchased Trans. Services	14,741,397	18,893,137	128%	4,871,750	8,233,863	169%
Fuel	8,175,852	8,208,513	100%	2,716,066	2,838,368	105%
Other Materials and Supplies	5,972,774	4,941,575	83%	2,324,258	1,563,578	67%
Professional Services	3,792,359	1,759,106	46%	1,452,829	492,698	34%
Other Services	4,939,971	4,252,763	86%	2,006,692	1,359,119	68%
Lease and Misc. expense	1,027,024	760,622	74%	510,008	251,182	49%
Casualty and Liability	1,664,774	1,523,836	92%	638,258	497,991	78%
Utilities	1,097,363	963,459	88%	461,061	331,122	72%
Taxes and Licenses	413,044	422,569	102%	123,648	132,853	107%
Interest expense	60,786	67,945	112%	20,262	27,414	135%
<b>Total Operating Expenses</b>	<b>102,069,480</b>	<b>98,565,104</b>	<b>97%</b>	<b>34,762,235</b>	<b>33,794,449</b>	<b>97%</b>
<b>OPERATING GAIN (LOSS)</b>	<b>\$ (3,392,092)</b>	<b>\$ (3,918,002)</b>	<b>116%</b>	<b>\$ (1,300,720)</b>	<b>\$ (2,929,871)</b>	<b>225%</b>

**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**FIXED-ROUTE, VANPOOL AND NEIGHBORLINK SEGMENT**  
**STATEMENT OF REVENUES AND EXPENSES**  
**FOR THE QUARTER ENDING JUNE 30, 2018 AND THE NINE MONTHS ENDING JUNE 30, 2018**  
**(INCLUDING PROPOSED BUDGET ADJUSTMENTS)**

	YEAR TO DATE			QUARTER ENDING JUNE 30, 2018		
	Budget	Actual	%	Budget	Actual	%
<b>OPERATING REVENUES</b>						
Customer Fares	\$ 17,390,000	\$ 16,882,583	97%	\$ 5,790,000	\$ 5,486,951	95%
Contract Services:						
Local Financial Assistance	\$ 11,169,000	11,169,394	100%	\$ 3,791,000	3,793,321	100%
Other Contractual Services	\$ 141,086	61,305	43%	\$ 87,743	8,150	9%
Advertising	\$ 1,677,000	1,825,408	109%	\$ 540,000	666,999	124%
Other Operating Income	\$ 448,000	577,113	129%	\$ 190,000	355,061	187%
<b>Total Operating Revenues</b>	<b>30,825,086</b>	<b>30,515,803</b>	<b>99%</b>	<b>10,398,743</b>	<b>10,310,482</b>	<b>99%</b>
<b>NON-OPERATING REVENUES</b>						
Operating Assistance Grants:						
State of Florida	\$ 7,644,000	7,644,002	100%	2,548,000	2,548,000	100%
Local	\$ 29,962,461	29,904,369	100%	10,025,487	9,968,123	99%
Planning and other assistance grants:	\$ -					
Federal - Other	\$ 11,072,606	9,192,556	83%	3,771,264	2,855,198	76%
State of Florida - Other	\$ 2,013,613	1,843,541	92%	748,871	579,343	77%
Local Matching - Other	\$ 344,657	174,575	51%	183,219	13,055	7%
Interest Income	\$ 436,375	483,138	111%	146,125	192,770	132%
Other Income	\$ 22,470	56,130	250%	-	21,346	0%
<b>Total Nonoperating Revenues</b>	<b>51,496,182</b>	<b>49,298,311</b>	<b>96%</b>	<b>17,422,966</b>	<b>16,177,835</b>	<b>93%</b>
<b>TOTAL REVENUES</b>	<b>82,321,268</b>	<b>79,814,114</b>	<b>97%</b>	<b>27,821,709</b>	<b>26,488,317</b>	<b>95%</b>
<b>OPERATING EXPENSES</b>						
Salaries and Wages	\$ 37,446,514	36,539,651	98%	11,890,000	11,720,633	99%
Fringe Benefits	\$ 21,670,438	19,393,687	89%	7,285,219	6,029,590	83%
Purchased Trans. Services	\$ 1,150,185	1,396,210	121%	383,000	505,016	132%
Fuel	\$ 6,382,673	6,572,855	103%	2,101,673	2,292,073	109%
Other Materials and Supplies	\$ 5,961,899	4,937,988	83%	2,320,633	1,563,531	67%
Professional Services	\$ 3,583,064	1,546,842	43%	1,383,064	349,639	25%
Other Services	\$ 4,703,721	4,041,852	86%	1,927,942	1,293,884	67%
Lease and Misc. expense	\$ 640,798	567,525	89%	255,266	58,322	23%
Casualty and Liability	\$ 1,664,774	1,523,836	92%	638,258	497,991	78%
Utilities	\$ 1,081,628	942,269	87%	455,816	323,448	71%
Taxes and Licenses	\$ 343,492	354,781	103%	100,464	110,889	110%
Interest expense	\$ 60,786	67,945	112%	20,262	27,414	135%
<b>Total Operating Expenses</b>	<b>84,689,972</b>	<b>77,885,441</b>	<b>92%</b>	<b>28,761,597</b>	<b>24,772,430</b>	<b>86%</b>
<b>OPERATING GAIN (LOSS)</b>	<b>\$ (2,368,704)</b>	<b>\$ 1,928,673</b>	<b>-81%</b>	<b>\$ (939,888)</b>	<b>\$ 1,715,887</b>	<b>-183%</b>



**CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY**  
**PARATRANSIT SEGMENT**  
**STATEMENT OF REVENUES AND EXPENSES**  
**FOR THE QUARTER ENDING JUNE 30, 2018 AND THE NINE MONTHS ENDING JUNE 30, 2018**  
**(INCLUDING PROPOSED BUDGET ADJUSTMENTS)**

	YEAR TO DATE			QUARTER ENDING JUNE 30, 2018		
	Budget	Actual	%	Budget	Actual	%
<b>OPERATING REVENUES</b>						
Customer Fares	\$ 1,634,972	\$ 1,559,243	95%	\$ 598,324	\$ 527,455	88%
Contract Services:						
Local Financial Assistance	\$ -	-		-	-	
Other Contractual Services	\$ 3,847,000	2,714,898	71%	1,300,000	421,678	32%
Advertising	\$ -	-		-	-	
Other Operating Income	\$ -	-		-	-	
<b>Total Operating Revenues</b>	<b>5,481,972</b>	<b>4,274,141</b>	<b>78%</b>	<b>1,898,324</b>	<b>949,133</b>	<b>50%</b>
<b>NON-OPERATING REVENUES</b>						
Operating Assistance Grants:						
State of Florida	-	-		-	-	
Local	8,297,499	8,297,500	100%	2,765,833	2,765,834	100%
Planning and other assistance grants:	-					
Federal - Other	2,494,500	2,261,347	91%	893,500	661,292	74%
State of Florida - Other	82,149	-		82,149	-	
Local Matching - Other	-	-		-	-	
Interest Income	-	-		-	-	
Other Income	-	-		-	-	
<b>Total Nonoperating Revenues</b>	<b>10,874,148</b>	<b>10,558,847</b>	<b>97%</b>	<b>3,741,482</b>	<b>3,427,126</b>	<b>92%</b>
<b>TOTAL REVENUES</b>	<b>16,356,120</b>	<b>14,832,988</b>	<b>91%</b>	<b>5,639,806</b>	<b>4,376,259</b>	<b>78%</b>
<b>OPERATING EXPENSES</b>						
Salaries and Wages	636,635	522,511	82%	261,635	189,576	72%
Fringe Benefits	430,549	315,731	73%	200,549	126,463	63%
Purchased Trans. Services	13,591,212	17,496,926	129%	4,488,750	7,728,844	172%
Fuel	1,793,179	1,635,659	91%	614,393	546,296	89%
Other Materials and Supplies	10,875	3,587	33%	3,625	46	1%
Professional Services	209,295	212,264	101%	69,765	143,059	205%
Other Services	236,250	210,911	89%	78,750	65,235	83%
Lease and Misc. expense	386,226	193,096	50%	254,742	192,860	76%
Casualty and Liability	-	-		-	-	
Utilities	15,735	21,190	135%	5,245	7,674	146%
Taxes and Licenses	69,552	67,788	97%	23,184	21,964	95%
Interest expense	-	-		-	-	
<b>Total Operating Expenses</b>	<b>17,379,508</b>	<b>20,679,663</b>	<b>119%</b>	<b>6,000,638</b>	<b>9,022,017</b>	<b>150%</b>
<b>OPERATING GAIN (LOSS)</b>	<b>\$ (1,023,388)</b>	<b>\$ (5,846,675)</b>	<b>571%</b>	<b>\$ (360,832)</b>	<b>\$ (4,645,758)</b>	<b>1288%</b>

**Monthly Report B: Ridership Report**

**To:** LYNX Board of Directors

**From:** Tomika Monterville  
DIRECTOR OF PLAN & DEVELOP  
**BRUCE DETWEILER**  
(Technical Contact)  
**Douglas Robinson**  
(Technical Contact)  
**Clifford Satter**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6019

**Item Name:** FY2018 Ridership Report through April 2018

**Date:** 7/26/2018

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Please find attached the monthly Performance Report which includes May Year-To-Date figures for ridership and other performance indicators. Total ridership for May 2018 was 2,038,207. This is a 8% decrease from May 2017. On-Time Performance for Fiscal Year-To-Date 2018 is 70%.

- LYNX ridership decreased by 177K, or 8.0%, compared to May 2017. System-wide average weekday riders decreased by 6.8% year-to-date.
- LYMMO ridership decreased by 34K, or 31.1%, compared to May 2017. Average daily ridership for LYMMO was down 31.3% in May.
- Fixed Route ridership decreased by 108K, or 5.4%, compared to May 2017. Average daily ridership decreased by 4.0% compared to the same time period last year.
- NeighborLink ridership has experienced a decline over the previous year. This may be due to a data-reporting error.
- Xpress Link 208 ridership decreased by 249, or 30.3%, compared to May 2017. Average weekday riders decreased 27.8% when compared to May 2017. This is attributed to passengers that may be anticipating the beginning of SunRail Phase II service.
- ACCESS LYNX ridership has increased by 16.4% when compared to May 2017. Daily average riders are also on the rise this year.
- Vanpool ridership will be available on the next Performance Report.

Performance Reports showing ridership and other measures will be posted on LYNX's website, [www.golynx.com](http://www.golynx.com), beginning in July, 2018. This will allow the public and our funding partners convenient access to our monthly performance information.

### SERVICE PLANNING

The Service Planning Division activities during the months of May and June 2018 have been devoted primarily towards the planning and implementation of the July 15, 2018 service change, which are mostly geared towards the SunRail Phase II extension, expected to open in late July 2018. Service Planning has conducted numerous outreach events, posted information on social media and LYNX's website, and reached out to customers on routes and bus stops that are affected by the route changes.



## May 2018 Service Performance Report

### RIDERSHIP

Total Ridership by Mode						
	May-17	May-18	% change	YTD-17	YTD-18	% change
LYMMO	108,283	74,579	-31.1%	792,720	684,889	-13.6%
Fixed Route	2,002,790	1,894,906	-5.4%	16,060,648	15,610,625	-2.8%
NeighborLink	13,291	8,734	-34.3%*	105,792	75,088	-29.0%
Xpress Link 208	821	572	-30.3%	5,064	5,758	13.7%
ACCESS LYNX	51,047	59,416	16.4%	388,024	434,212	11.9%
Vanpool	38,507		-100.0%	298,916		-100.0%
<b>SYSTEM TOTAL</b>	<b>2,214,739</b>	<b>2,038,207</b>	<b>-8.0%</b>	<b>17,651,164</b>	<b>16,810,572</b>	<b>-4.8%</b>

<b>May 2017:</b>	22 Weekdays	4 Saturdays	5 Sundays
<b>May 2018:</b>	22 Weekdays	4 Saturdays	5 Sundays

**Overall LYNX** ridership decreased by 177K, or 8.0%, compared to May 2017. System-wide average weekday riders decreased by 6.8% year-to-date. According to APTA, nationwide public transit ridership decreased by 2.14% for the fourth quarter of 2017.

- **LYMMO** ridership decreased by 34K, or 31.1%, compared to May 2017. Average weekday ridership for LYMMO was down 31.3% in May 2018. We attribute this decrease to a couple of factors: 1.) the permanent realignment of Lime line in Creative Village, 2.) relocation of the Orlando Union Rescue Mission from Central Blvd and Division Ave to a new location on W. Colonial Dr. resulted in a significant number of their clients unable to utilize the LYMMO for their transportation needs.
- **Fixed-Route** ridership decreased by 108K, or 5.4%, compared to May 2017. Average weekday ridership decreased by 4.0% compared to the same time period last year. Nationwide, fixed-route bus ridership has been the largest decrease among transit modes, according to APTA. We attribute this to the overall low-cost of gasoline (see below), a lower unemployment rate of 3.8% in May 2018 compared to 4.3% in May 2017 (according to the Bureau of Labor Statistics), and the continued use of ride-share services.
- **NeighborLink** ridership saw a decrease of 4,557 passengers compared to May 2017. \*This total reflects an anomaly in the reporting software and may not reflect actual ridership totals.
- **Xpress Link 208** ridership decreased by 249, or 30.3%, compared to May 2017. Average weekday riders decreased 27.8% when compared to May 2017. This is attributed to passengers that may be anticipating the beginning of SunRail Phase II service as well as the continued decline in fixed-route ridership nationwide.
- **ACCESS LYNX** experienced an increase of 8,369 passengers compared to May 2017. The average weekday ridership also increased in May 2018.
- **Vanpool** ridership information will be available on the next Performance Report.

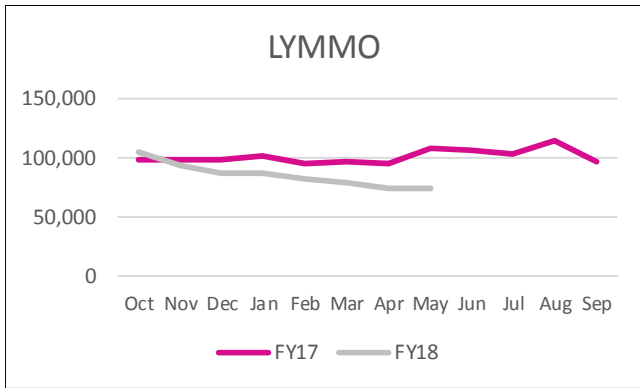
\*According to The U.S. Energy Information Administration, the retail gasoline price per gallon in May 2018 was \$2.98 and in May 2017 was \$2.50 per gallon.

Mode	Average Daily Ridership by Mode								
	Weekday			Saturday			Sunday		
	May-17	May-18	% change	May-17	May-18	% change	May-17	May-18	% change
LYMMO	4,081	2,804	-31.3%	2,316	1,545	-33.3%	1,849	1,343	-27.4%
Fixed Route	76,908	73,863	-4.0%	42,527	36,772	-13.5%	28,141	24,566	-12.7%
NeighborLink	545	357	-34.5%	328	221	-32.6%			-
Xpress Link 208	36	26	-27.8%			-			-
ACCESS LYNX	1,913	2,238	17.0%	1,106	1,288	16.5%	655	700	6.9%
Vanpool	1,627		-100.0%	311		-100.0%	244		-100.0%
<b>SYSTEM TOTAL</b>	<b>85,110</b>	<b>79,288</b>	<b>-6.8%</b>						

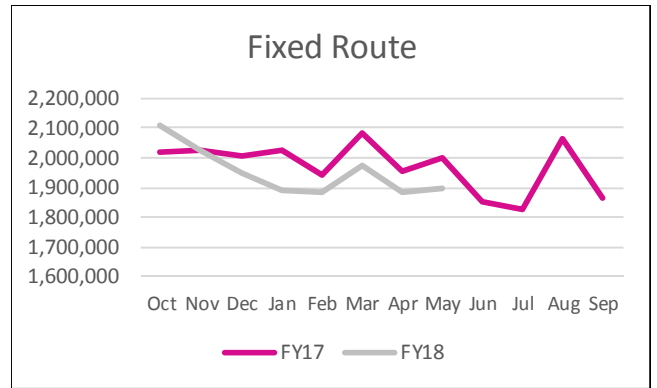


## May 2018 Service Performance Report

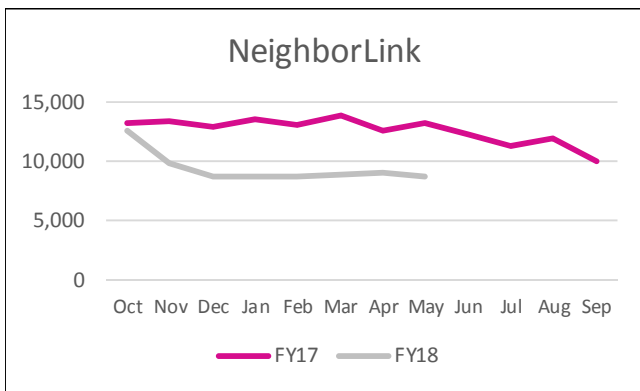
### MONTHLY RIDERSHIP TRENDS BY MODE



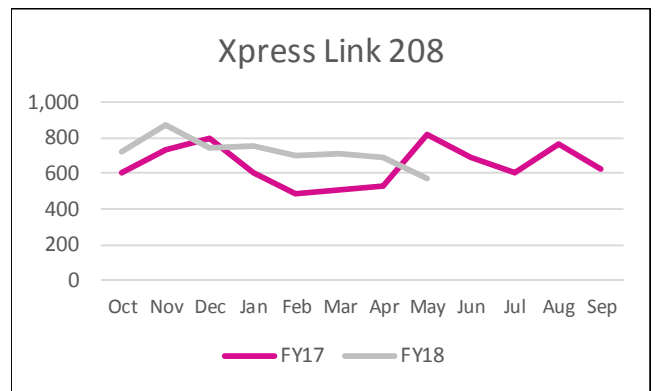
LYMMO ridership decreased by 31.1% compared to the same time last year. Average weekday riders decreased by 31.3%.



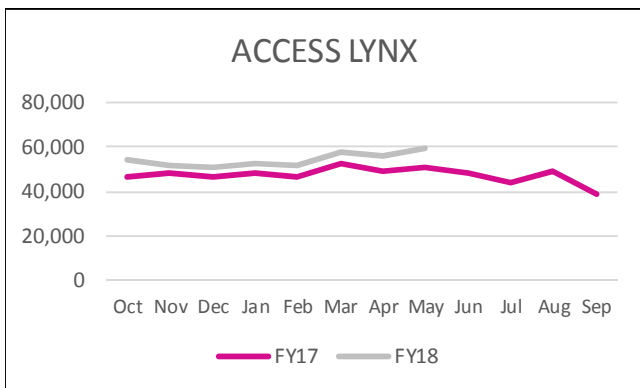
Fixed route ridership decreased 5.4% compared to May 2017. Average weekday riders decreased by 4.0%.



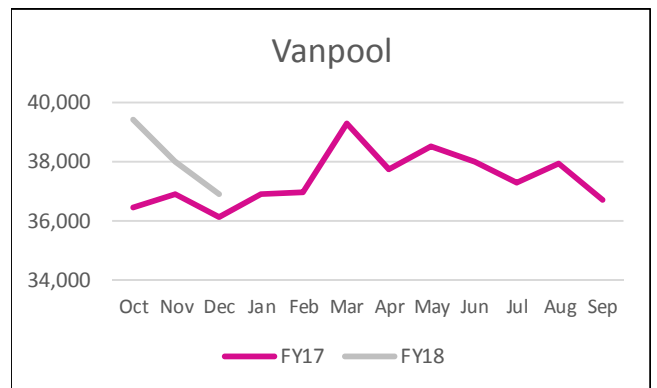
NeighborLink ridership decreased by 34.3% compared to May 2017. This may reflect an anomaly in the reporting software.



Xpress Link 208 ridership decreased 30.3% compared to this time last year. The average daily riders was down by 27.8%.



ACCESS LYNX experienced a 16.4% increase in ridership compared to May 2017.



Vanpool ridership information will be available on the next Performance Report.





## May 2018 Service Performance Report

### FY18 Monthly Modal Performance Data Sheet

Month End Reporting	Ridership	Passengers per Trip	On-Time Performance	Farebox Recovery	National Transit Database Reportable Accidents	Complaints per 100,000 Miles	Total Trips Scheduled	Percentage of Scheduled Trips Operated	Fleet Availability	Preventative Maintenance Inspection Completed on Time	
<b>LYMMO</b>											
Oct	105,656	10	74%	Not Applicable	0	0.03	10,278	99.5%	16	82%	
Nov	93,747	10	73%		0	0.03	9,901	99.3%	16	60%	
Dec	87,666	9	69%		0	0.05	9,971	98.7%	16	91%	
Jan	87,496	9	67%		0	0.04	9,924	99.0%	16	89%	
Feb	82,140	9	56%		0	0.04	8,928	98.7%	15	99%	
Mar	78,865	8	54%		0	0.05	9,887	99.1%	16	95%	
Apr	74,740	8	56%		0	0.04	9,475	99.7%	15	95%	
May	74,579	8	55%		0	0.04	9,838	99.8%	15	95%	
Jun											
Jul											
Aug											
Sep											
YTD	684,889	9	63.0%		0	0.04	78,202	99%	16	88%	
<b>Fixed Route</b>											
Oct	2,109,632	24	68%	32%	7	0.03	89,989	99.6%	289	82%	
Nov	2,023,844	23	69%	21%	3	0.03	86,757	99.6%	291	60%	
Dec	1,947,343	22	69%	19%	4	0.05	87,840	99.6%	288	91%	
Jan	1,893,608	21	70%	19%	3	0.04	90,432	99.6%	290	89%	
Feb	1,883,937	23	69%	19%	1	0.04	82,404	99.4%	289	99%	
Mar	1,976,259	22	69%	26%	4	0.05	91,619	99.7%	289	95%	
Apr	1,881,096	22	70%	27%	6	0.04	87,266	99.7%	290	95%	
May	1,894,906	21	72%	20%	8	0.04	89,932	99.8%	287	95%	
Jun											
Jul											
Aug											
Sep											
YTD	15,610,625	22	69.5%	23%	36	0.04	706,239	100%	289	88%	



## May 2018 Service Performance Report

### FY18 Monthly Modal Performance Data Sheet

	Month End Reporting	Ridership	Productivity	On-Time Performance	Collected Fares	Reportable Incident	Complaints per 100,000 Miles	Fleet Availability	Preventable Maintenance Inspections Completed On Time
ACCESS LYNX									
Oct	53,975	1.04	85.61%	99.44%	1	10.09	85%	98%	
Nov	51,424	1.03	86.05%	99.31%	3	11.97	92%	96%	
Dec	51,146	0.98	89.92%	99.30%	1	9.79	92%	100%	
Jan	52,735	0.98	91.77%	99.47%	1	12.44	94%	92%	
Feb	51,976	0.98	91.83%	99.57%	0	12.14	92%	94%	
Mar	57,288	0.94	91.97%	99.64%	2	10.77	93%	90%	
Apr	56,252	0.95	92.93%	99.58%	5	9.99	95%	90%	
May	59,416	0.94	92.65%	99.62%	6	10.49	94%	91%	
Jun									
Jul									
Aug									
Sep									
YTD	434,212	1.29	90.34%	99.49%	19	10.93	92%	93.83%	
NEIGHBORLINK *									
Oct	12,507	3.05	100.00%	100.00%	2	14.50	83%	98%	
Nov	9,848	2.66	100.00%	100.00%	0	16.03	85%	96%	
Dec	8,722	2.36	100.00%	100.00%	0	6.07	90%	100%	
Jan	8,644	2.17	100.00%	100.00%	3	4.17	91%	92%	
Feb	8,696	2.42	100.00%	100.00%	0	9.33	87%	93%	
Mar	8,929	2.29	100.00%	100.00%	0	5.42	85%	95%	
Apr	9,008	2.11	100.00%	100.00%	0	8.94	75%	100%	
May	8,734	1.98	100.00%	100.00%	0	5.64	80%	94%	
Jun									
Jul									
Aug									
Sep									
YTD	75,088	2.38	100.00%	100.00%	5	8.70	85%	96%	

Note, these figures have not been audited and are based solely on raw data from dispatch software.

\* Estimated based on information known on June 19, 2018.

Monthly Report C: Communications Report

To: LYNX Board of Directors
From: Matthew Friedman
DIRECTOR OF MARKETING COMM
Matthew Friedman
(Technical Contact)
Janet Amador
(Technical Contact)

Phone: 407.841.2279 ext: 6206

Item Name: Marketing Communications Report: March 2018 - June 2018

Date: 7/26/2018

LYNX COMMUNITY EVENTS AND OUTREACH

- March 7 Sunshine Charter School
At the Charter School we made IDs and answered questions about the services we offer.
March 29 VA Domicile Program
The domicile program we give information about ACCESS LYNX and Fixed Route (how to ride, how to apply for ACCESS), make IDs for the disabled veterans.
April 7 Transition Fair Winter Springs
We had a table and spoke to families and attendees about transportation options, ACCESS and Fixed Route.
April 26 VA Domicile Program
The domicile program we give information about ACCESS LYNX and Fixed Route (how to ride, how to apply for ACCESS), make IDs for the disabled veterans.
April 28 Community Health Fair CR Smith
At the Health Fair we had a table and answered both Fixed Route and ACCESS LYNX information.

## LYNX PRESS RELEASES | MEDIA NOTES: MARCH 2018 – JUNE 2018

- March 6 Additional Hearings and Workshops Added for LYNX April 2018 Service Proposal
- March 7 LYNX Oversight Committee Meeting Canceled for March 22
- March 7 April Service Change Date Moved to April 29
- March 13 LYNX to Accept Applications for 17th Annual Public Service Bus Contest
- March 15 LYNX and Central Florida First Responders to Host Emergency Response Exercise
- April 11 LYNX to Hold Pine Hills Transit Center Community Design Workshop
- April 18 LYNX Board of Directors and Oversight Committee Meetings Canceled for April 26
- April 18 17<sup>th</sup> Annual Public Service Bus Contest Winners
- April 30 LYNX to Hold Public Hearings and Workshops for July 2018 Service Proposal
- May 2 LYNX Operator and Maintenance Team Named Best in State at Florida Triple Crown Bus Roadeo
- May 16 LYNX will be operating a holiday schedule on Memorial Day, May 28
- May 18 LYNX Board of Directors Meetings Canceled for May 24
- May 25 Edward Johnson Named One of Orlando Business Journal's CEO of the Year
- June 13 LYNX Board of Directors Meeting Canceled for June 28
- June 14 LYNX Celebrates 25 Years of Moving Central Florida
- June 18 LYNX Will Make July Service Changes
- June 26 July 4 Holiday Schedule

- [Orange County Lynx: New Year, Better Ride](#)  
The Apopka Voice
- March 2 Lynx further improved its efficiencies through cost methods by doing the following: Avoiding an \$8 million expenditure for Intelligent Transportation System equipment; establishing a bus mirror rebuild station offering savings of \$510 per mirror (new mirrors cost \$660 each); saving \$500K annually by...
- [UCF downtown parking to employ license-plate readers](#)  
Orlando Sentinel
- March 6 With one space for every 13 anticipated students, the campus plans to rely on nearby SunRail stations, LYNX bus systems and other downtown parking such as at the Centroplex garage. Construction is also underway on a 15-story, \$105 million student housing tower. UCF downtown campus. University ...
- [City blames 'statewide driver shortage' for bus-route cuts](#)  
Gainesville Sun
- March 12 Union representatives blame the city's low pay as a root issue in the struggle to attract bus drivers. Monday's release said: "This issue is not unique to Gainesville. Many transit agencies across the state are experiencing severe driver shortages, including Jacksonville and Orlando." However, transit ...
- [Apple Maps adds transit information covering Orlando, FL](#)  
AppleInsider (press release) (blog)
- March 15 Planning a route using public transport will show the bus routes needed to be taken, the times of each stage of the journey, and any sections where walking is required. Searches will also warn of any changes to the bus services in real-time, including temporary rerouting, which is taken into account when ...
- [Two crashes snarl traffic on I-4 in Orlando Saturday](#)  
WFTV Orlando
- March 25 ORLANDO, Fla. - Eastbound lanes of I-4 at Amelia Street in downtown Orlando have reopened after being blocked by a crash, the second crash to block all eastbound traffic on the Interstate Saturday. The crash occurred around 2 p.m., according to the Florida Department of Transportation.
- [Mears investors to compete nationally with ride-share cabs](#)  
Orlando Sentinel
- April 2 The company and individual Mears family members have left their mark on the Orlando region for a variety of philanthropic works. They were recognized nationally in 2013 as a top donor to Valencia College. Since 1988, Mears has provided free transportation for families at Give Kids The World Village...

- April 3 [Troubles loom at Poinciana SunRail station](#)  
Osceola News-Gazette  
“Apparently they ran some models and they don't think there's enough people in Poinciana who will ride these buses to SunRail,” Janer said at the Monday meeting. “They want people to go to the downtown Kissimmee station [if they need to take a bus. So my argument to them was, 'Why id you build a ...
- April 6 [Fixed bus routes to new Poinciana SunRail station cut before summer opening](#)  
WKMG News 6 & ClickOrlando  
"The Department and LYNX established a letter of understanding in 2015 related to the feeder bus service associated with Phase II South. As part of that understanding, FDOT and LYNX agreed to evaluate some proposed routes for Osceola County. Of the three routes mentioned, one route is ...
- [Mill Creek to launch apartments in downtown Orlando's Creative Village](#)  
Orlando Sentinel  
Dallas-based Mill Creek Residential plans to purchase 1.7 acres in downtown Orlando's Creative Village development with plans for 200-300 apartments, according to Ustler Development Inc. Mill Creek's ... The project is a few blocks from the downtown station for SunRail commuter rail and Lynx buses
- April 11 [SunRail partners take Volusia on a ride to nowhere](#)  
Orlando Sentinel  
In 2007, I was a member of the Volusia County Council, which adopted agreements to create, manage and operate the commuter rail system known as SunRail. The Central Florida region was excited SunRail could now offer to our commuters a choice to the never-loved “I-4 crawl.” At the time we ...
- [Orange County Mayor Jacobs will announce decision on rumored school board run](#)  
Orlando Weekly (blog)  
... and Nancy Robbinson, a member of the Orange County School Board since 2008. Orlando Mayor Buddy Dyer endorsed Robbinson for the position last week. Stay on top of Orlando news and views. Sign up for our weekly Headlines newsletter. Tags: teresa jacobs, orange county school board, Image  
**OBJ Subscriber Content Only**
- April 12 [What's new with Central Florida's autonomous car test track, plus new transit innovations](#)  
Orlando Business Journal  
The [SunTrax driverless vehicle test track in Polk County](#) is well underway, as other innovative transit projects in the region also gear up.

SunTrax's 2.25-mile oval track on a 400-acre site in Auburndale will test autonomous vehicles in simulated situations such as rain, fog and smoke. Construction on the oval track started last June and is scheduled to be

completed in spring 2019. The track portion slated to open early next year in January or February. "The outside track has been fully graded in, the entry is complete," District 5 Secretary [Michael Shannon](#) said during the "The New Leaders of the Corridor" event



is

I-4

presented by WTS/SMPS on April 10 at Wyndham Orlando Resort.

The local testing ground is being developed by the Central Florida Autonomous Vehicle Partnership, which consists of the Florida Department of Transportation's Florida Turnpike Enterprise and [Florida Polytechnic University](#), as well as NASA, the University of Central Florida, Florida Agricultural & Mechanical University, Lynx and others. The schools will test the simulations, while NASA and SunTrax will test the product.

The infield is where the simulated testing will take place. The Florida Turnpike is "busy developing the master plan for the infield. It's a great thing that will help lead Florida in development and technology," Shannon said, adding that the testing is necessary for connected autonomous vehicles, as it will gear up the region for what the future of transit will look like.

"One of things we are looking at in the district is how do you plan for that, how does that influx of autonomous cars change your planning. You can't look back at historical data, because it doesn't exist," Shannon said. "The public is aware of it every time you go out to do a capacity project. The first thing you get asked about is: If you're going to have all these connected cars to improve efficiency, why are you widening this roadway? We are going to have to be smart about it and understand how this is going to move forward. It's going to impact our industry tremendously."

Meanwhile, District 1 Secretary [L.K. Nandam](#), who represents the southwest district, mentioned using bus rapid transit as a possible connection to [SunRail when the Central Florida Commuter Rail opens its \\$186.9 million, 18-mile southern expansion this summer that will connect to Poinciana](#).

"I was talking with Polk County Manager Jim Freeman about how if SunRail is going to come to Poinciana, then what is it going to be like for Polk County," said Nandam, adding that conversations have started about a possible bus connection at the Poinciana SunRail station, although nothing formal has been

discussed with SunRail.

District 7 Secretary [David Gwynn](#), who represents Tampa, St. Petersburg and other surrounding cities, also is looking at autonomous vehicles. "We are looking at pilot projects the Tampa Hillsborough Expressway Authority has begun to work on with connected vehicles that connect with other vehicles and pedestrians. We also are working with autonomous shuttles we are getting ready to unveil in downtown Tampa."

In addition to preparing for autonomous vehicles, Tampa is looking at having several designated connected vehicle express lanes. "It would be nice to have a separate lane that connected vehicles can operate in, apart from vehicles that aren't ready to be connected yet," Gwynn said. Gwynn said transit overall in Tampa is a big concern and needs to be addressed not only with autonomous vehicles, but also with bus rapid transit systems, which may provide another alternative.

"The biggest problem we run into the Tampa Bay area is the local commitment. Recently, TBARTA (Tampa Bay Area Regional Transportation Authority) was reconfigured. We funded a regional transit study that TBARTA is going to be overseeing to look for one catalyst project we can do to start a regional transit system," Gwynn said. "That's going through the public involvement process now. Later this year, we should find that project, and we've also committed \$5 million for a [project development and environment] study for the catalyst project [that could be bus rapid transit]. We are hopeful a transit project that can compete favorably for federal dollars that local governments will help fund will come out of that."

## [LYNX to Hold Pine Hills Transit Center Community Design Workshop](#)

MassTransitMag.com (press release) (blog)

April 14

The Central Florida Regional Transportation Authority has announced it will hold an interactive Community Design Workshop to gather community input on the proposed Pine Hills Transit Center design. The Community Design Workshop will be held 10 a.m.-2 p.m. April 21 at Maynard Evans High

## [5 hurt in crash involving Lynx bus in Orange County](#)

WKMG News 6 & ClickOrlando

April 18

ORLANDO, Fla. - Several people are recovering from injuries after a pickup truck slammed into a Lynx bus Tuesday night. The crash happened on West Michigan Street near Orange Blossom Trail. Firefighters said five people were hurt, including one patient who had to be taken to Orlando Regional ...



- April 20 [Bus driver shortage leads to forced overtime, low pay](#)  
The Independent Florida Alligator  
Zefnia Durham III, the bus union's president, said cities like Jacksonville and Orlando draw RTS drivers away with higher pay. Orlando's Lynx bus system said it pays trained drivers \$15.24 to \$21.77 an hour. Jacksonville Transit Authority has an upper range of around \$21 to \$22. Bus operators' last pay ...
- [Candidates for Orange County Mayor: 15 questions that need answering](#)  
Orlando Sentinel  
Do you support a designated funding source for the Lynx bus system? If so, what should it be? What are your ideas on the future of SunRail? Should hours or the routes be expanded? If so, when and where? Also, do you have any plans for how local governments should pay for the operating subsidy...
- May 2 [Chief judge to jurors: We can't hold court without you](#)  
Orlando Sentinel  
Starting earlier this year, at my request to Lynx management, Osceola County jurors began riding free to and from the courthouse by simply showing their juror summons to a Lynx bus attendant, just as Orange County jurors have been doing. Beginning this month, in an effort to make funds more readily ...
- [Seminole State awards more than 2000 degrees, certificates this spring](#)  
Seminole State College (press release)  
During his tenure as SGA president, he advocated for increasing awareness on various student issues and implemented several initiatives, including a collegewide recycling program and the Lynx bus partnership. He represented the student body in providing initial input in the design of the new E. Ann ...
- May 3 [LYNX Operator and Maintenance Team Named Best in State at Florida Triple Crown Bus Roadeo](#)  
MassTransitMag.com (press release) (blog)  
Combined with operator Steve Kalicharan's fourth place finish this is the 11th Grand Champion award for LYNX. Kalicharan won first place in bus pre-trip inspection. ACCESS LYNX operator Rhoda Scott finished fourth in her division. Angel Melendez, ACCESS LYNX maintenance technician, won the ...
- May 14 [Major project coming to Pine Hills to help commuters get around easier](#)  
News 13 Orlando  
Lynx is developing a new bus transfer station in Pine Hills as part of the area's ... Lynx is also in talks with the Orange County Sheriff's Office to discuss ...

May 14

## Subscriber Only Content:

[How this guy is championing technology goals for the region's public transit agency \(Video\)](#)

Orlando Business Journal

But the Lynx CEO embraces that challenge with gusto, taking every opportunity to serve as a community spokesman, as well as championing ... [Edward Johnson](#) appears to have a daunting task in re-imagining the Central Florida Regional Transportation Authority, better known as Lynx, from a public bus agency to the area's leading mobility manager.

But the Lynx CEO embraces that challenge with gusto, taking every opportunity to serve as a community spokesman, as well as [championing technology goals](#) for the 25-year-old agency that records more than 85,000 weekday passenger trips in Orange, Seminole and Osceola counties.

Within the past year, Johnson led Lynx in:

- Implementing pilot programs within its para-transit operations to [use rideshare companies](#) like Uber and [Lyft](#)
- [Combining](#) the agency's fixed-route and para-transit call centers
- Rolling out free Wi-Fi on all 300 fixed-route buses
- Creating four mobile apps for passengers

He also made a difference in-house, instituting a pharmacy rebate program that saved Lynx more than \$540,000 in its first year, and he keeps an eye on investments that helped his team earn more than \$200,000 in interest in the most recent fiscal year.

For his achievements, Johnson was named one of *Orlando Business Journal's* 2018 CEOs of the Year.

Next up, Johnson is focused on the Lynx Forward initiative, which involves creating efficiency and speed in its fixed-route service by identifying the portions that delay travel on major corridors while also incorporating more frequent services on those corridors. Additionally, Lynx plans to launch more [micro-transit service delivery modes](#) — like NeighborLink services — to serve less densely populated neighborhoods.

The qualities that help him succeed at being a CEO include having the vision to achieve lofty goals regardless of the external environment and circumstances. "Others have said it's my winning smile and passion for what we do day in and day out."

- May 18 [How Lynx will provide last-mile solutions for SunRail's new \\$186.9M southern leg](#)  
Orlando Business Journal  
"We want to provide that first and last-mile solution for SunRail, so we will be extending some of our existing routes," Lynx CEO Edward Johnson told ...
- May 23 [Lynx buses caught on camera running red lights](#)  
WESH Orlando  
In the past three years, 98 Lynx buses have been caught on camera zooming through Orange County intersections. Drivers and riders are wondering ...
- May 25 [WESH 2 Investigates: LYNX buses running red lights](#)  
WESH Orlando  
WESH 2's Greg Fox obtained video that shows Access LYNX buses running red lights. The subsequent crashes threaten the safety of elderly and frail ...
- June 9 [Businessman and onePulse Foundation Leader Endorses Susan Makowski for Orange County ...](#)  
Orlando Political Observer  
In her role as Aide, Makowski helped secure pedestrian safety improvements in Avalon Park and Meadow Woods, a Lynx bus route to Medical City...
- June 15 [LYNX celebrating 25-years of service with months-long party](#)  
Bungalower  
LYNX has officially hit the quarter-century mark. ... A special LYNX 25 Anniversary Bus will be launched this month that will feature special and ...
- June 16 [LYNX Celebrates 25 Years of Moving Central Florida](#)  
MassTransitMag.com (press release) (blog)  
During the next several months, bus riders will be treated to surprise giveaways and entertainment on buses, at bus stops and in the terminal at LYNX ...
- June 26 [LYNX buses will run typical Sunday schedule on Fourth of July](#)  
Orlando Sentinel  
ACCESS LYNX will be operating, but subscription trips will be canceled, with the exception of those traveling to or from dialysis to "prevent customers ...
- June 30 [Central Florida toll-road operator to approve \\$678 million expressway across Bithlo, then shelve ...](#)  
Orlando Sentinel  
Central Florida toll-road operator to approve \$678 million expressway across ... The authority's unusual delay is to let the Florida Department of Transportation ... The Central Florida Expressway Authority suspects that the state would ...

## SOCIAL MEDIA: MARCH 2018 – JUNE 2018

- March 1      Throwback Thursday.  
Response to complaint about Wi-Fi on the buses.  
SERVICE ALERT: On Sunday, March 4 Bays S and T will be blocked off from 12p until 4p due to a media event.
- March 2      Service alert: Orlando City Stadium detour  
Response to customer complaint regarding a bus operator.  
Lions home opener at Orlando City Stadium on Saturday, March 3.
- March 3      Service alert: Orlando City Stadium detour.  
Orlando City soccer game day.
- March 4      Service alert: On Sunday, March 4 Bays S and T will be blocked off from 12p until 4p due to a media event.  
LYNX bus tracker app.  
LYNX Roadeo.  
Response to complaint about a bus operator complaining about his job and driving too slow.
- March 5      Orlando Business Journal roundtable at LYNX Central Station.  
Service alert: Corporate Center Boulevard detour due to construction.  
Service alert: Bus stop on Curry Ford Road and Bumby Ave. will be eliminated.  
Behind-the-scenes photos of Edward Johnson and Chris Castro having a discussion about sustainable transportation.  
Response to customer concern about service.
- March 6      Response to customer comment about a service change.  
Response to customer request to run Link 37 later. Advised customer his request will be considered.  
Service alert: Orlando City Stadium detour.  
Response to complaint about an impolite bus operator.  
Response to question about our pet policy.
- March 7      April service change date has moved to April 29.  
The March 22 Oversight Committee meeting has been canceled.
- March 8      Daylight saving time on Sunday, March 11.  
Response to customer comment about bus service.  
Response to complaint about bus cleanliness.  
International Women's Day.
- March 9      Service alert: Orlando City Stadium detour.  
Service alert: Bus stop changes for Links 36 and 319.  
FastLink 406 is proposed to be eliminated.

## LYNX Board Agenda

- March 10 Daylight saving time begins tomorrow.  
Orlando City soccer game.
- March 11 Should daylight saving time be year-round?  
FastLink 406 has been proposed to be eliminated.
- March 12 Response to complaint about service.  
LYNX See & Say app.  
Public workshop and hearing at LYNX Central Station.  
Response to customer feedback about the elimination of FastLink 406.  
Response to question about directions from Kissimmee to Lake Nona.  
Response to question about our next board meeting.
- March 13 Public workshop and hearing at LYNX Central Station.  
Public Service Bus registration.  
Public workshop starting now.
- March 14 Public workshop and hearing at Kissimmee City Hall.  
Public Service Bus registration.  
Informed customer Wi-Fi issue on the bus has been resolved.
- March 15 Public workshop/hearing at Casselberry City Hall.  
Public Service Bus registration.
- March 16 March 18 is Transit Driver Appreciation Day.  
Lost & Found window will be open on Saturday.
- March 17 Lost & Found window will be open today.  
Happy St. Patrick's Day.  
Public Service Bus.  
Transit Driver Appreciation Day.
- March 18 Public Service Bus.
- March 19 Last day to submit public comments for April 29 proposed 69+service change.  
Public Service Bus registration.  
Response to customer concern about bus maintenance.
- March 20 First day of Spring.  
Service alert: Weather warning for Central Florida.
- March 21 LYNX PawPass.  
Response to complaint about an ACCESS LYNX driver.
- March 22 Public Service Bus registration closes tomorrow.  
Congratulations to our incoming Board Chair, Commissioner Lee Constantine.  
Thank you, Commissioner Viviana Janer for your service.  
The Board approved April service change.

## LYNX Board Agenda

- March 23 Public Service Bus registration ends today.  
One more hours remains to apply for the Public Service Bus.
- March 24 It's a beautiful day for a fare-free ride in Downtown Orlando!
- March 25 Wishing you a wonderful Sunday.
- March 26 LYNX Bus Tracker app.  
Easter holiday Schedule.  
Response to complaint about the LYNX Bus Tracker app.
- March 27 LYNX is hiring.  
Response to concerns about the LYNX Bus Tracker app.
- March 28 April service change.  
Response to questions about ACCESS LYNX service.
- March 29 Throwback Thursday.  
Response to concern about a bus operator.  
Response to question about LYNX colorful buses.  
Response to complaint about a bus operator missing a stop.  
Response to question about ACCESS LYNX service.
- March 30 Easter holiday schedule.  
National take a walk in the park day.  
Service alert: Orlando City Soccer Stadium.  
Received a Golden Brick Award.
- March 31 Orlando City Soccer game.
- April 1 Happy Easter.
- April 2 Orlando Business Journal roundtable at LYNX Central Station.  
Service alert: bus stop removal on Bumby Avenue and Robinson Street.
- April 3 LYNX NeighborLink app.  
Ridership coverage? Today's thought to staff from Jarrett Walker.  
Today's question to staff from Jarrett Walker: Redesign your system with coverage or ridership in mind?  
Thank you Jarrett Walker, for candidly addressing staff today about redesigning a system with redesign or coverage in mind.
- April 4 Service alert: bus stop on Link 434 route will be eliminated due to construction.  
Response to question about Link 427 service.  
Response to question about paratransit service.  
Response to question about the LYNX PawPass app.
- April 5 Service alert: Spring Fiesta in the Park detour.  
Thanked customer for feedback.

## LYNX Board Agenda

- April 6 Free family funday at Mennello Museum. Link 125 can take you there.  
Response to question about a local museum.
- April 7 Service alert: Orlando City Stadium detour.  
Service alert: Spring Fiesta in the Park detour.
- April 8 Ride LYMMO to the Orlando City soccer game.
- April 9 FastLink 406 transportation alternatives.
- April 10 It's a wet and soggy Orlando day. Please allow extra time for your travels with us today.
- April 11 Service alert: Orlando Corporate 5k detour.
- April 12 Service alert reminder: Orlando Corporate 5k detour.  
Consider riding LYMMO to the Corporate 5k event.
- April 13 Happy Friday.
- April 14 Greeting from Jai Alai. Link 436S can take you there!
- April 15 What are some of your favorite places to visit on the weekend?
- April 16 Colonial Drive pedestrian bridge/Gertrude's walk.
- April 17 LYNX Travel Training program.
- April 18 Thank you for riding with us today!
- April 19 Throwback Thursday.
- April 20 Service alert: Orlando City Stadium detour.  
Good morning, from LYNX Central Station.
- April 21 Lost & Found window will be open today.  
Tomorrow is Earth Day.  
Orlando City Soccer game.
- April 22 Happy Earth Day!  
April 29 Service Change.
- April 23 LYNX Paw Pass app.
- April 24 Name that stop.  
Puerto Rican parade service.
- April 25 ACCESS LYNX service.  
Denim Day.

## LYNX Board Agenda

- April 26 The LYNX mini Express bus.
- April 27 April 29 Service Change.  
Universal Orlando Grad Bash
- April 28 Good morning, from Mills 50.  
April Service Change.  
Puerto Rican parade service.
- April 29 April Service Change.  
State Roadeo Champions.
- April 30 April Service Change.  
LYNX Bus Tracker app.  
July Service Change.
- May 1 Millions of people are using public transit.
- May 2 State Roadeo Champs.  
LYNX PawPass App.
- May 3 Busy roads in Central Florida.
- May 4 May the 4<sup>th</sup> be with you.
- May 5 APTA Roadeo.  
Ready to get you on the road to a great weekend.
- May 6 Orlando City Soccer game day.  
Orlando City Soccer service detour.
- May 7 LYNX bus passes.
- May 8 Greetings from SeaWorld.  
July Service Change.
- May 9 Lost & Found items.
- May 10 Hello, from LYNX Central Station.
- May 11 Delay Alert preview.  
NeighborLink App.
- May 12 Delay Alert day.  
Bus Tracker not working.  
See & Say App.
- May 13 Happy Mother's Day.
- May 14 Public Workshop and Hearing.  
LYMMO service detour.
- May 15 Public Workshop and Hearing.  
Public Workshop is underway.
- May 16 Memorial Day schedule.



## LYNX Board Agenda

- Public Workshop and Hearing.
- May 17 Public Workshop and Hearing.  
Response to question about advertising.
- May 18 Ride with LYNX.  
July Service Change community event.  
Board of Directors meeting canceled.
- May 19 Lost & Found window open today.  
Community event at Poinciana SunRail Station.
- May 20 Favorite thing to do in Orlando.
- May 21 Memorial Day schedule.  
Fun and busy weekend for Team LYNX!  
Response to customer complaint.  
Provided information regarding a detour.  
Response to comment about July Service Change outreach events.
- May 22 Links 37 and 42 detour alert.  
Update for Links 37 and 42 detour.  
Bus operator pre-trip inspection.  
Service detour for Armstrong Avenue.  
Links 25 and 125 Detour Alert.
- May 23 A sunny Wednesday morning.
- May 24 Throwback Thursday.
- May 25 Memorial Day Schedule.  
Response to question about a bus wrap.  
Thanked customer for feedback.  
Response to question about a LYMMO stop.  
Consider LYNX as your mode of transportation.  
Response to question about bus service.  
Response to question about the new bus station at the airport.  
LYNX Forward open house.
- May 26 Orlando City Soccer game day.
- May 27 Memorial Day schedule.
- May 28 Remembering all who served on this Memorial Day.  
Memorial Day schedule.
- May 29 Goodbye gray, hello blue skies!  
Service detour update for Armstrong Avenue closure.  
Thanked customer for positive feedback.  
Response to comment about the holiday schedule.
- May 30 July Service Change community event.  
LYNX is hiring.

## LYNX Board Agenda

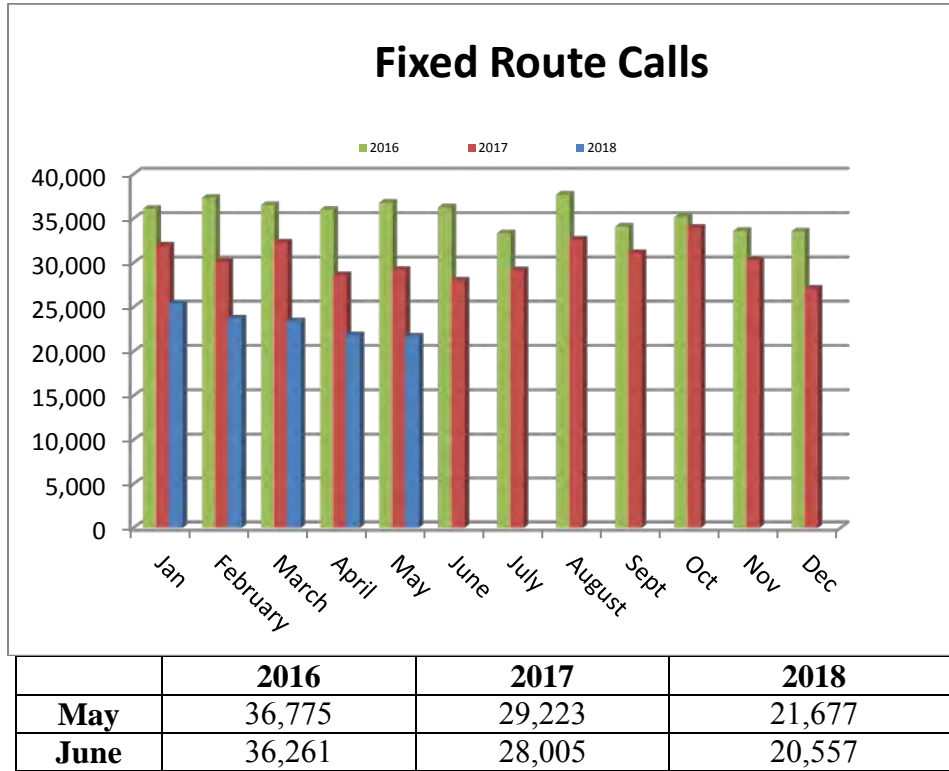
- Make m' Smile event detour.
- May 31 July Service Change community event.  
Hurricane season.
- June 1 Happy National Donut Day!  
Service detour for the Make m' Smile event.
- June 2 LYNX can take you there!
- June 3 Have a wonderful Sunday.
- June 4 Orlando Business Journal Roundtable.
- June 5 Take the Train to Plane.
- June 6 SunRail Phase II community outreach.
- June 7 Throwback Thursday.  
Response to questions about Throwback Thursday photo.  
SunRail Phase II community outreach.  
Response to concern about service changes.  
Response to inquiry about NeighborLink service.
- June 8 Feels like you're sitting on the deck of a spaceship.  
A great group of future leaders Valencia TSIC.
- June 9 LYNX maintenance crew.
- June 10 LYNX is hiring.
- June 11 Service detour on Alafaya Trail and SR 408.  
Welcoming another beautiful Monday in Orlando.
- June 12 Orlando United Day.
- June 13 Operation Best Foot Forward.  
Board of Directors meeting has been canceled.  
Service detour in Sanford.
- June 14 LYNX 25 celebration.  
Response to customer complaint.  
Response to question about LYNX Forward.  
Response to comment about LYNX 25.  
Response to comment about LYNX Forward.
- June 15 SunRail Phase II outreach at Tupperware Station.  
Response to comment about Board of Directors meeting cancellation.
- June 16 SunRail Phase II outreach at Tupperware Station.
- June 17 Happy Father's Day.

## LYNX Board Agenda

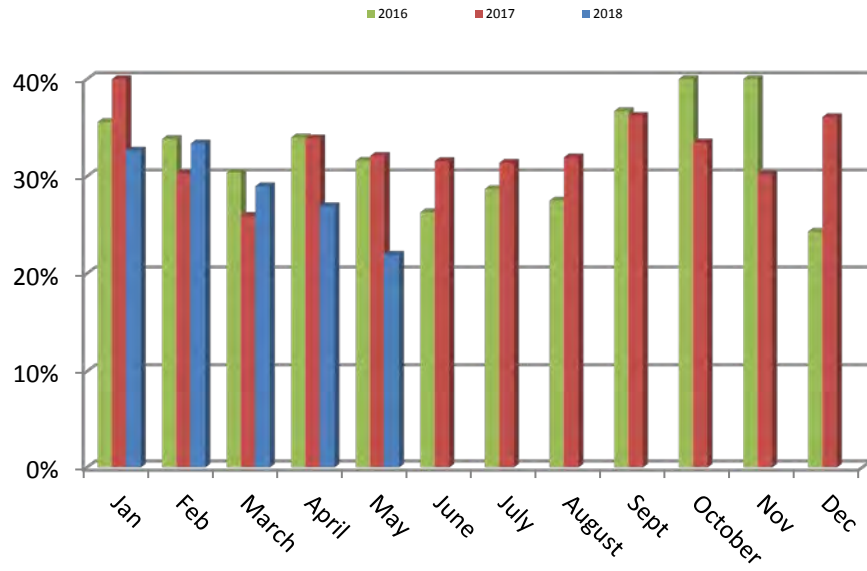
- June 18 July 15 service change.
- June 19 Response to question about July 15 service change.  
SunRail Phase II outreach.  
Response to complaint about bus service.
- June 20 LYNX 25  
Dump the Pump.  
Response to customer complaint.  
LYNX 25 giveaway at LYNX Central Station.
- June 21 National Dump the Pump Day.  
First Day of Summer.  
Response to comment about LYNX 25 giveaways.  
Response to comment about Dump the Pump Day.  
Response to customer concerns about service.
- June 22 SunRail Phase II outreach at Meadow Woods Station.  
Orlando City Soccer Stadium detour.
- June 23 SunRail Phase II outreach at Meadow Woods Station.  
Ride LYMMO to the Lions game.
- June 24 Rainforest Café bus wrap.
- June 25 Drink plenty of water and stay hydrated while waiting for the bus.  
Response comment about Wi-Fi on buses.
- June 26 Independence Day schedule.
- June 27 National Sunglasses Day.  
Response to complaint about Link 434 service.  
Thanked customer for positive feedback about service.
- June 28 Train to Plane.
- June 29 SR 436 survey.  
SunRail Phase II at Kissimmee Intermodal Station.  
LYNX 25 celebration.
- June 30 SunRail Phase II at Kissimmee Intermodal Station.

<b>SOCIAL MEDIA USAGE</b>	<b>MARCH 2018</b>	<b>APRIL 2018</b>	<b>MAY 2018</b>	<b>JUNE 2018</b>
Facebook Likes	5,105	5,141	5,184	5,212
Facebook – Daily Total Reach: The number of people who have seen any content associated with our Page. (Unique Users)	78,570	31,530	27,229	26,668
Twitter Followers	5,279	5,378	5,470	5,533
<b>WEBSITE USAGE</b>				
Total Page Views	670,978	645,184	651,962	633,396
Total User Visits	89,271	85,519	89,360	88,629

**Customer Service**

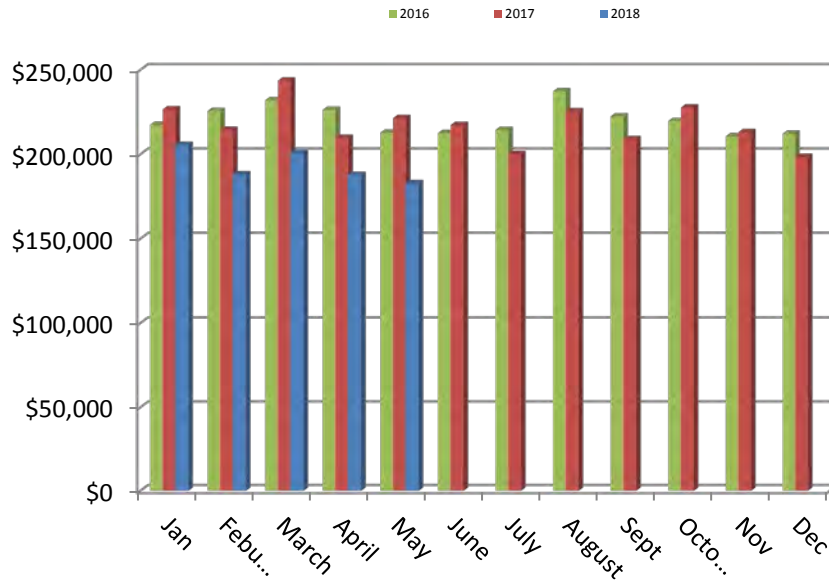


### Lost & Found Percentage of Recovered



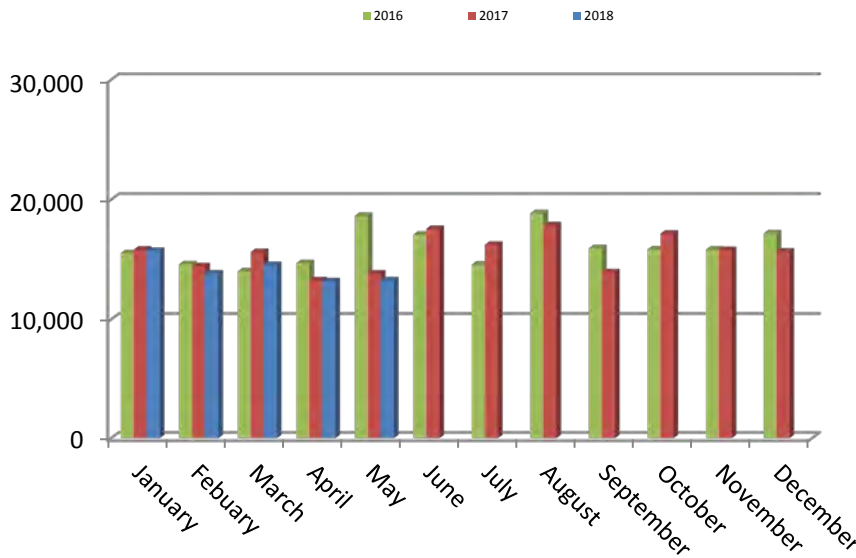
	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>May</b>	31.60%	32.10%	21.93%
<b>June</b>	26.30%	31.56%	25.86%

### Fare Media Sales at LCS



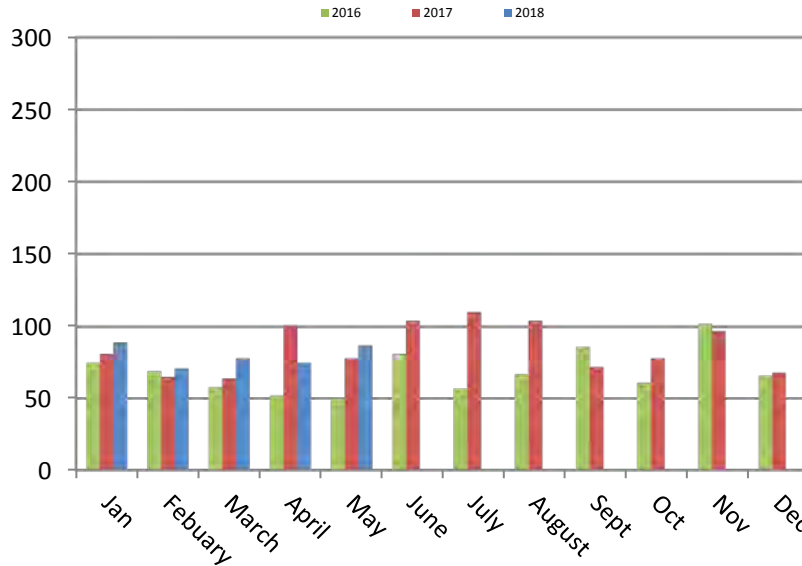
	2016	2017	2018
<b>May</b>	\$212,738	\$221,373	\$182,867
<b>June</b>	\$212,490	\$217,280	\$179,778

### Customers Served at LCS



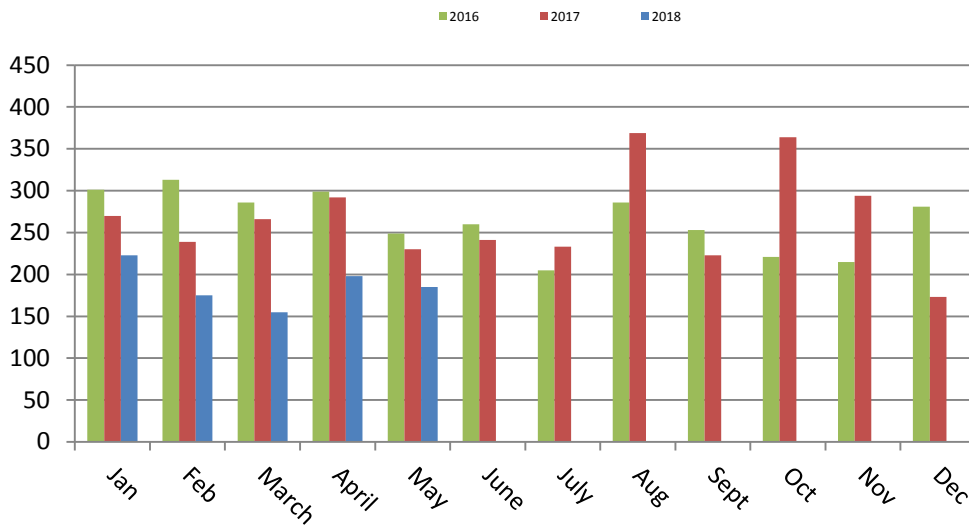
	2016	2017	2018
<b>May</b>	18,641	13,835	13,268
<b>June</b>	17,077	17,560	11,327

### Mobility Services Concerns



	2016	2017	2018
<b>May</b>	50	78	87
<b>June</b>	81	104	68

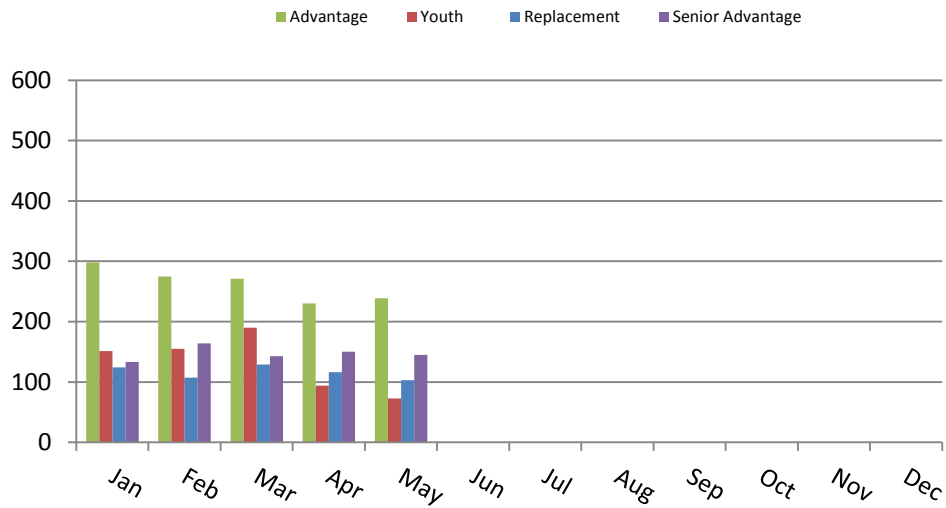
### Fixed Route Concerns



	2016	2017	2018
<b>May</b>	249	230	185
<b>June</b>	260	241	137

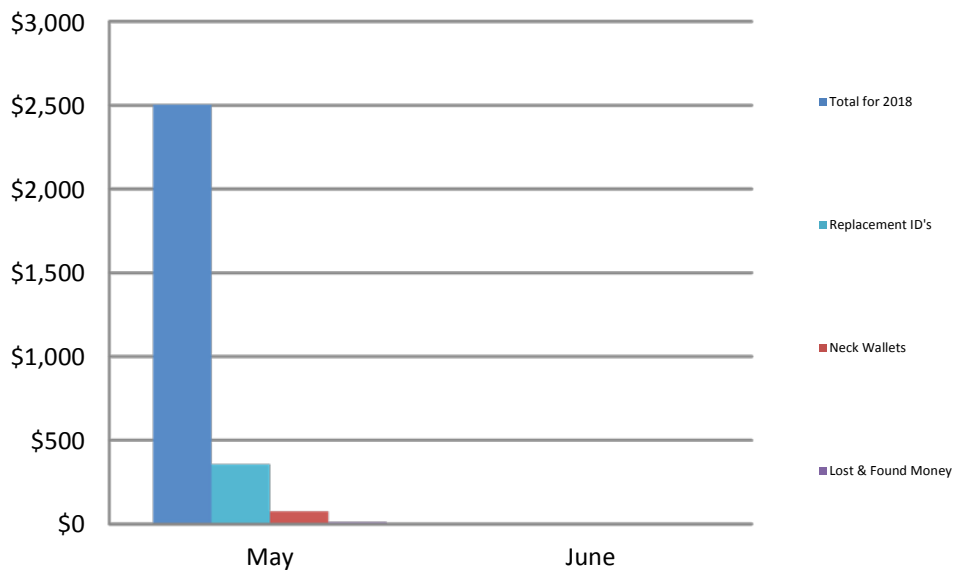


### IDs ISSUED in 2018

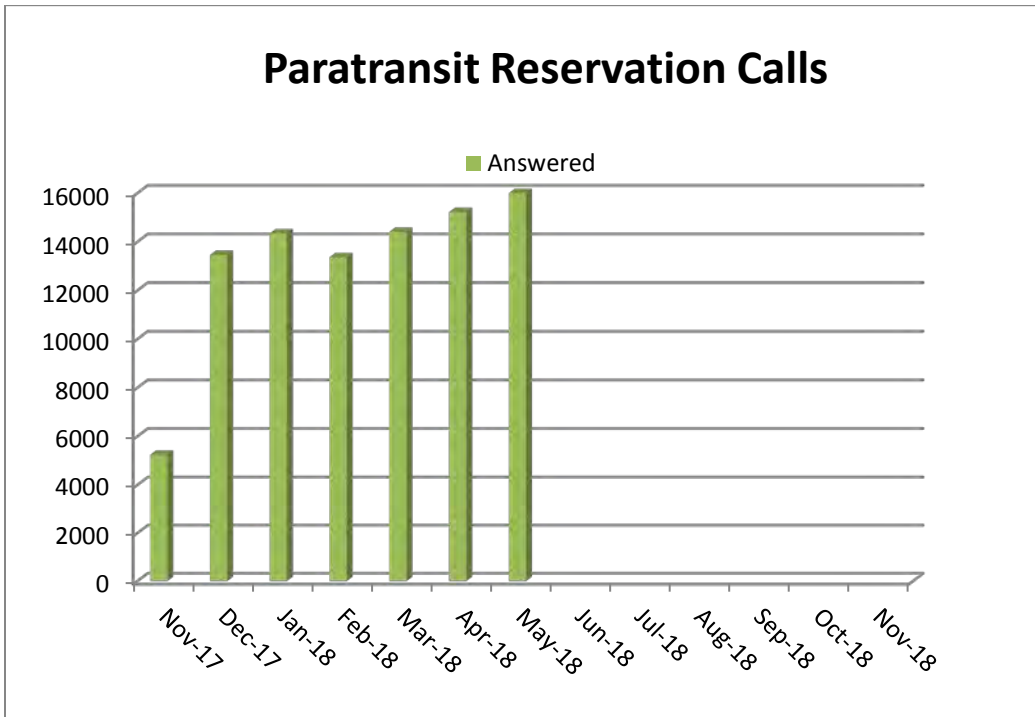


	2016	2017	2018
<b>May</b>	886	824	560
<b>June</b>	852	710	691

### Income Generated Revenue

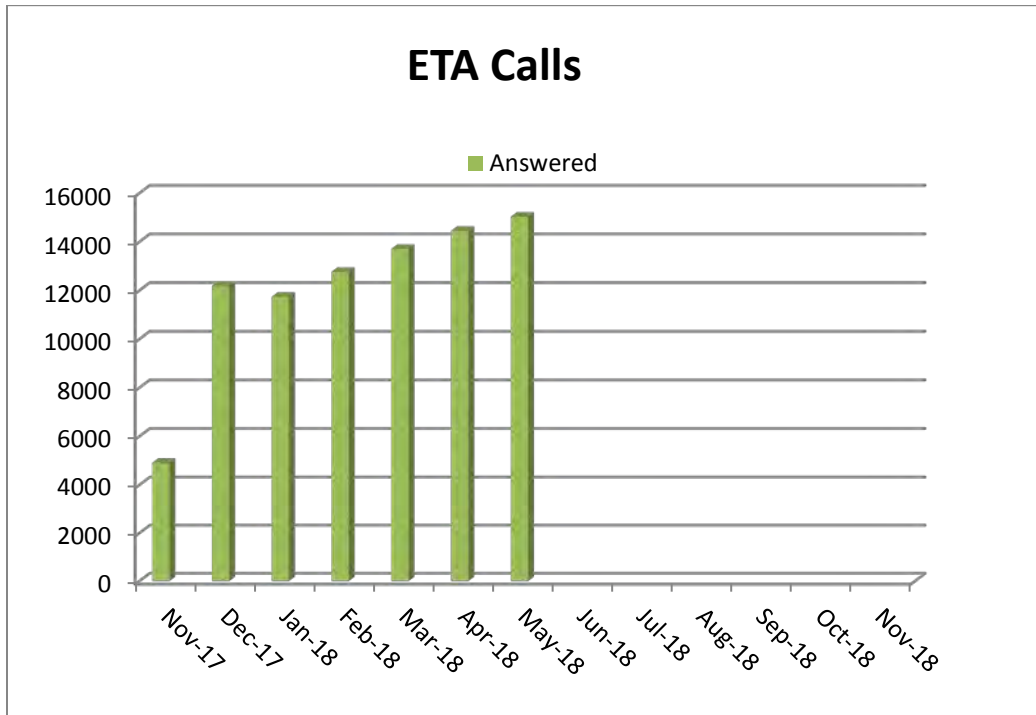


	Replacement ID's	Neck Wallets	Lost & Found Money
<b>May</b>	\$357	\$76	\$12
<b>June</b>	\$379	\$126	\$80.50



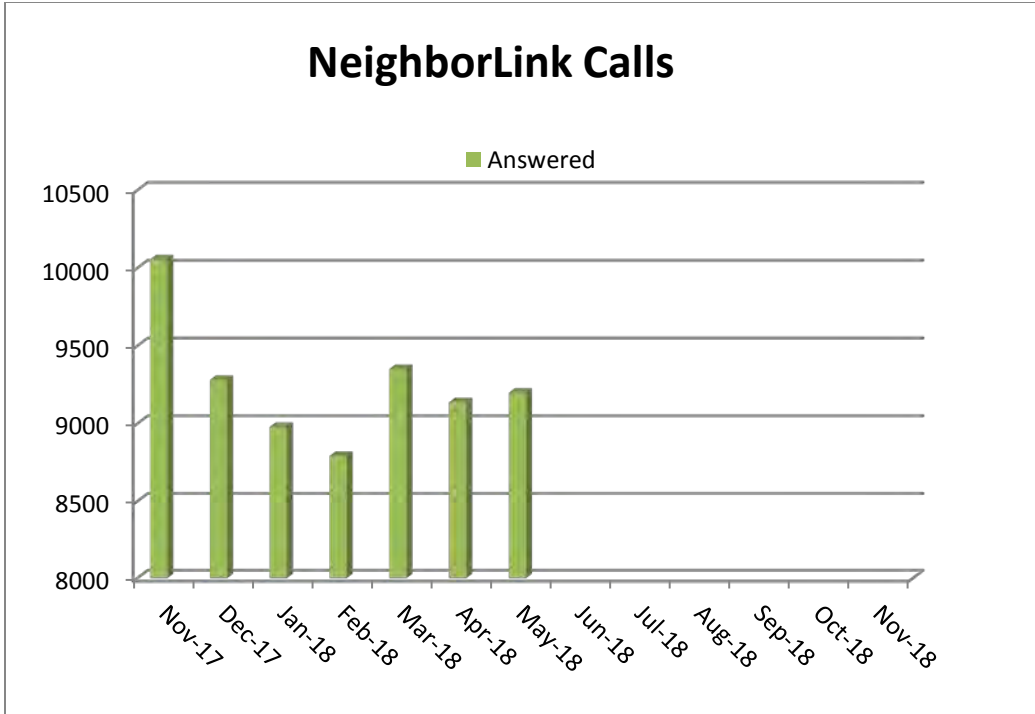
	2017	2018	2018	
December	13,455		May	15,998
January	n/a*	14,340	June	14,548
February	n/a*	13,361	July	
March	n/a*	14,402	August	
April	n/a*	15,218	September	

\*Contractor had a different phone system that we do not have access to; service at LYNX started Nov. 2017-present.



	2017	2018	2018	
December	12,196		May	15,029
January	n/a*	11,737	June	13,592
February	n/a*	12,761	July	
March	n/a*	13,706	August	
April	n/a*	14,448	September	

\*Contractor had a different phone system that we do not have access to; service at LYNX started Nov. 2017-present.



	2017	2018	2018	
November	10,055		May	9,198
December	9,280		June	9,632
January	n/a*	8,978	July	
February	n/a*	8,791	August	
March	n/a*	9,350	September	
April	n/a*	9,136	October	

\*Contractor had a different phone system that we do not have access to; service at LYNX started Nov. 2017-present.

## Commuter Vanpool Program

COMMUTER VANPOOL				
VANPOOLS	MARCH 2018	APRIL 2018	MAY 2018	JUNE 2018
Vanpool Participants	621	612	616	620
Total Revenue Miles	212,475	211,073	213,850	**
New Vanpool	1	2	3	4
Returned Vanpools	2	4	2	3
Current Vans at Service	182	180	181	182
Pending Interests	Coleman Prison, Orlando VA, City of Lake Mary	Northrop Grumman, Coleman Prison, Orlando VA, Centurion	Northrop Grumman, Coleman Prison, Orlando VA, Centurion	Northrop Grumman, Coleman Prison, Orlando VA, Centurion, AON
Events	City of Lake Mary Transportation Fair	Earth Day Transportation Fair, Northrop Grumman	Did not participate in any events	reThink Transportation Fair

\*\* Data not compiled yet.

**Monthly Report D: Planning and Development**

**To:** Report LYNX Board of Directors

**From:** **Tiffany Homler**  
CHIEF ADMINISTRATIVE OFFICER  
**Tomika Monterville**  
(Technical Contact)  
**Douglas Robinson**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6064

**Item Name:** Miscellaneous  
Planning & Development Report

**Date:** 7/26/2018

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**STRATEGIC PLANNING**

**STATE ROAD 436 CORRIDOR STUDY**

The State Road 436 Transit Corridor Study has examined enhanced transit options, improved accessibility and safety, and a context sensitive design for the corridor from Orlando International Airport to State Road 434. The project team has continued with the evaluations of alternatives for the corridor, furthering the Level 3 examinations of operating characteristics and estimated ridership associated with each scenario, and narrowing down alternatives based on the first round of reviews. UCF students have gathered Quality of Life surveys from existing LYNX passengers in support of the Health Impact Assessment, and provided an analysis of their findings. Partner Agency Working Group meetings were held March 8, 2018, April 30, 2018, and May 23, 2018. Interviews were held the week of March 23, 2018 with staff from some of the PAWG members to begin discussions on Transit-Oriented Development (TOD) potential for station areas and market area assessments. The final Health Impact Assessment Working Group meeting was held May 31, 2018. For more information on project, please visit <https://www.lynxr436.com/>.

**VETERANS TRANSPORTATION AND COMMUNITY LIVING INITIATIVE**

As part of the development of the Veterans Transportation Resources and Community Services (VTRACS) Customer Information System (CIS), the Cambridge Systematics team has completed the all four iterations of product development. The team and LYNX staff conducted User Acceptance Testing the week of March 23, 2018 to gain further User Interface/User Experience (UI/UX) feedback as well as to identify any system bugs and that all identified, and relevant, requirements have been met. In doing so, an action item list was developed for updates and corrections to make for the system. LYNX staff are working to establish a final brand for the

tool, as well as update system information prior to launching. A marketing program for the tool is also under development.

## **SYSTEM-WIDE ONBOARD ORIGIN AND DESTINATION SURVEY**

In November 2016, LYNX began work with its contractor, ETC Institute, on a system-wide Origin and Destination survey. The initial work focused on the LYNX routes with the highest ridership (over 3,000 passenger trips per day) and SunRail ridership; identifying the stops/stations that passengers boarded and alighted the vehicles to help with further data extrapolation later. The sub-contractor finalized task work associated with comparing the survey data with regional mobile device travel data. LYNX Staff provided the contractor final comments and request for the report. The contractor provided their final draft of the document, and is currently under review by LYNX staff.

## **GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

Staff have continued to support other LYNX Departments with GIS resources and assistance. Recent activities include preparation for Hurricane Season with maps for emergency response planning and continued support for asset management and facilities with the VueWorks system.

GIS Team received the ESRI Special Achievement in GIS Award for LYNX use of and promotion of GIS tools for transit on [www.golynx.com](http://www.golynx.com)

## **INTELLIGENT TRANSPORTATION SYSTEMS (ITS)**

Doug Jamison, ITS Coordinator, has presented on the State and Impacts of Transit Automation at the recent conferences for the American Society of Civil Engineers, the American Public Transportation Association, and the Florida Public Transportation Association. He has also presented at the MetroPlan Orlando Transportation Systems Management & Operations (TSM&O) and Citizen's Advisory Committee (CAC). His presentation provided information on the Federal Transit Administration's (FTA) Strategic Transit Automation Research (STAR) program, the development of the LYNX Automated Vehicle Initiative, and some of the issues that require further research and investigation during the development of automated vehicle demonstrations and deployments.

## **SERVICE PLANNING**

The Service Planning Division activities during the months of May and June 2018 have been devoted primarily towards the planning and implementation of the July 15, 2018, service changes to support SunRail Phase II feeder service bus routes. Staff has continued working with Osceola County, SunRail and the Florida Department of Transportation (FDOT) on identifying locations for transit stops, developing schedules, and supporting community outreach events sponsored by stakeholders.

During the months of May, June, & July, Service Planning participated in the following outreach events to promote the July 15 service change and LYNX's integration with SunRail Phase II:

- May 15 - Public Workshop/Hearing - LYNX Central Station
- May 16 - Public Workshop/Hearing - Altamonte Springs City Hall
- May 17 - Public Workshop/Hearing - Kissimmee City Hall
- May 19 - Public Outreach - Poinciana SunRail Station
- May 31 - Public Outreach - Buena Ventura Lakes Library/Hart Memorial Library
- June 7 – Public Outreach – Poinciana Library/Poinciana Walmart Superstop
- June 14 – Public Outreach – Tupperware SunRail Station
- June 16 – Public Outreach – Tupperware SunRail Station
- June 23 – Public Outreach – Meadow Woods SunRail Station
- June 30 – Public Outreach – Kissimmee SunRail Station
- July 10 – Public Outreach – Kissimmee Intermodal/Buena Ventura Lakes Library/  
South Creek Branch Library

Additionally, Service Planning published LYNX's performance measures on [golynx.com](http://golynx.com) during the month of June 2018.

## **ENGINEERING AND CONSTRUCTION**

Senior Project Manager, Jeff Reine, has engaged in community outreach to support the Rosemont SuperStop safety and aesthetic enhancements and the design planning for the Pine Hills SuperStop.

Gertrude's Walk (Orlando Trail) has been officially transferred to the City of Orlando.